



WESTMINSTER



2019-2020
CITY OF WESTMINSTER
**ADOPTED
BUDGET**



WESTMINSTER

COLORADO

CITY VISION: 2016

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





WESTMINSTER

2019/2020 Budget

Adopted Budget for the Fiscal Years:

January 1, 2019 to December 31, 2019
January 1, 2020 to December 31, 2020

City Council

Herb Atchison	Mayor
Maria De Cambra	Mayor Pro Tem
Shannon Bird	Councillor
David DeMott	Councillor
Emma Pinter	Councillor
Anita Seitz	Councillor
Kathryn Skulley	Councillor

City Staff

- Donald M. Tripp, City Manager •
- Barbara Opie, Deputy City Manager • Jody Andrews, Deputy City Manager •
- David Frankel, City Attorney • Tiffany Sorice, Municipal Judge •
- Dave Downing, Director of Community Development •
- John Hall, Director of Economic Development •
- Tammy Hitchens, Director of Finance • Doug Hall, Fire Chief •
- Viki Manley, Director of General Services • Dee Martin, Director of Human Resources •
- David Puntteney, Director of Information Technology •
- Jason Genck, Director of Parks, Recreation and Libraries •
- Tim Carlson, Police Chief • Max Kirschbaum, Director of Public Works and Utilities •

Policy & Budget Division Staff

- Chris Lindsey, Policy & Budget Manager •
- Fred Kellam, Policy & Budget Analyst •
- Theresa Booco, Policy & Budget Analyst •

Thank You!

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

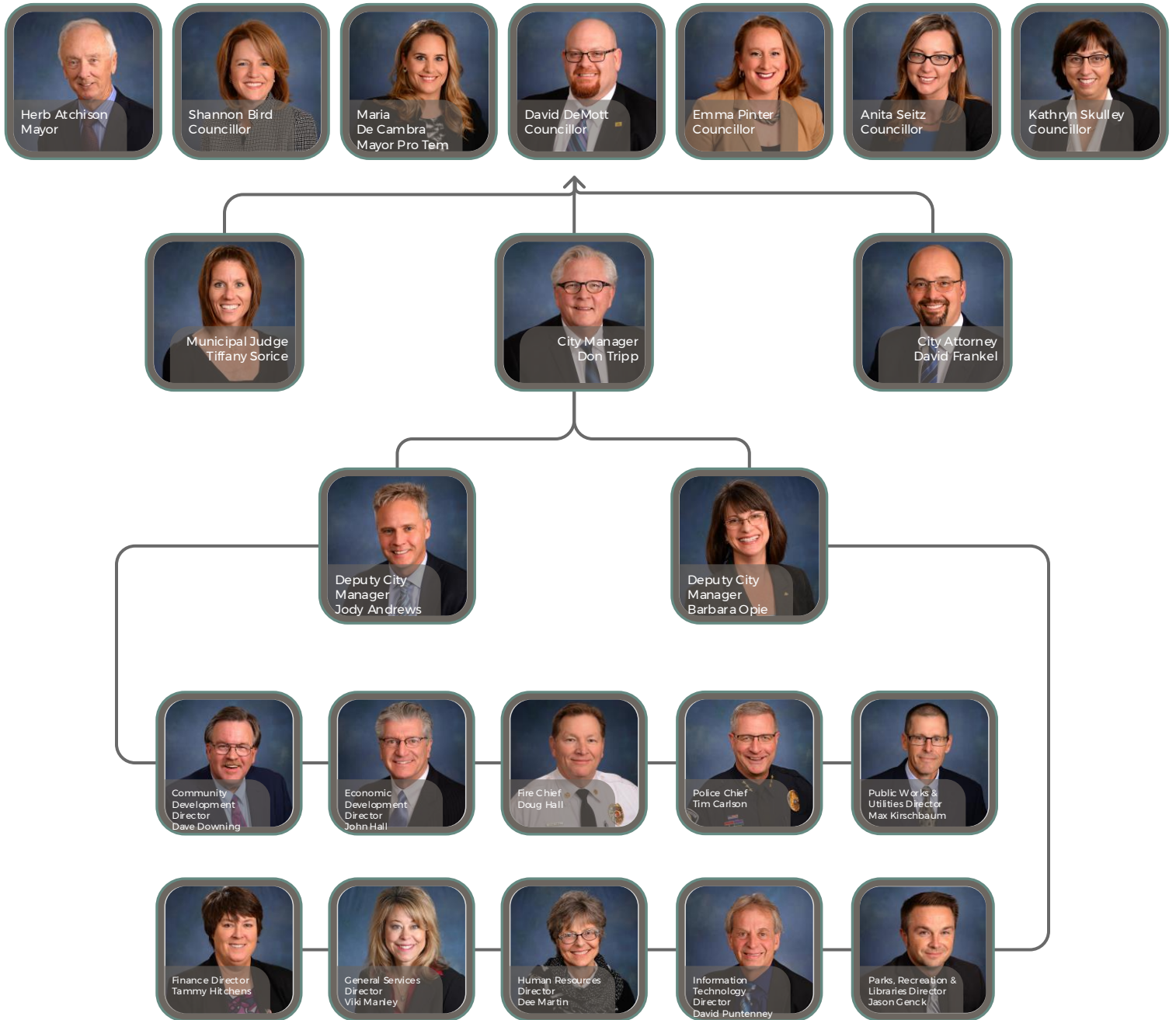
Cover Design:

- Adrian Newman, Parks, Recreation, and Libraries •



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City Council and Executive Leadership



HOW TO USE THIS DOCUMENT

The City of Westminster's budget document reflects the Adopted 2019/2020 Budget. The fiscal year for Westminster commences January 1 and ends on December 31 of the same year.

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

Budget Message

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

Community Profile

This section is designed to provide the reader with an overview of the Westminster community. Topics discussed in this section include economic development information referencing demographics, real estate, the local economy, transportation, community, taxes and government, education, and housing.

Budget Process

This section is designed to provide the reader with a better understanding of the City's budgeting process. The budgeting process is explained, including the timetable followed and legal requirements adhered to by City Council and Staff. Additionally, the section briefly outlines the City's financial policies.

Operating Budget Summary

This section lists those items included in the operating budgets for 2019 and 2020 and acts as a summary of adjustments to the operating budget. Items include staffing adjustments, studies and equipment, and additional or reallocation of funds to support existing programs. Additional information on the items included on this list may be found in the respective department narrative pages in the Budget by Department Section.

Revenues & Expenditures Summary

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

Budget by Department

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

Budget by Fund

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

Capital Improvement Program (CIP)

This section includes a listing of the projects approved for 2019 and 2020 as well as the five-year Capital Improvement Program. The CIP is an ongoing, five year program for the planning and financing of capital improvements in the City. The first two years listed in the five-year CIP were adopted by City Council with the two-year budget and outlines the projects planned for the next two years.

Staffing

The staffing section includes a summary chart of personnel changes by department for the upcoming two years. In addition, it lists all positions, by department and division, authorized by the City Council for the upcoming two years. The 2019 and 2020 columns represent the authorized staffing levels.

Glossary

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

Adopted 2019/2020 Biennial Budget

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WESTMINSTER

BUDGET MESSAGE

Mayor, Mayor Pro Tem, and City Councillors:

Staff is pleased to present the Adopted 2019/2020 Budget. The budget is a fiscal expression of our vision for the future. This budget has been crafted by the Staff to align with the Vision, Mission, Values, and Strategic Plan direction from you, Mayor and Councillors. This document reflects the City of Westminster's continued focus on achieving the desired outcomes stated in the Vision, Mission, and shared values:

VISION: Westminster is the next Urban Center of the Colorado Front Range.

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

MISSION: Our job is to deliver exceptional value and quality of life through SPIRIT.

VALUES: S-P-I-R-I-T is *Service, Pride, Integrity, Responsibility, Innovation, Teamwork.*

The 2019/2020 Budget is the City's ninth time preparing a two-year budget. The two-year budget continues to provide longer term financial and policy planning that complements the City's Strategic Plan and allows both City Council and Staff to focus on implementing the goals and key initiatives identified in the Strategic Plan, which are listed below.



VISIONARY LEADERSHIP, EFFECTIVE GOVERNANCE, AND PROACTIVE REGIONAL COLLABORATION

- The City of Westminster has articulated a clear vision for the future of the community. The vision is implemented through collaborative and transparent decision making. Westminster is proactively engaged with our partners to advance the common interests of the region.



VIBRANT, INCLUSIVE, AND ENGAGED COMMUNITY

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



BEAUTIFUL, DESIRABLE, SAFE, AND ENVIRONMENTALLY RESPONSIBLE CITY-

Westminster thoughtfully creates special places and settings. The City is an active steward, protecting and enhancing natural resources and environmental assets. The City promotes and fosters safe and healthy communities.



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



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



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

Economic Climate

The economy of the Denver Front Range continues to grow, as does the City of Westminster. Revenue from property taxes and sales and use taxes, which are key internal indicators, are outpacing projections included in the 2018 Amended Budget. Colorado’s economy continues to experience strong growth with expectations that ongoing expansion and business confidence will remain positive. Year-to-date in 2018, Colorado employment growth has been strong, highlighted by increases in the labor force participation rate and in average hourly wages. Nationally, the economy continues to expand with most leading indicators suggesting ongoing growth. The unemployment rate remains at historic lows. Corporate earnings continue to strengthen and stock markets remain high. Business confidence is strong despite concerns over international trade policy.

Yet while the economy continues to grow, Staff does not believe that the current economic growth will continue indefinitely. Staff recommends continued precautions be taken in anticipation of future economic changes. This includes maintaining the General Reserve Fund at 10% of the operating budget.

Lastly, the unemployment rates in the Denver metro and across the nation remain at record lows. Staff is having more difficulty recruiting key positions, and the City needs to remain cognizant of keeping the salary and benefit package competitive and within the market, which ultimately impacts the salary and benefit budget. Balancing a competitive salary and benefit package and other operational expenses against projected revenues limits the ability to make significant changes from prior years in the 2019/2020 Budget.

Investment in Westminster's Future

The 2019/2020 Budget invests in the most critical needs of the City:

- **Financial Sustainability:** Planning to sustain the City through economic downturns by increasing reserves. We will continue to align expenditures with revenues in a manner that plans for future operating and capital needs, and we need to be intentional in communicating this to our residents and business community. This includes planning for the ups and downs in the economy by maintaining healthy reserves to save for the more challenging times.
- **Infrastructure:** Water and sewer utilities, streets, bridges, buildings, parks, trails, and other infrastructure are critical to the quality of life of our residents. There are greater demands for this important maintenance work than funding permits. Staff will continue to look at the Infrastructure Fee to fund some of these important repair and replacement projects and use other available funds to improve capital infrastructure.
- **Employees:** To the credit of Westminster's strong elected leadership, the City has developed the best local government staff in the country. In order to recruit and retain the best, Staff recommends increasing wages and benefits; supporting training; and adding additional staffing as funding permits, to ensure continued high performance.

The City faces exciting opportunities, changes, and challenges. Major progress continues on significant projects, including Downtown Westminster and the Westminster Station. Overall, development activity in the City has continued at a level not seen for close to a decade. With increasing development comes increased demand on municipal services. We have slowed development north of 92nd Avenue to address sewer capacity issues; we are using this slow down to complete a comprehensive analysis of the Big Dry Creek basin system as planned to ensure strategic reinvestment.

The 2019/2020 Budget represents arrival at the crossroads I identified in this message two years ago. At that time, we discussed that existing revenue sources are not able to match the service level demands expected by residents. Catalyzed by the report out on the Financial Sustainability Study and Gap Analysis, City Council, Staff, and the community have begun engaging on this pressing issue. The City provides exceptional value and quality of life to Westminster's residents, businesses, and visitors. We must continue to address the trade-offs of the decisions we make and the impacts those have on our future service delivery. Tough decisions will be required but I am confident that this community has the courage to act accordingly.

Citizen Survey Results

Every two years, the City conducts a statistically valid citizen survey to measure residents' satisfaction levels with City services. The 2018 Westminster Citizen Survey provides information used by City Council to inform the strategic planning process and by departments to evaluate services. This year's survey was the 14th biennial survey the City has conducted with National Research Center, Inc.

Overall, the results of the Citizen Survey continue to be very positive. According to the survey, while evaluations of most aspects of quality of life remained stable, residents' views improved regarding the quality of their neighborhoods. Other key findings from the survey indicated that:

- Ratings of overall quality of life were positive and stable over time with almost 9 in 10 respondents giving favorable evaluations of “good” or “very good”.
- Three-quarters of residents gave favorable assessments to the overall image or reputation of the City.
- About two-thirds gave positive reviews to the community's openness and acceptance of people of diverse backgrounds (similar to the benchmarks).
- A majority of residents positively rated the City as a place to live (90% very good or good) and retire (59%); these ratings were on par with prior survey years. However, assessments for both of these items were lower or much lower than the benchmarks.
- The City as a place to raise children emerged as an area of opportunity related to quality of life and community. While about three-quarters of residents gave very good or good reviews to this aspect (similar to prior survey years), it was lower than both national and Front Range benchmarks. Additionally, the quality of public schools was evaluated lower than the national and Front Range averages, with about 6 in 10 respondents giving positive marks.
- Too much growth and the high cost of housing were the top two concerns for residents (58% and 68% of respondents rated these as major or moderate problems).

As in any community, growth comes with growing pains, which commonly includes concerns about mobility. In this area, snow removal and street repair received lower evaluations in 2018 compared to 2016. Additionally, these services were among those rated as lower in quality and higher in importance. Respondents were also less likely to agree that “ease of mobility” described their image of the City.

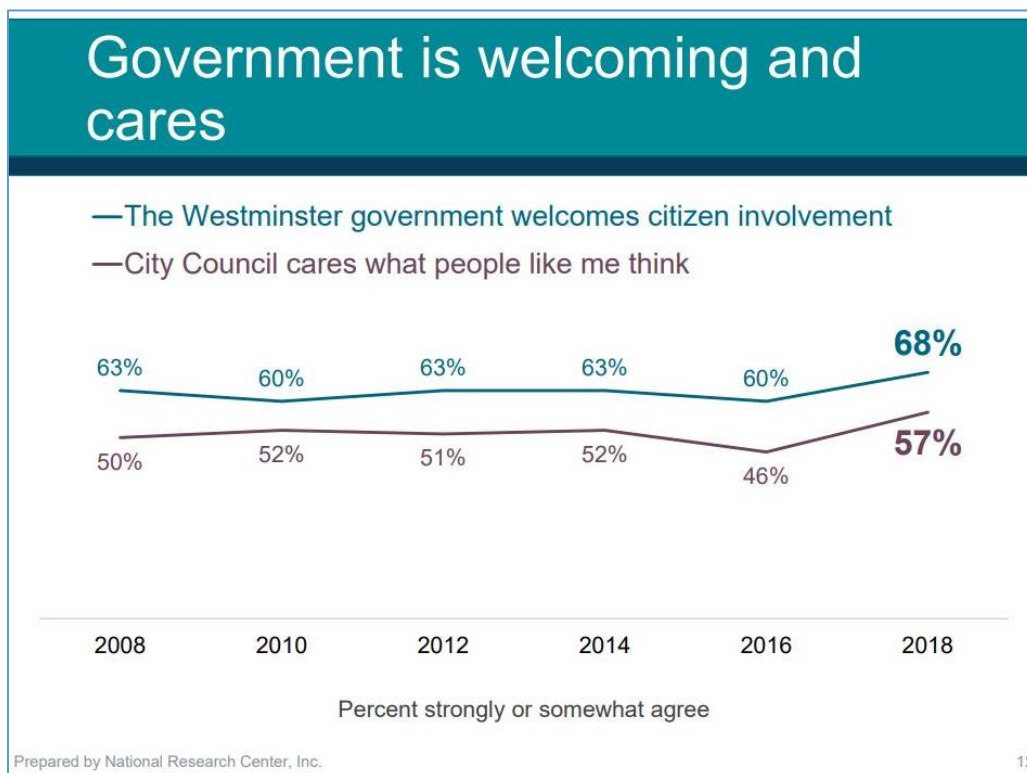
In terms of government performance, evaluations improved and most respondents (9 in 10) felt the City is headed in the right direction. Sixty-eight percent of respondents agreed that the City welcomes citizen involvement and 57% strongly or somewhat agreed that City Council cares what people like them think. These evaluations both increased from 2016 and, where benchmark comparisons were available, ratings were similar.

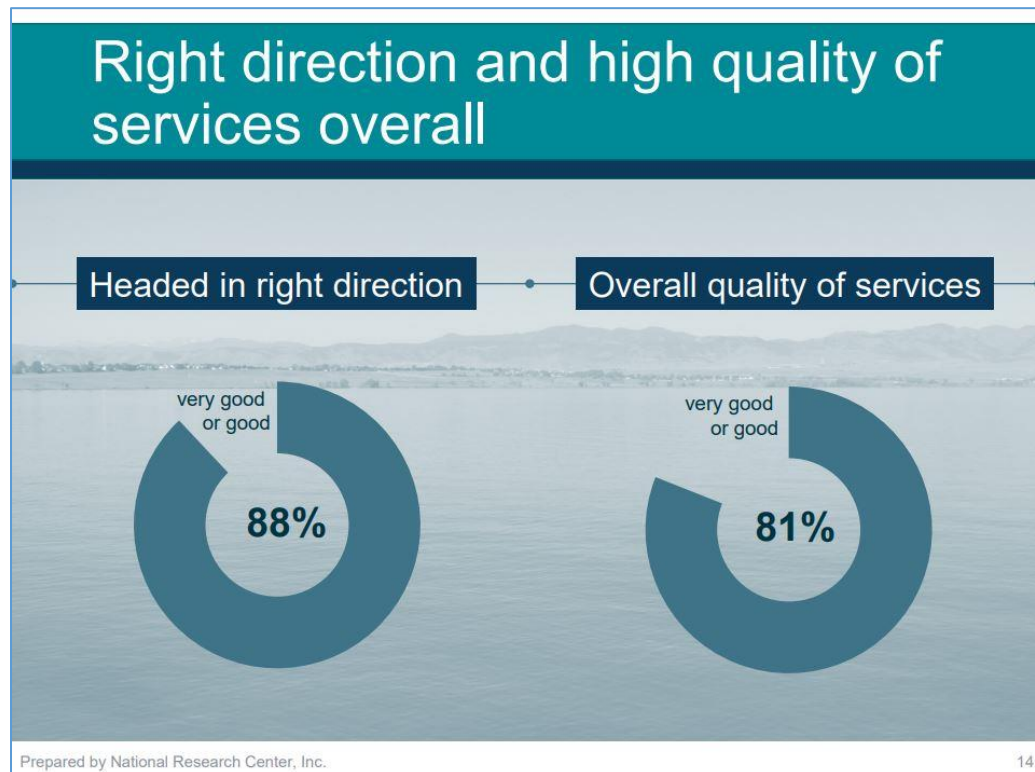
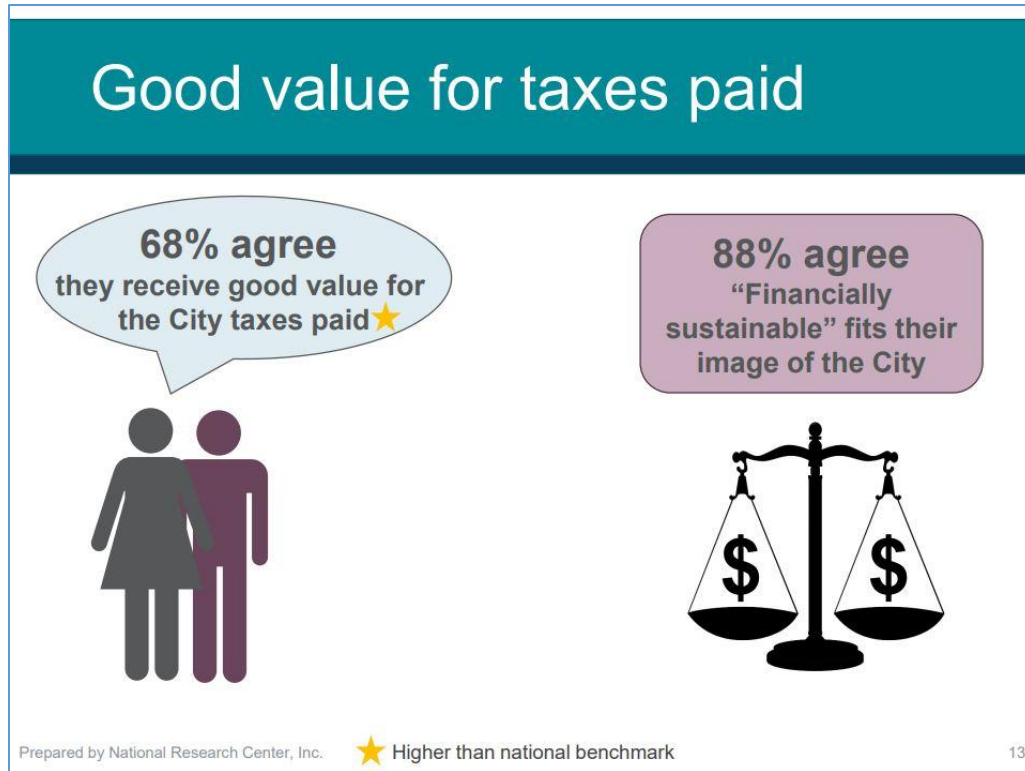
Other feedback regarding government performance showed:

- About two-thirds of residents agreed that they received good value for the City taxes they pay.
- The overall quality of services provided by the City has remained strong and stable over the last decade. Eight in 10 residents rated it as very good or good, a rating that was similar to the national and Front Range averages.
- 88% of respondents agreed that “financially sustainable” fit their image of the City.
- Life and safety services were of high importance and topped residents’ list of priorities for the City, and nearly all residents felt that providing safe drinking water and sewer services and providing for a safe community were essential or very important for the City to do.

Another strong data point from the survey is that two of the three primary sources from which residents seek information are the City’s website and *City Edition*. The other main source of information is the Parks, Recreation and Libraries Activity Guide.

In addition to City Council utilizing the information from the 2018 Citizen Survey to inform strategic planning, as well as budget and policy decision, Staff continue to evaluate and leverage this data to improve service delivery and operational decision-making.





The results of the 2018 Citizen Survey can be accessed at <https://www.cityofwestminster.us/citizensurvey>.

Taxes
Property Tax

Property taxes are projected to comprise approximately 4% of General Fund revenues in 2019 and 2020. The City's property tax mill levy continues to be one of the lowest among Front Range cities and the lowest amongst our comparison cities. The property tax mill levy rate of 3.65 mills is maintained in the 2019/2020 Budget at the 1993 level. The chart below provides a property tax comparison to 11 Front Range communities. Some of the cities listed utilize special districts to provide some of the services that the City of Westminster, a full-service city, provides to its residents. For example, fire district mill levies are included along with municipal levies for those municipalities that do not provide fire protection services.

2018 Residential Property Tax Rate Comparisons			
City	City Levy	Fire Protection District Levy	City and Fire Levy
Northglenn	11.597	14.710	26.307
Broomfield (City)	11.457	14.710	26.167
Fort Collins	9.797	10.595	20.392
Arvada	4.310	14.723	19.033
Loveland	9.564	8.810	18.374
Lakewood	2.148	13.219	15.367
Littleton	6.662	7.678	14.340
Longmont	13.420	-	13.420
Boulder	11.981	-	11.981
Thornton	10.210	-	10.210
Aurora	8.605	-	8.605
Westminster	3.650	-	3.650

Sales and Use Tax

Sales and use tax remains the City’s largest General Fund revenue source. In 2019 and 2020, sales and use tax is projected to comprise approximately 68% of General Fund revenues. Below is a comparison to the same 11 Front Range communities.

2018 Sales Tax Rate Comparisons	
City	Municipal Sales Tax Rate
Broomfield (City)	4.15%
Northglenn	4.00%
Boulder	3.86%
Fort Collins	3.85%
Westminster	3.85%
Aurora	3.75%
Thornton	3.75%
Longmont	3.53%
Arvada	3.46%
Loveland	3.00%
Littleton	3.00%
Lakewood	3.00%

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

Westminster Sales & Use Tax Rate	
General	3.00%
POST	0.25%
Public Safety	0.60%
Total City Rate	3.85%

Revenues and Expenditures Overview

In the City of Westminster, available revenues drive expenditures and determine the City's capacity to provide essential and quality of life services. A modest growth pattern is anticipated for many of the City's revenue sources.

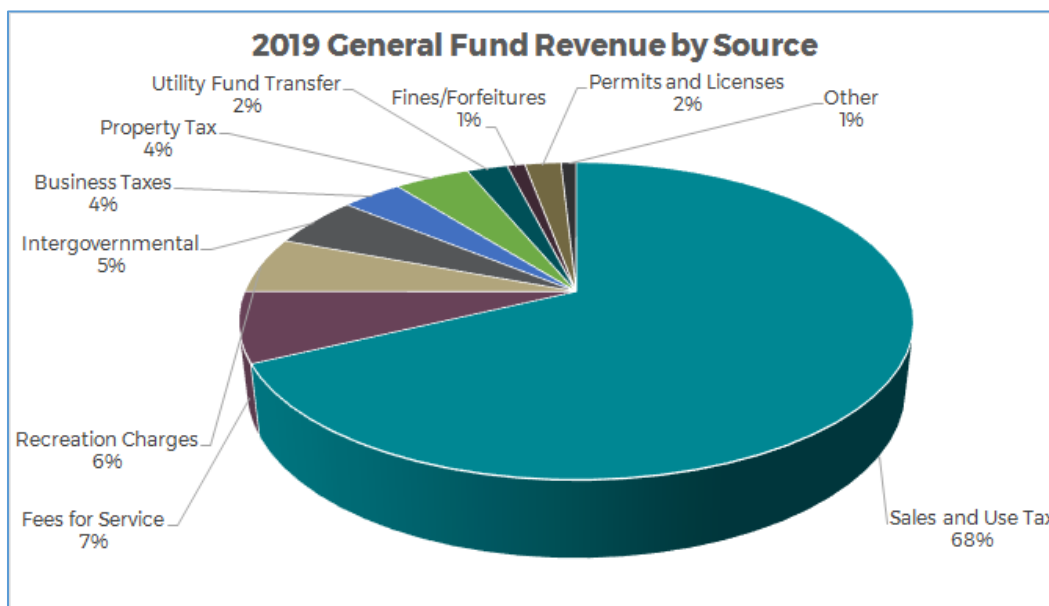
The total 2019 Budget for all funds is \$344,396,726, exclusive of \$60,736,520 in reserves and \$1,000,000 in contingencies. The amount in reserve includes the General Reserve, General Fund Stabilization Reserve, Utility Rate Stabilization Reserve, Utility Capital Projects Reserve Funds; and the contingency amount includes the General Fund contingency. The 2019 Budget includes a debt issue of \$102,000,000 for needed water and sewer capital investments.

The total 2020 Budget for all funds is \$241,976,062, exclusive of \$67,129,560 in reserves and \$1,000,000 in contingencies. The amount in reserve includes the General Reserve, General Fund Stabilization Reserve, Utility Fund Rate Stabilization Reserve, and Utility Fund Capital Project Reserve Funds; and the contingency amount includes the General Fund contingency.

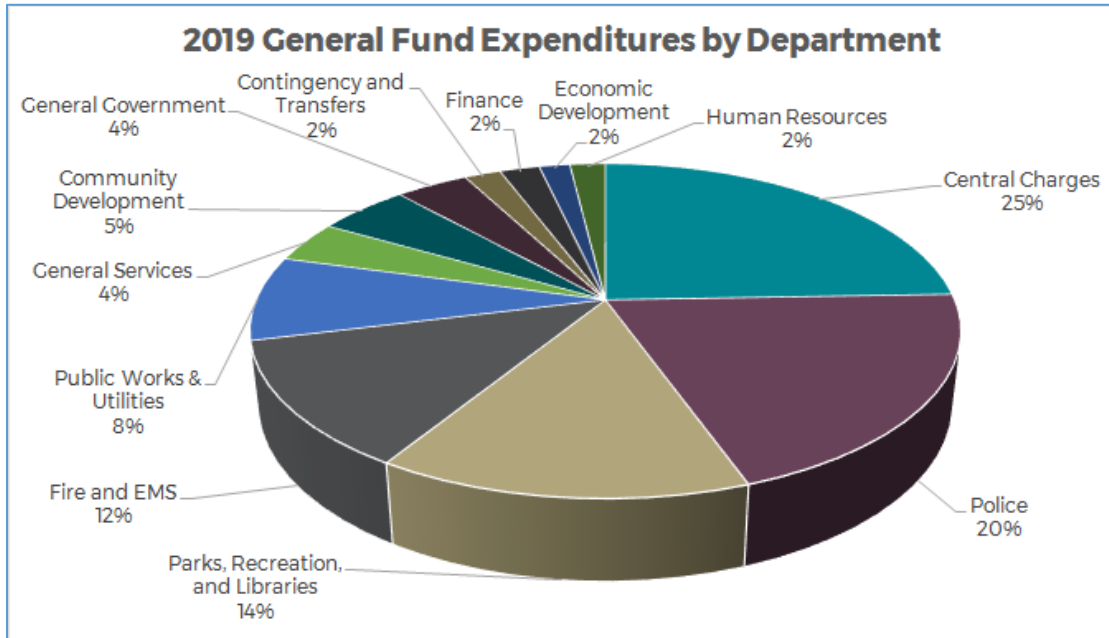
Fund Overview

General Fund

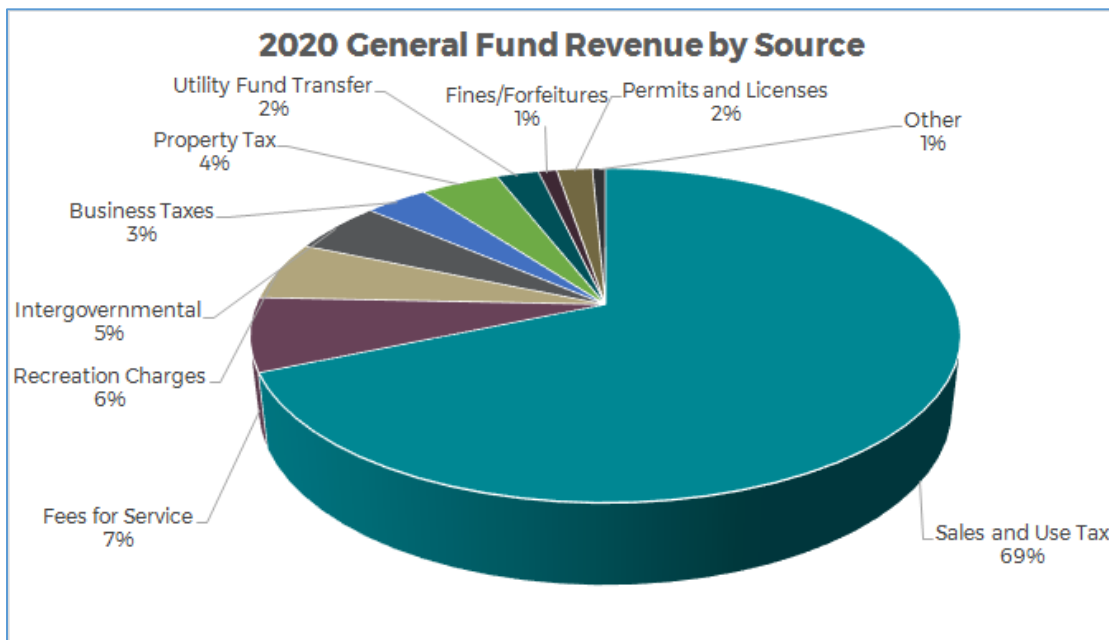
The General Fund is the City's primary operating fund and provides revenues for public safety, streets, community development, parks, recreation, libraries and other general government services. Total available General Fund revenue is \$130,097,581 for 2019, which is a 4.5% increase over the 2018 estimated revenue of \$124,520,547 (excluding carryover). This change for 2019 is primarily due to increases in Sales and Use Tax revenue to be transferred to the General Fund. Many of the other revenues sources that fund the General Fund are slowing down while others, like building permits, are projected to decline.



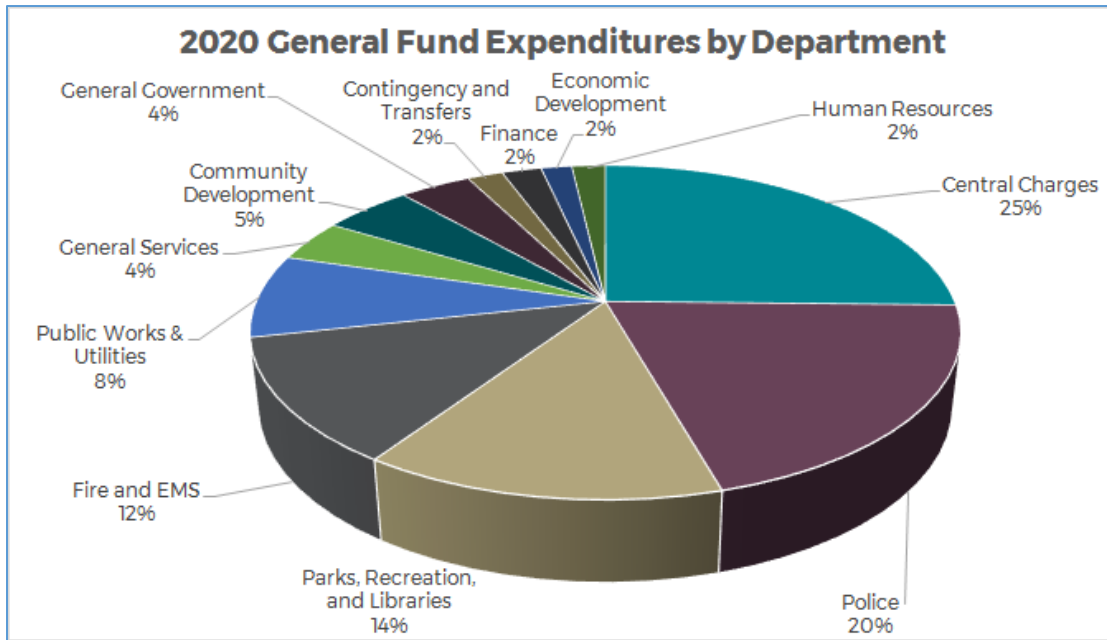
Total 2019 expenditures for the General Fund are \$130,097,581, which is an 8.5% increase over the 2018 estimated expenditures. This budget includes all transfer payments and a contingency amount of \$1.0 million.



The 2020 Budget provides for General Fund revenue projected at \$132,753,018, which is a 2.0% increase over the 2019 revenue. This is mainly due to an increase in Sales and Use Tax revenue to be transferred to the General Fund. The 2020 revenues forecast a continued decline in building permit revenue.



Total 2020 expenditures for the General Fund are \$132,753,018, which is a 2.0% increase over the 2019 Budget. This budget includes all transfer payments and a contingency of \$1.0 million.



General Reserve Fund

The General Reserve Fund is intended to act as a source of funds for unusual, unanticipated, one-time expenditures and for emergencies. These funds also serve to keep the City in compliance with Article X, Section 20 of the Colorado State Constitution. In 2019, a fund total of \$13,721,531 is projected, which includes expected interest to be earned from fund investments and a transfer payment of \$350,000 from the Sales & Use Tax Fund during 2019. The 2019 General Reserve Fund is a 11% increase over the year-end total 2017 Reserve Fund of \$11,824,811 and represents 10% of the total 2019 General Fund expenditures, excluding contingency. In 2020, the General Reserve Fund is budgeted at \$14,346,261 and represents a 4.6% increase over the 2019 General Reserve Fund. The 2020 General Reserve Fund represents 10.9% of the total General Fund expenditures for that year.

General Fund Stabilization Reserve

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

When not in an economic downturn, the target amount of the General Fund Stabilization Reserve (GFSR) in any given year shall range from 5% to 10% of the total Sales and Use Tax Fund revenues for that year. For 2019, the anticipated GFSR target range is \$4,813,699 to \$9,627,398. The GFSR is projected at \$8,946,592 for 2019, which is 9.28% of the total 2019 Sales and Use Tax Fund. For 2020, the anticipated GFSR target range is \$4,899,030 to \$9,798,059. In 2020, the GFSR is projected to be \$9,117,155 and represents 9.31% of the Sales and Use Tax Fund.

The General Fund Stabilization Reserve is utilized to fund General Fund operations, General Capital Improvement Fund projects and/or General Capital Outlay Replacement Fund capital outlay costs as needed should significant expenditure reductions be required to remain within available revenues.

Utility Enterprise Fund

The City charges water and sewer rates and fees to pay for the costs of operating and maintaining the City's water and wastewater utility infrastructure. These costs include labor, chemicals, parts, contracts, and debt service for previously issued bonds. Rates also pay for a portion of the Utility's capital improvement program. As such, Staff proactively develops rate and tap fee recommendations to meet current and future needs and to keep the utility system sustainable.

In 2018, the City engaged a consultant to perform a Cost of Service study. This Cost of Service study thoroughly evaluated aspects of the Utility including the City's existing water and sewer rates and fees, water use by customer type, and the value of the water and wastewater utilities. The last Cost of Service Study was conducted in 2003. The 2018 Study revealed that rates and fees have not kept pace with infrastructure needs to ensure the delivery of safe, high quality, compliant, and reliable water and sewer services.

The 2019/2020 Budget includes recommendations for rate increases and policy changes for both water and wastewater to maintain a financially and operationally sustainable Utility. NOTE: These are just examples based on the average use we see in the system. Each household would see a different impact based on their actual water use.

Low water user

For a single-occupancy home with a small yard, the increase would be about \$8 per month for 2019 and another \$5 per month for 2020.

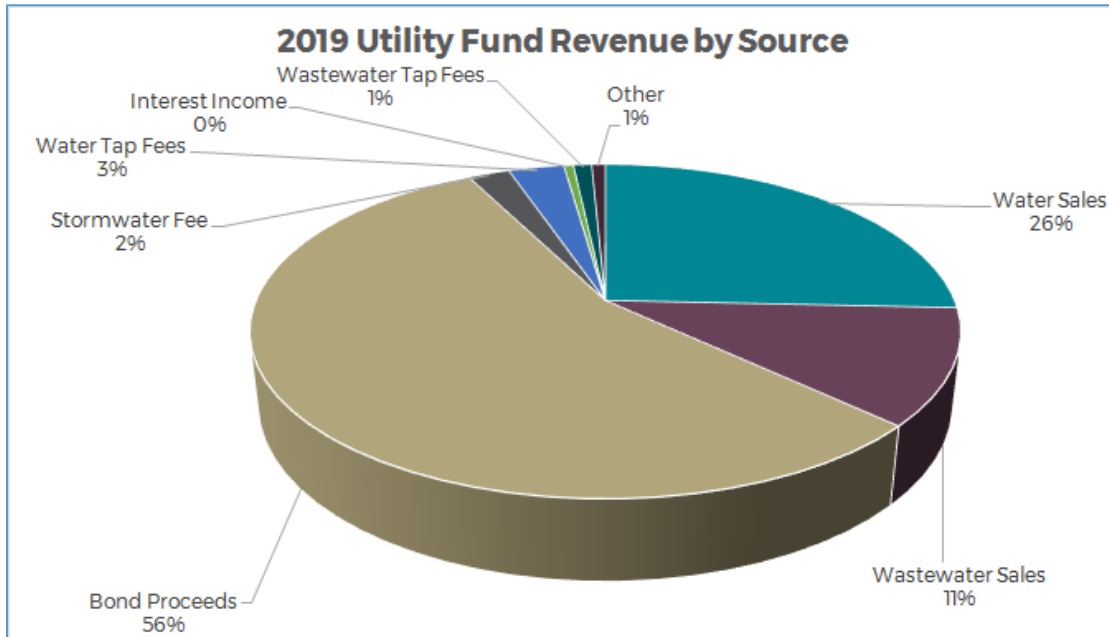
Average water user

For a family of three with a normal-sized yard, the increase would be just below \$11 per month for 2019 and another \$11.50 per month for 2020.

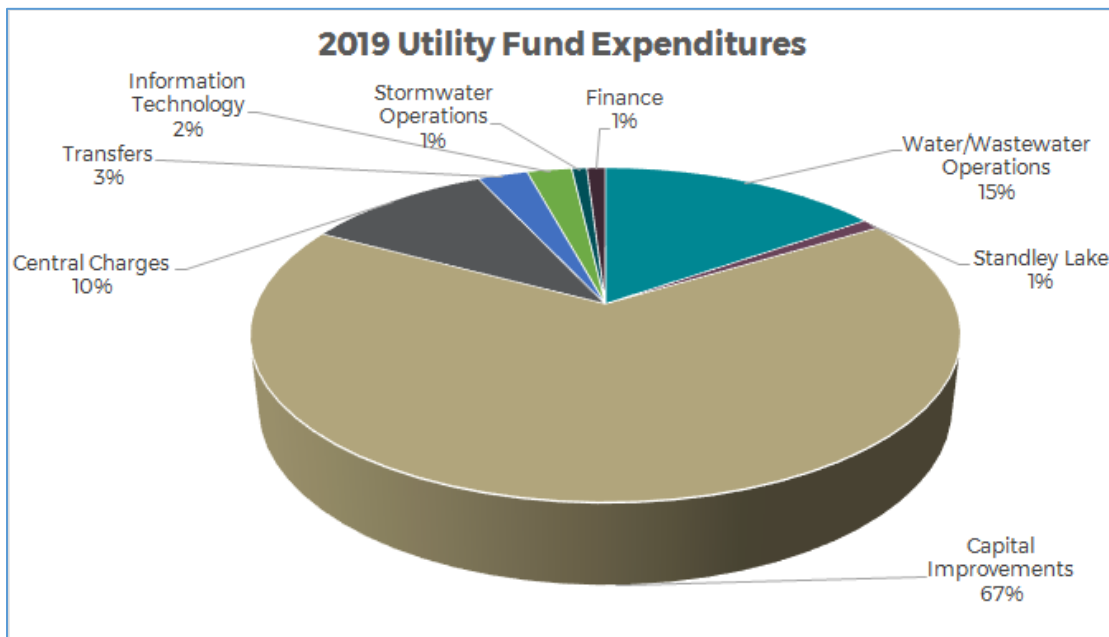
High water user

For a large household that irrigates an acre of grass and landscaping (annual water and sewer bill already averages more than \$200 per month), the increase would add \$73 per month for 2019 and another \$32 per month for 2020.

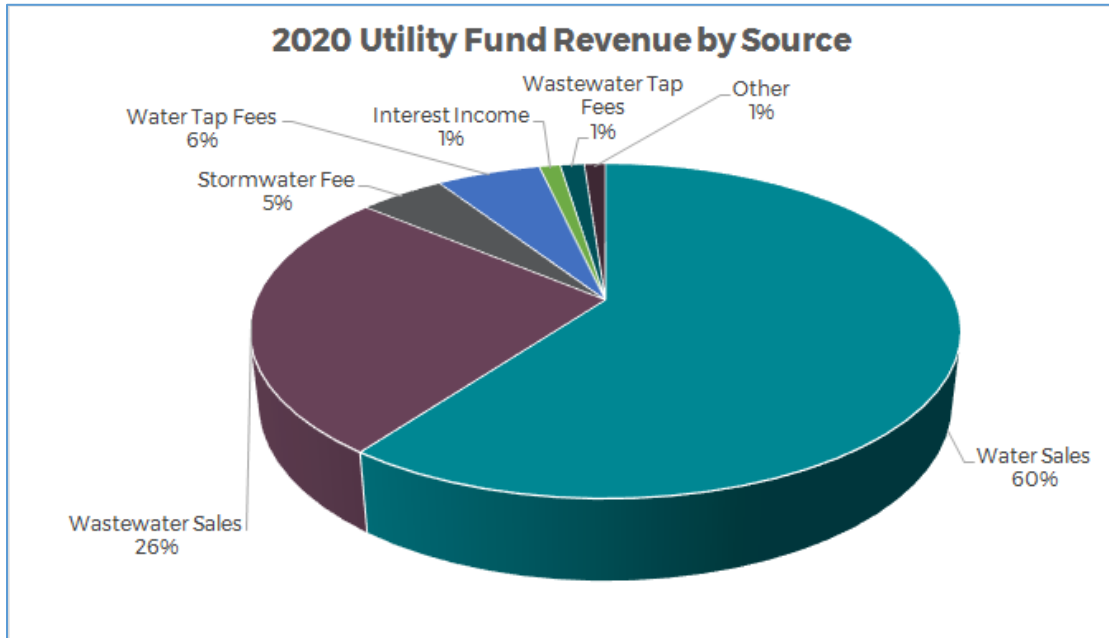
The total Utility Enterprise Fund revenue for 2019 is \$183,883,983, which includes a debt issuance of \$102,000,000 to fund capital projects.



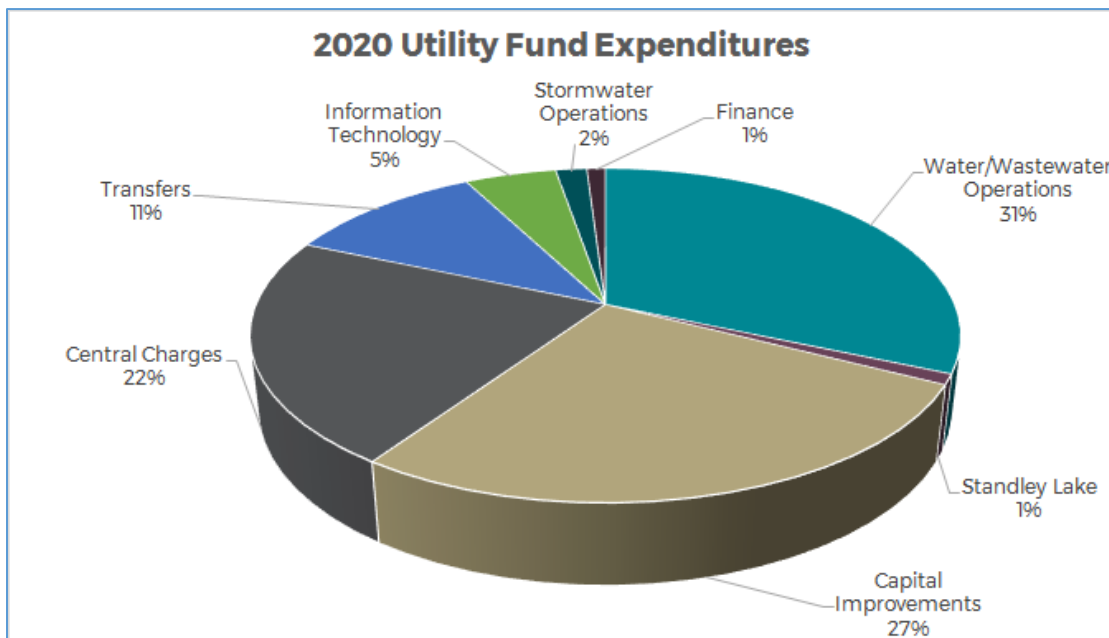
Expenditures for the 2019 Utility Enterprise Fund budget total \$183,883,983, which includes capital improvements funded by a debt issuance. The Utility Enterprise Fund is comprised of water and wastewater operations, stormwater drainage services and capital improvements.



The total Utility Enterprise Fund revenue is \$90,734,155 for 2020. As previously stated, water and wastewater rates are budgeted to increase in 2020. These rate increases will allow the City to continue to address its critical water and wastewater infrastructure needs while providing for long-term system sustainability.



Total 2020 Utility Enterprise Fund expenditures is \$90,734,155.



Stormwater Drainage Fund

Managed as a sub-fund of the Utility Enterprise Fund, the Stormwater Drainage Fund has allowed the City to operate and maintain the City's drainage systems, complete drainage improvement projects and comply with the federally mandated National Pollution Discharge Elimination System (NPDES) requirements for stormwater drainage. The stormwater fee funds the implementation of drainage improvements for flood control, the retrofitting of existing detention ponds for water quality, street sweeping activities for water quality purposes, and the updating of the storm sewer system. Beginning with the 2019/2020 Budget, funds will be shifted from capital expenditures to ongoing operations costs to maintain the system and ensure compliance with regulations.

Utility Reserve Fund

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

Rate Stabilization Reserve (RSR) – The RSR offsets revenue risk associated with low-water-demand years by preventing the need to increase rates unexpectedly. Recognizing that the majority of the Utility's operating expenses are fixed, while the majority of the revenues are variable, the RSR acts as a "Rainy Day Fund." Revenue shortfalls that may result from variations in the weather or other impacts to the Utility's rate revenue stream are made up by withdrawals from the RSR, while additional rate revenue produced during years of greater than anticipated water use is deposited into the RSR. The RSR "target amount" is sized as a percentage of the annual budgeted revenues (25% of the budgeted water rate revenues, 10% of the budgeted wastewater rate revenues) for the current year. The RSR balance maximum is 140% of the target amount, and the minimum is 70%. If the RSR reaches its maximum, funds flow into the Capital Project Reserve (CPR) for funding capital improvement projects. A total of \$16,898,392 in 2019 and \$17,220,552 in 2020 is projected for the Rate Stabilization Reserve, which keeps the fund in compliance with City Council's adopted policy.

Capital Projects Reserve (CPR) – The CPR allows the Utility to address short- and long-term capital needs. The Utility's Capital Improvement Program (CIP) is developed based on identified repair and replacement needs, as well as growth-related improvements. As CIP projects can often be costly expenses, proactive funding is required to be developed over multiple years. The CPR pays for identified capital projects within the CIP. The CPR is to be used only on capital projects and is funded through tap fee and rate revenues. The CPR is not to exceed 40% of the 5-year water and wastewater Capital Improvement Program. A total of \$21,170,005 in 2019 and \$26,445,602 in 2020 is projected for the Capital Project Reserve, which keeps the fund in compliance with City Council's adopted policy.

Compensation and Staffing

The development of the Employee Total Compensation Package includes a thorough review of pay and benefits of other cities and special districts that are direct competitors of the City for quality staff. The comprehensive analysis of market data through the benchmark salary review is completed every other year as part of the City's biennial budgeting process. This process takes approximately six months and includes a market review of 68 benchmark positions plus a comprehensive benefits survey. This year's compensation review process excludes classifications in the Fire Commissioned Pay Plan that are covered under the Firefighter Collective Bargaining Agreement (CBA) effective January 7, 2019, through January 3, 2021, as that compensation analysis occurred in preparation for negotiations earlier this year.

Prior to this budget cycle, the last full salary survey was conducted in 2016 for the 2017/2018 Budget. During the mid-year budget review in 2017, additional audits and special salary surveys were completed for implementation in 2018. The City's salary survey process, maintains the integrity of the benchmark and internal alignment structure and classification system as well as ensuring all positions remain at market.

Pay Plan

All positions are internally aligned to a benchmark position. This methodology provides a labor market assessment for all positions in the organization. The salary survey process includes:

- A thorough analysis of salary data provided by the Colorado Municipal League (CML);
- A full review of survey data provided by Employer's Council; and
- Direct follow up with agencies when data is inconsistent with past survey reporting or when more specific job description is needed to ensure a valid match with the City's benchmark.

Best compensation practice considers a benchmark match to be 80% similar duties and responsibilities. The nine survey cities the City compares to Arvada, Aurora, Boulder, Broomfield, Denver, Fort Collins, Lakewood, Longmont and Thornton, along with related special districts (e.g., fire protection districts, recreations districts, etc.) that offer comparable services to citizens in those communities.

Based on the salary review this year, Staff believes that the 2% market adjustment implemented in 2018 to the pay ranges in all five of the benefited Pay Plans (Non Exempt General, Non Exempt Fire Commissioned, Non Exempt Police Sworn, Exempt, and Department/Division Manager) played an important role in maintaining the City's competitive position in the market. In order to maintain a competitive position in the market, Staff is recommending a 2% market adjustment to four of the regular pay plans in 2019. These include the Non Exempt General, Non Exempt Police, Exempt, and Department Head/Division Manager Pay Plans. All benefited employees in these four pay plans will be eligible to receive this market adjustment in January 2019 with automatic increases given to non-exempt employees and merit increase opportunities for exempt employees, department heads, and division managers. Fire

commissioned personnel are eligible for pay adjustments in 2019 and 2020 pursuant to the provisions of the Collective Bargaining Agreement adopted in April 2018.

Benefits

As part of the Employee Total Compensation Package, the City provides employees with a comprehensive benefit package that continues to be a key differentiator for recruitment and retention efforts. Benefits include medical, dental, retirement, Medicare, life, accidental death and disability (AD&D), short term and long term disability plans, and a survivor income benefit, as well as a host of voluntary options such as additional life and vision insurance. Included with the benefit package are generous and flexible leave options, employee development and growth opportunities, an award winning wellness program, an onsite employee health clinic, an Employee Assistance Program, healthcare consumerism resources through Compass Professional Health Services, ARAG identify theft and legal services, and tuition reimbursement assistance.

Staff did a thorough review of benefit packages offered by the City's market competitors through a comprehensive benefits survey conducted in May of this year. A summary of the survey will be provided to employees through the City's COWNet intranet.

The total contribution for benefits (not including retirement) by the City is an estimated \$13.5 million for 2019. A strategic, purposeful and long term strategy of cost containment measures is foundational to the benefits package and as such, the City continues to beat national trends for health care increases. It is anticipated that we will retain our entire benefit package with an estimated 5.5% increase in 2019, and the 2020 increase is budgeted at a 5% increase due to national trends in health care costs in general. An increase to the wellness premium incentive for employees will be implemented from the current wellness discount of \$10, \$20 and \$30 per month based on employee coverage to \$20, \$40 and \$60 per month. The success of our cost containment efforts is largely attributed to our long term strategy, of which the wellness program is a key component. Chronic disease management, along with the on-site employee health clinic, are central to the success of our efforts. The City has consistently experienced a very low healthcare trend over the course of many years, all due to this focused and long term cost containment approach. This provides a solid plan for employees, with minimal annual increases to both the employee and the City.

Staffing

Currently, the City has an authorized full time equivalent (FTE) staffing level of 1,012.091. The 2019 budget includes the addition of 22.95 FTE across all funds. In 2020, 13,000 additional FTE are included for all funds. This recommendation brings the City staffing level to 1,035.041 FTE in 2019 and 1,048.041 FTE in 2020.

In April 2017, City Council authorized the creation of two new departments: Human Resources and Economic Development. Due to ongoing emphasis and a need to assure fiscal sustainability of the City through economic development initiatives, Council approved the creation of a new Economic Development Department. City Council also authorized creating the Human Resources Department, increasing effort

and focus on organizational development with the continued emphasis on the development of a healthy employee community.

A summary of total new FTE positions for 2019 and 2020 follows.

Summary of Personnel Changes 2019 / 2020			
Department	2018 Authorized Amended	2019 Authorized	2020 Authorized
City Attorney's Office	15.700	15.700	15.700
City Manager's Office	20.550	21.550	21.550
Community Development Department	61.850	64.100	66.100
Economic Development Department	13.000	14.500	14.500
Finance Department	35.000	36.500	36.500
Fire Department	143.000	143.000	143.000
General Services Department	51.416	52.416	53.416
Human Resources Department	24.800	24.800	24.800
Information Technology Department	32.000	32.300	32.300
Parks, Recreation and Libraries Department	203.675	205.875	206.875
Police Department	265.600	272.800	279.800
Public Works and Utilities Department	145.500	151.500	153.500
Grand Total	1,012.091	1,035.041	1,048.041

With the 2019 new FTE recommendation is the budgeting to hire new staff based on a graduated hiring plan that best meets operational needs as well as addresses budget challenges in 2019. Partial year funding is utilized in developing the budget and is reflected in the following new FTE tables. All of the 2019 recommended new positions are expected to be fully operational by 2020 with the recommended 2020 budget to cover all of the expenses of the new 2019 staff. Funding for the 2020 recommended new FTE is again based on a graduated hiring plan to meet both organizational service needs as well as accommodate balancing the 2020 budget. The full cost of the new FTE in 2020 will occur in 2021.

Tables showing 2019/2020 new FTE by department/division, title, and salary follow.

2019 NEW STAFFING					
Department	Division	Position Title	FTE	Salary without Benefits (Full Year)	Partial Year Funded FTE
Community Development	Administration	Application Specialist	0.25	\$17,311	100%
City Manager's Office	Communication & Outreach	Communication and Outreach Coordinator	1.00	\$79,692	100%
Economic Development	Administration	Housing and Redevelopment Specialist	0.50	\$39,125	75%
Economic Development	Administration	Management Analyst	1.00	\$68,959	75%
Finance	Accounting	Accountant	0.50	\$39,846	100%
General Services	Facilities Maintenance	Construction Projects Specialist	1.00	\$79,692	100%
Police	Police	Administrative Assistant	0.20	\$10,425	100%
Police	Police Patrol/Patrol	Police Officer/Senior Police Officer	5.00	\$295,595	100%
Police	Police Specialist	Police Officer/Senior Police Officer	1.00	\$59,119	100%
Police	Svcs/Investigations	Police Officer/Senior Police Officer	1.00	\$46,072	75%
Police	Police Specialized Svcs/Records & Property	Police Records Technician	1.00	\$46,072	75%
Parks, Recreation & Libraries	Library Services	Library Shelver	0.20	\$5,167	100%
Public Works & Utilities	Street Maintenance	Maintenanceworker/Sr. Maintenanceworker	1.00	\$39,868	75%
GENERAL FUND TOTAL			12.65	\$780,871	
Community Development	Storm Drainage-CD Engineering	Stormwater Analyst	1.00	\$68,959	100%
Community Development	Storm Drainage-CD Engineering	Stormwater Coordinator	1.00	\$79,692	75%
Finance	Treasury	Revenue Services Representative	1.00	\$46,072	100%
Information Technology	Information Technology	Network Systems Technician	0.30	\$20,818	100%
Public Works & Utilities	Utilities Ops/Water Field Ops-Infrastructure	Utilities Technician (Locator)	1.00	\$57,235	100%
Public Works & Utilities	Utilities Ops/WW Field Ops	Equipment Operator II	1.00	\$57,235	75%
Public Works & Utilities	Utilities Ops/WW Field Ops	Maintenanceworker/Sr.	1.00	\$39,868	75%
Public Works & Utilities	Utilities Ops/WW Field Ops	Utilities Technician (PACP)	1.00	\$57,235	75%
Public Works & Utilities	Utilities/Water Field Ops/Reclaimed	Utilities Specialist (Reclaimed Inspector)	1.00	\$61,527	100%
UTILITY FUND TOTAL			8.30	\$488,642	
Parks, Recreation & Libraries	Parks Services (Park Ops)	Crewleader	1.00	\$61,527	75%
Parks, Recreation & Libraries	Parks Services (Open)	Park Naturalist	1.00	\$33,657	100%
OTHER FUND TOTAL			2.00	\$95,184	
2019 NEW POSITIONS - ALL FUNDS			22.95	\$1,364,697	
2019 NEW TEMPORARY FUNDED POSITION					
General Services	Fleet	Apprentice	1.00	\$34,499	100%
OTHER FUND TOTAL			1.00	\$34,499	
2019 NEW TEMPORARY FUNDED POSITION - ALL FUNDS			1.00	\$34,499	

2020 NEW STAFFING					
Department	Division	Position Title	FTE	Salary with 1% Market without Benefits (Full Year)	Partial Year Funded
General Services	Facilities Maintenance	Construction Projects Specialist	1.00	\$78,910	100%
Police	Police / Investigations	Police Commander (Special Events)	1.00	\$124,217	100%
Police	Police / Investigations	Police Officer/Senior Police Officer	1.00	\$58,845	100%
Police	Police Patrol/Patrol	Police Officer/Senior Police Officer	5.00	\$294,224	100%
Parks, Recreation & Libraries	Administration	Senior Management Analyst	1.00	\$80,488	100%
Public Works & Utilities	Street Maintenance	Maintenanceworker/Sr. Maintenanceworker	1.00	\$47,044	100%
GENERAL FUND TOTAL			10.00	\$683,729	
Community Development	Administration	Stormwater Inspector	2.00	\$124,285	100%
Public Works & Utilities	Utilities Engineering/Water Quality	Chemist	1.00	\$71,814	100%
UTILITY FUND TOTAL			3.00	\$196,100	
2020 NEW POSITIONS - ALL FUNDS			13.00	\$879,829	

Capital Outlay

The City expends a portion of its budget each year on capital outlay needs throughout the organization. Capital outlay items include miscellaneous equipment, software and other devices that will enable City Staff to perform their jobs in the most efficient and productive manner possible. A sampling of the capital outlay items included in the City's 2019/2020 Budget include: law enforcement equipment, equipment for ambulances and fire engines, water meter and transponder units, office equipment, equipment for water treatment plants, and park maintenance equipment.

In 2019, \$1,244,968 is budgeted for capital outlay equipment in the General and Utility Funds (excluding the capital outlay items budgeted within the General Capital Outlay Replacement Fund (GCORF) and Utility Capital Outlay Replacement Project (UCORP)). In the General Fund in 2019, the capital outlay budget is \$760,322.

In 2020, \$872,793 will be invested in capital outlay equipment in the General and Utility Funds (excluding the capital outlay items budgeted within the GCORF and UCORP). In the General Fund in 2020, the capital outlay budget is \$429,447. Less capital outlay is in 2020 in order to fund the full year cost of the personnel added in 2019; capital outlay will be revisited with the mid-year 2020 budget review next summer should funding permit.

This budgeted continues reinvestment in the City's Fleet. In 2019, there is a total budget of \$736,130 for general/non-public safety vehicles and \$60,000 for City-wide

copier replacements. Vehicles and equipment are also budgeted in Public Safety Tax (PST GCORF) at \$977,130 for PST GCORF vehicles/equipment, including two new vehicles. Vehicles and equipment are also budgeted in Parks, Open Space, and Trails Tax (POST GCORF) at \$86,660 for POST GCORF vehicles/equipment, including a new vehicle. Utility Fund vehicles are presented in the Capital Improvement Program (CIP). In 2020, there is a total budget of \$947,678 for general/non-public safety vehicles and \$27,497 for citywide copiers. Vehicles and equipment are also budgeted in Public Safety Tax (PST GCORF) with a total budget of \$1,373,749 for PST GCORF vehicles/equipment including three new vehicles. This budget will use \$250,000 in accumulated reserves in PST-GCORF to offset expenses in 2020. Utility Fund vehicles are presented in the CIP.

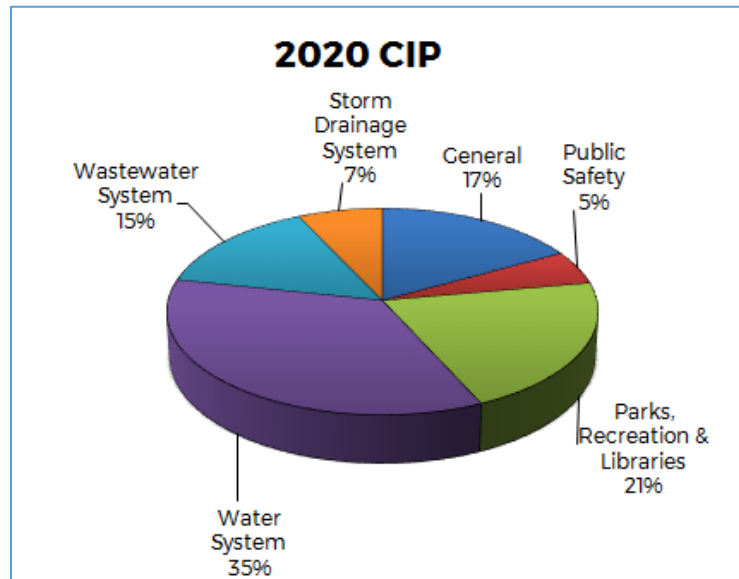
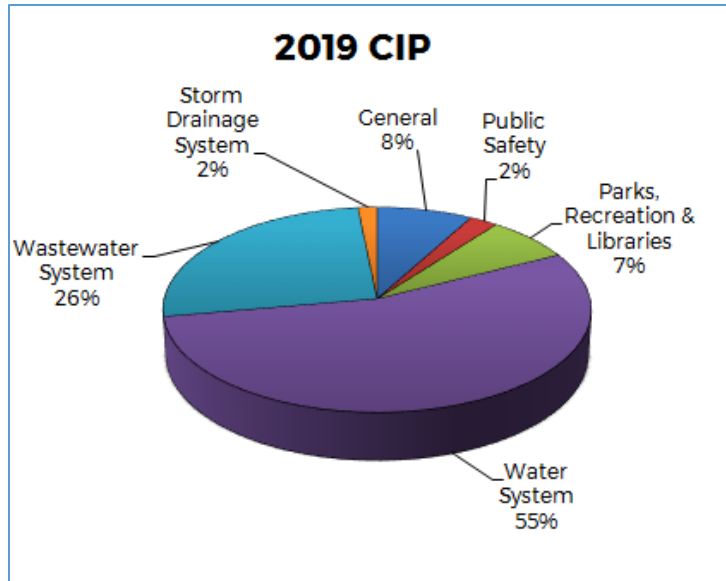
Capital Improvement Program (CIP)

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

- Maintain existing infrastructure and amenities;
- Accumulate funding towards the construction of a new municipal facility or similar alternative;
- Fund critical water and wastewater projects towards the City's objectives of securing adequate water supply and expanding sewer system capacity in support of the City's Vision;
- Expand the Storm Drainage Program to protect the environment and to increase activities to ensure continued compliance with City's municipal stormwater MS4 permit; and
- Continue investment in the Downtown Westminster and Westminster Station areas.

Use of debt financing is budgeted in the CIP for the Utility Fund in the amount of \$102 million through a planned bond issuance in 2019, intended to fund \$67 million in water system projects and \$35 million in wastewater system projects.

Throughout the 2019/2020 Budget development process, Staff worked to strike a balance between capital and operating needs given the level of available financial resources. More detail on projects can be found in the CIP section of this 2019/2020 Budget. The table and charts that follow provide a summary and a comparison to the Amended 2018 CIP Budgets.



Total CIP Budget by Project Funding Category					
	2019	2020	2021	2022	2023
	Adopted	Adopted	Recommended	Recommended	Recommended
General	\$12,175,000	\$7,546,000	\$8,828,000	\$8,426,000	\$7,185,000
Public Safety	\$3,595,000	\$2,350,000	\$2,340,000	\$3,040,000	\$3,440,000
Parks, Recreation & Libraries	\$10,842,000	\$9,349,000	\$9,947,000	\$10,191,000	\$9,854,000
Water System	\$83,045,000	\$15,645,000	\$11,349,000	\$40,422,000	\$131,736,000
Wastewater System	\$39,760,000	\$6,527,000	\$6,628,000	\$7,422,000	\$7,635,000
Storm Drainage System	\$2,427,000	\$3,139,000	\$2,623,000	\$3,846,000	\$3,336,000
TOTAL	\$151,844,000	\$44,556,000	\$41,715,000	\$73,347,000	\$163,186,000

Conclusion

In 2018, I believe we are as strong as we have ever been. We have prosperity and we have challenges. We are meeting current demands, have future concerns, but most importantly we have a culture and value system that is allowing us to uncover the most important information and speak honestly about how to continue to sustain our position as one of the greatest City's in America. I submit that we are wisely and acutely aware of our challenges. Most importantly, we work in an eco-system that allows us to find the best solutions. In my experience, we are better at this than most organizations, public or private.

Moving forward, the City is facing exciting opportunities and numerous changes. I believe that the City is in excellent position to continue to deliver exceptional value and quality of life to Westminster's residents, businesses, and visitors. We confront challenges in future funding for ongoing services and critical infrastructure. We will have tough conversations but I am confident that our community will rally together to help identify key priorities and funding efforts. Guided by the City's Vision and Strategic Plan, we will continue to provide high-quality services at an exceptional value thanks to the leadership of City Council and the hard work and creativity of Staff.

I would like to acknowledge all of the Departments for the dedication they put forth in preparing this comprehensive budget document. I look forward to working together with this talented and passionate City Council and Staff on the opportunities and challenges that lie ahead.

Respectfully Submitted,



Donald M. Tripp
City Manager



WESTMINSTER

Community Profile



WESTMINSTER
COLORADO

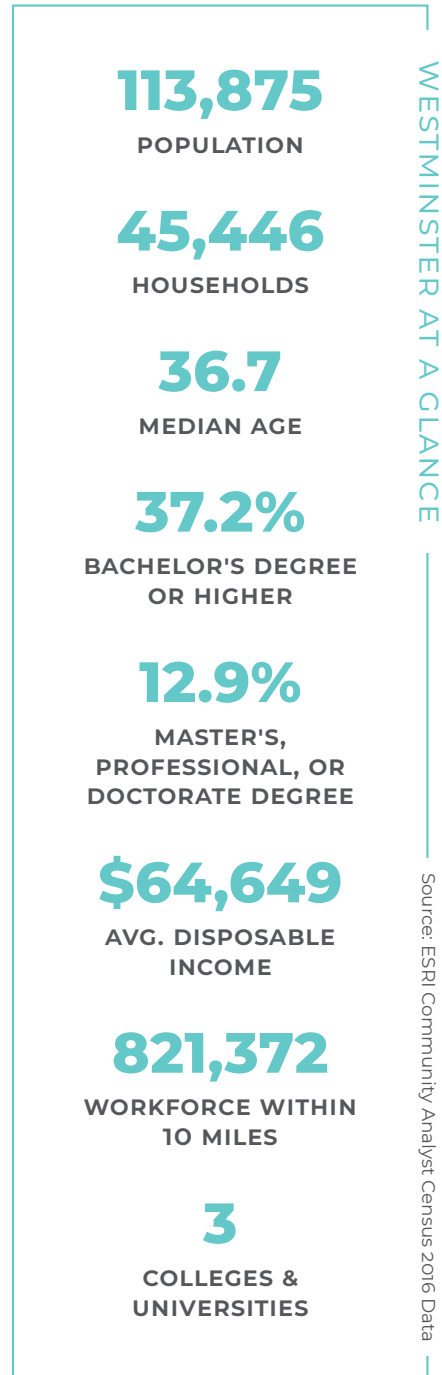


LOCATED BETWEEN DENVER AND BOULDER, WESTMINSTER HAS PRIME PROXIMITY to both the exceptional intellectual capital available in Boulder, as well as the incredible millennial workforce in the metro Denver area. Plus, we're right in the heart of the U.S. 36 Tech Corridor connecting Denver to Boulder.

New development is happening throughout the city—transit-oriented development, high-density development, mixed-use development. We're taking an urban approach to some of our new growth while still maintaining more than 30% of our land for open space, parks, and recreation.

By car, bus, bicycle, rail, or international airliner, Westminster moves easily. We have a superior multimodal transportation network, including an enhanced public transportation system, two well-maintained highway systems, and a superior regional trail system that connects to over 150 miles of trails.

Just ask companies like Ball Aerospace, Digital Globe, Zimmer Biomet, and Alliance Data. They're either putting down roots or stretching out. All of this growth and expansion is attracting more amenities such as local and national restaurants, hotels, and shopping and entertainment experiences.





Real Estate

With 26 business parks, 68 retail centers, and over 16 million square feet of commercial space, Westminster has real estate options to meet almost every business need. Comprehensive real estate information, including available demographics and detailed maps, is available through the Economic Development Office at 303.658.2108 or ecodevo@cityofwestminster.us.

SPACE TYPE	TOTAL RENTABLE SQUARE FOOTAGE	VACANCY RATE	ESTIMATED SPACE AVAILABLE*
Industrial/Flex	3,764,020	2.7%	102,275
Retail	7,785,536	6.4%	494,977
Office Class A	2,502,979	9.9%	249,340
Office Class B	2,837,992	7.4%	209,441
Office Class C	430,664	9.3%	39,959

Source: Costar, City of Westminster, December 2017

*Includes available space that may not be vacant.



Characteristics of the Local Economy

There are over 4,000 businesses located in Westminster. The business community includes small family-owned companies, service companies, and high-tech manufacturers, as well as national and international headquarters.

Top Primary Employers

2018 RANK	EMPLOYER	2017 EMPLOYMENT
1	Ball Corporation Aerospace and Packaging	1,182
2	Alliance Data Systems Network Credit Authorization	1,045
3	St. Anthony's North Hospital Healthcare Provider	915
4	DigitalGlobe Geospace Technologies	809
5	Trimble Navigation Geopositioning Technologies	600
6	Tri-State Generation Electric Energy Wholesaler	550
7	ReedGroup Human Resources Management	477
8	MTech Mechanical Technologies Group HVAC Systems	460
9	Kaiser Permanente Healthcare Provider	441
10	LGS Innovations Research and Technology	373

Note: Chart does not include retail businesses. Source: City of Westminster Economic Development Office, December 2017.

Key Employers by Industry

AEROSPACE

- ▶ Ball Aerospace
- ▶ DigitalGlobe
- ▶ Maxar Technologies
- ▶ Trimble Inc.

FINANCIAL SERVICES

- ▶ ADS Alliance Data Systems
- ▶ Alloya Credit Union (formerly SunCorp)
- ▶ Citywide Home Loans
- ▶ Phoenix Financial
- ▶ ServiceLink

HEALTHCARE AND LIFE SCIENCES

- ▶ ARCA Biopharma
- ▶ AxisPoint Health
- ▶ Cerapedics
- ▶ Flagship Biosciences, Inc.
- ▶ McKesson
- ▶ ProtoMED
- ▶ Surefire Medical, Inc.
- ▶ Swisslog
- ▶ Zimmer Biomet

TECHNOLOGY AND INFORMATION

- ▶ Coalfire
- ▶ Epsilon
- ▶ LGS Innovations
- ▶ Polycom
- ▶ ReedGroup
- ▶ Trueeffect

RESEARCH AND DEVELOPMENT

- ▶ Cintron
- ▶ Plato BioPharma
- ▶ Protogenic
- ▶ Synchroness

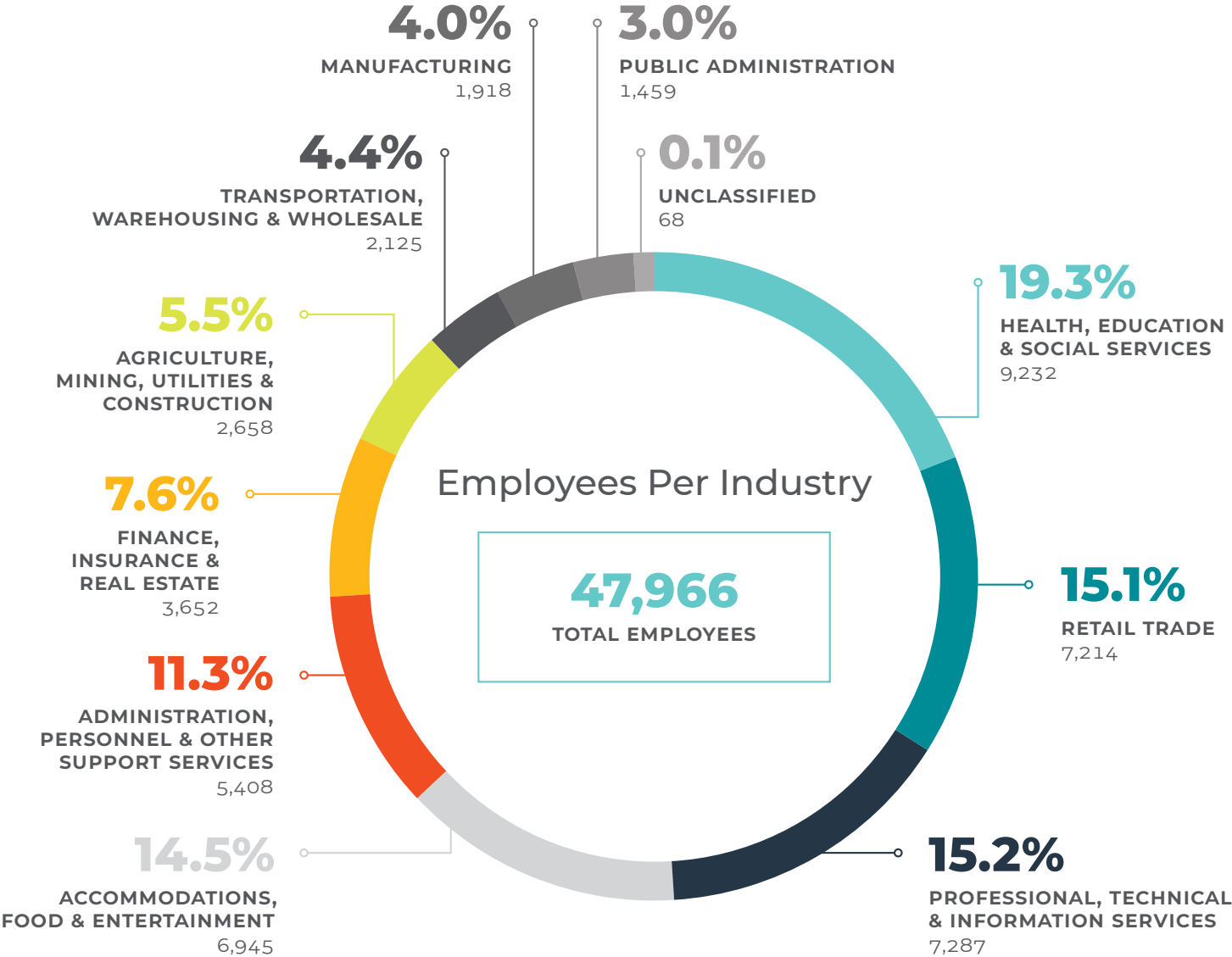
ENERGY AND UTILITIES

- ▶ Kahuna Ventures
- ▶ Tri-State Generation
- ▶ Stonehenge Energy

MANUFACTURING

- ▶ Air Comm Corp
- ▶ Aspen Electronics
- ▶ Ball Packaging
- ▶ Springs Fabrication
- ▶ Tenere

Daytime Employment by Industry



Transportation

Westminster's strategic location provides easy and convenient access to the metro Denver and Boulder areas through a superior multimodal transportation network, which includes:

- ▶ An enhanced public transportation system
- ▶ Quick access to regional and international airports
- ▶ A superior regional trail system
- ▶ Two well-maintained highway systems

By car, bus, bicycle, rail, or international airliner, Westminster moves easily.

HIGHWAYS

A comprehensive highway system connects Westminster to the rest of the metro Denver area and Colorado. Our road system totals approximately 1,102 miles of street network, not including CDOT highways.

DIRECT ACCESS TO

- ▶ U.S. 36
- ▶ Interstate 25

CONVENIENT ACCESS TO

- ▶ Northwest Parkway
- ▶ E-470
- ▶ Interstate 70
- ▶ Interstate 76

ENHANCED TRANSIT NETWORK

The B Line commuter rail line runs between Westminster Station (Westminster Station Drive and Grove Street) and Union Station in downtown Denver. Trains run every 30 minutes during rush hours and every hour at all other times. Travel time is 15 minutes.

The Flatiron Flyer is RTD's bus rapid transit (BRT) service connecting Denver, Boulder, and all points in between. BRTs run every 15 minutes from the U.S. 36 and Sheridan and U.S. 36 and Church Ranch stations. With two stations along the U.S. 36 corridor, Westminster residents and visitors have convenient and reliable options when traveling along the Front Range.

Local Transit Service through RTD runs 17 bus lines that serve Westminster neighborhoods and Park-N-Rides. Service varies between 30 and 60 minutes depending on the bus route.

AIRPORTS

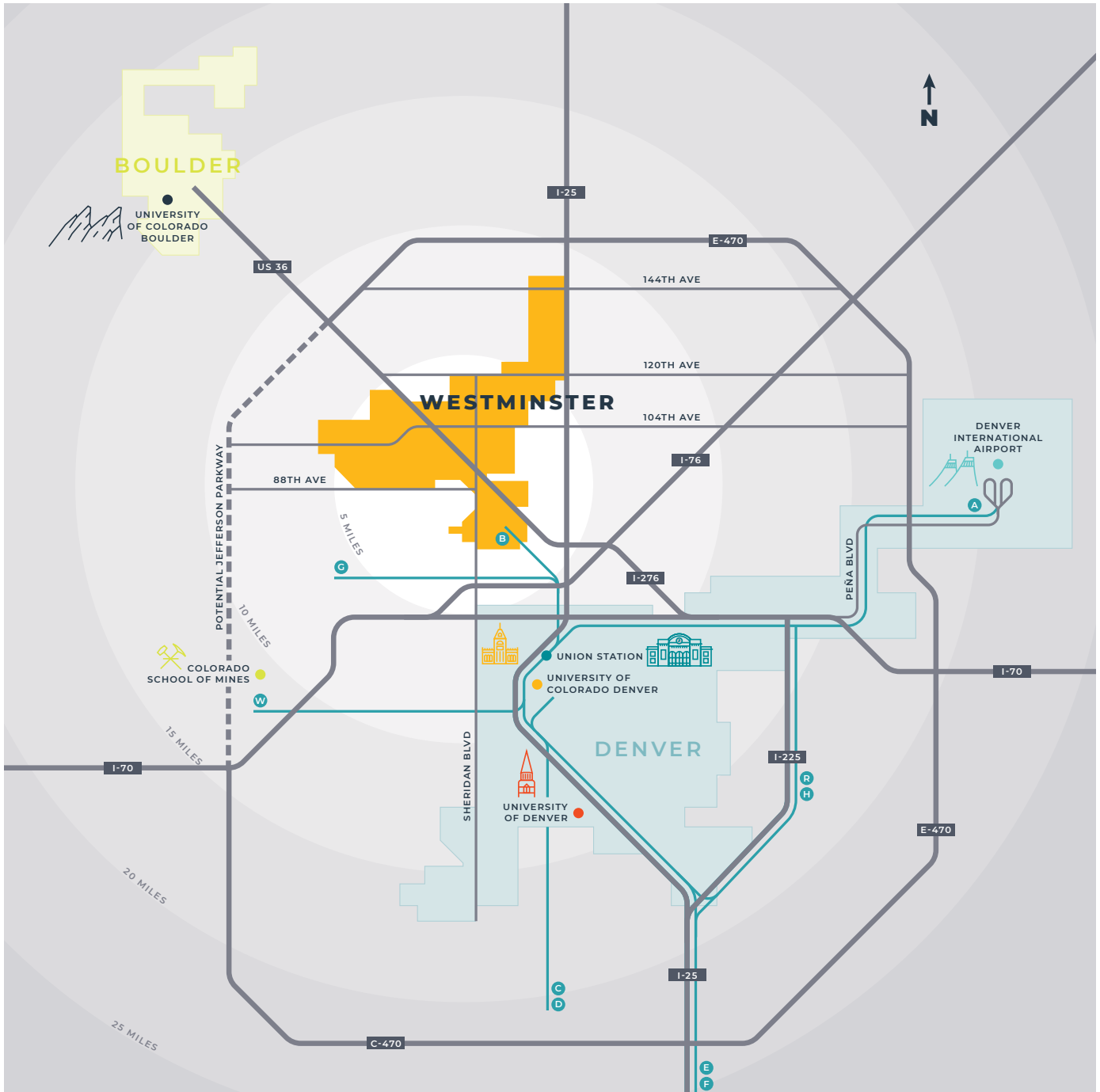
Denver International Airport (DEN) is a 30-minute drive from Westminster. It offers non-stop service to more than 180 destinations, including London, Frankfurt, and Tokyo.

Rocky Mountain Metropolitan Airport is adjacent to Westminster. It's Colorado's fourth busiest airport and offers complete U.S. Customs and ground services.

REGIONAL TRAIL SYSTEM

The city's trails system provides an alternate means of transportation and has 145 miles of trails connecting Westminster. The U.S. 36 Bikeway provides residents and visitors with 18 miles of safe and simple bicycle connection to Denver and Boulder.

Commuting Solutions has an [INTERACTIVE BICYCLE MAP](#) to help you get around the Front Range area by bike and bus. (www.commutingsolutions.org/bike/bikemap)



Community

Westminster is a first-ring suburb of the metro Denver area, with a population of about 113,000—but that doesn't begin to describe the unique places, neighborhoods, and development projects that can be found across the city. Already known for its great use of open space and abundance of parks, Westminster is creating denser and more urban spaces, including its new city hub, Downtown Westminster.

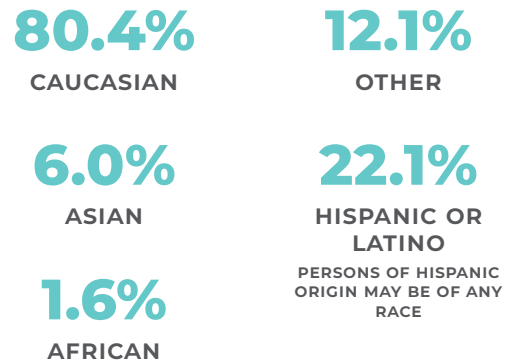
With the arrival of commuter rail, the Westminster Station area is quickly growing as an urban core of the community with great connectivity to downtown Denver. Add in magnificent retail and entertainment districts and a historic section that is the true heart of the city, and Westminster has a place for everyone.

Westminster recently won second place in the National League of Cities' 2017 Cultural Diversity Awards for the development of the Westminster Inclusivity Board and the innovation it brings to the community.

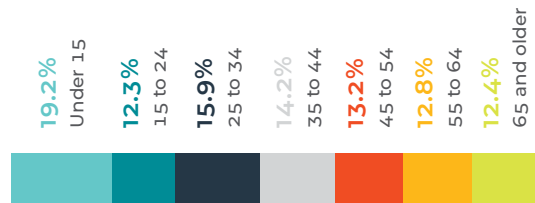
Additionally, Westminster values a healthy workplace and has won several awards to prove it. We recently won fifth place in the nation for the Top 100 Healthiest Employer's Award. We're the only public employer to receive this award.

CHARACTERISTICS OF THE POPULATION

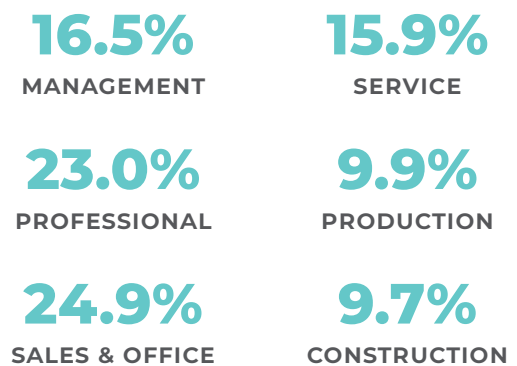
POPULATION (RACE)



AGE DISTRIBUTION



EMPLOYED RESIDENT POPULATION BY OCCUPATION



Source: US Census Bureau, Census 2010 Data; Community Analyst, December 2017



34

CITY SIZE IN SQUARE MILES



3,163

ACRES OF OPEN SPACE



145

MILES OF TRAILS



60

DEVELOPED PARKS



5

GOLF COURSES



6

RECREATION CENTERS



GOVERNMENT

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

BUSINESS LICENSE

All Westminster businesses must have a business license to operate in the city. Licenses are available at no cost through the City Clerk’s Office. For information, call 303.658.2162, or visit the city website at www.cityofwestminster.us, click on Business and scroll to the Business & Sales Tax Licenses box.

Taxes

CITY PROPERTY TAX

3.65 MILLS

Total city, county, and school tax mill rates vary between 77 and 150 mills, depending on location. Contact the appropriate county assessor's office for exact mill rates and tax calculations at www.co.adams.co.us or www.jeffco.us.

CITY SALES/USE TAX

3.85%

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

COLORADO TAX

4.63%

The income tax rate for corporations and individuals is 4.63%.

State tax on equipment used for Biotech, R&D, and Manufacturing:
None

Sources: City of Westminster Sales Tax Division at 303.658.2065; cityofwestminster.us; Colorado Department of Revenue at taxcolorado.com, 2017

Sources: City of Westminster Information Technology Department; City of Westminster Engineering Department, November 2017



Telecommunication

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

DSL

Century Link

WIRELESS DATA

Sprint, Verizon, AT&T, and T-Mobile

HIGH-SPEED CABLE INTERNET ACCESS

Comcast

FIBER OPTIC NETWORK

Century Link, Comcast, and Level 3

Education

ELEMENTARY AND SECONDARY EDUCATION

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

Adams 12 Five Star Schools
adams12.org

Westminster Public Schools
westminsterpublicschools.org

Jefferson County Public Schools
jeffcopublicschools.org

Private Schools
privateschoolreview.com

HIGHER EDUCATION

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

University of Colorado Anschutz Medical Campus
30-40 MIN ucdenver.edu

Colorado School of Mines
30 MIN mines.edu

DeVry University
IN WESTMINSTER devry.edu

Front Range Community College
IN WESTMINSTER frontrange.edu

Metropolitan State University of Denver
20 MIN msudenver.edu

Regis University
10 MIN regis.edu

University of Phoenix
IN WESTMINSTER phoenix.edu

University of Colorado at Boulder
20 MIN colorado.edu

University of Colorado at Denver
20 MIN ucdenver.edu

University of Denver
30-40 MIN du.edu





Water and Sewer Rates

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

COMMERCIAL WATER RATES

A two-tiered rate structure (\$6.63 or \$8.06 per 1,000 gallons, depending on consumption levels) is in effect, with the breakpoint dependent on meter size. A monthly meter service charge is also based on meter size.

COMMERCIAL SEWER RATES

\$6.63 per 1,000 gallons (calculated using average water consumption through March billings).

RECLAIMED WATER SYSTEM

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

Sources: City of Westminster Public Works and Utilities Department, November 2017. To determine rates for businesses using large quantities of water or to determine availability of reclaimed water, contact the Public Works and Utilities Department at 303.658.2176.

Electricity and Gas Service

The City of Westminster is serviced by Xcel Energy. For rate information, contact Xcel Energy. WWW.XCELENERGY.COM

Housing Statistics

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

	SINGLE-FAMILY DETACHED HOMES	TOWNHOMES & CONDOMINIUMS
Avg. Sales Price	\$366,266	\$239,258
Units Sold	1,410	556
Avg. Days on Market	23	17

Source: RE/MAX Alliance, December 2017

RENTAL HOUSING	AVG. RENT	AVG. PRICE PER SQ. FT.	VACANCY RATE
1 bed	\$1,187.15	\$1.74	6.1%
2 bed (1 bath)	\$1,299.84	\$1.55	4.7%
3 bed	\$1,991.00	\$1.63	5.7%

Source: Colorado Division of Housing, Q2 2017

AFFORDABLE HOUSING

Westminster has made a commitment to address housing needs because affordable housing impacts the overall prosperity of our entire community by:

- ▶ Stabilizing the workforce
- ▶ Reinforcing smart growth patterns
- ▶ Revitalizing neighborhoods
- ▶ Attracting businesses

Our balanced approach to housing includes an effort to disperse affordable housing throughout the city. It also seeks to provide a range of housing options across the spectrum of incomes. The city is working with developers to provide housing at various income levels and to serve members of the community, such as teachers, firefighters, and nurses, who are struggling to find workforce housing in our current market, as well as senior citizens who want to age in the community they've called home.



WESTMINSTER
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Budget Development Process

The Budget is the City's blueprint for service delivery to the community. Per the City Charter, the City Council must adopt a balanced budget for the next fiscal year. The fiscal year for Westminster commences January 1 and ends on December 31. The voters approved a charter amendment in November 2000 that allows City Council to adopt a two-year budget. Both 2019 and 2020 budgets were prepared separately for each fiscal year, and adopted simultaneously in October of 2018.

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

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

The City's strategic plan is comprised of a set of broad qualitative goals. These broad goals typically do not experience substantial changes from year to year. Each goal has a supporting objective or objectives, along with specific action items. The objectives and action items have a more near-term perspective and are often modified during the Strategic Planning process as objectives are achieved, changed, or new objectives are added.

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

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

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

Other Plans Used in the Budget Process

While the City's strategic plan is one core tool to inform budget decisions, the City also uses other plans during budget development, which have different perspectives than the strategic plan. Major plans used in the budget process include the city's comprehensive land use plan and major plans that have specific focus areas. Examples of major plans with specific focus include the Parks, Recreation & Libraries Comprehensive Plan and Comprehensive Water Supply Plan.

Updates to the comprehensive land use plan and identified major plans are currently underway under the banner of Westminster Forward. Further, the development of additional major plans are also underway and include the Transportation & Mobility Plan and Sustainability Plan. The timing of plan updates to existing plans and development of new plans is intentional for planning coordination and plan alignment purposes.

Budget Development Calendar

The budget process spans the majority of the year. The following summarizes the 2019 and 2020 Budget development schedule.

February–May

- Presentation of citizen survey results
- Work on Staffing and Pay Projections

April

- City Council Strategic Planning Retreat
- Executive Leadership Team Budget Retreat

May

- Departments submit budget requests for year one of operating budget

June

- First public meeting on budget to receive initial input from citizens
- Capital Improvement Program (CIP) proposed projects' budgets submitted by departments
- City Manager's Office (CMO) reviews year one operating budget and prepares recommendations for City Council

July

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

August

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

September

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

October

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

Legal Requirements

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

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

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

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

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

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

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

Budget Basis

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

The Comprehensive Annual Financial Report (CAFR) represents the City's financial information pursuant to Generally Accepted Accounting Principles (GAAP). Similar to the budget, the CAFR uses the modified accrual basis of accounting for reporting in the governmental funds, a basis of accounting that uses a current financial resources measurement. In contrast to the budget, the CAFR reports activities in proprietary funds using the accrual basis of accounting, or the economic resources measurement focus.

Lapsing of Appropriations

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

Methods for Amending the Budget

Routine Budget Adjustments

The adopted budget may be amended throughout the fiscal year. All budget adjustments that move appropriations between departments or budgeted funds, or result in a net change in appropriations, require authorization by City Council. City Council authorization is also required when moving appropriations between capital projects where such an adjustment would represent a change in the use of funds, and for budget adjustments that exceed the City Manager's purchasing approval limit of \$250,000. Budgets within operating line item accounts within a department and fund may be transferred throughout the year by management, often without a requirement for City Council authorization.

Supplemental Appropriation Budget Adjustments

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

Carryover Appropriation Budget Adjustments

Appropriation of prior-year carryover also amends the adopted budget. Carryover is typically generated when actual revenues exceed budgeted revenues and when actual expenditures are less than budgeted expenditures during a fiscal year. Carryover generated in the prior year is calculated in May in coordination with the annual financial statement audit. In general, it is the City's practice to limit the appropriation of prior-year carryover into the current year budget to those needs that are considered critical or time-sensitive, then utilize remaining carryover funds in the next formal budget process.

Mid-Cycle Budget Amendment

While the City adopts a two-year biennial budget, the City also performs a formal mid-cycle review of the adopted budget for purposes of amending the second year of the biennial budget. This process allows for budgetary flexibility and is a shortened version of the full biennial budget.



WESTMINSTER

ADOPTED 2019 OPERATING BUDGET SUMMARY

Overview:

Enhancements or service modifications for the 2019 Operating Budget are summarized on the following pages. This overview outlines City service modifications and other significant changes by Department and dollar amount.

Enhancement/Service Modification (Net Change to Budget)

ALL FUNDS

Citywide

- Salary Adjustments - The City's budget includes a market adjustment to four of the regular pay plans in 2019 of 2% in order to maintain a positive position for all classifications in the market next year. These include the Non-Exempt General, Non Exempt Police, Exempt, and Department Head/Division Manager Pay Plans. All benefited employees in these four pay plans will be eligible to receive this market adjustment in January 2019 with automatic increases given to non-exempt employees and merit increase opportunities for exempt employees, department heads, and division managers. Increases to pay for Non Exempt Fire Commissioned Employees has been addressed in the previously negotiated Firefighter Collective Bargaining Agreement (Firefighter CBA) effective January 7, 2019, through January 3, 2021.

Additional adjustments based on the benchmark salary survey of 68 classifications include increases to 10 benchmarks classifications, which then impact 55 individual classifications aligned with the 10 benchmarks in the Non-Exempt General, Exempt, and Department/Division Manager Pay Plans, as well as an additional market adjustment to all classifications within the Police Sworn Pay Plan. Other special surveys and reviews were completed based on department requests and reorganizations with six classification changes reflected in the budget from the analysis. There are title changes and alignment changes also included as a result of the full review. All of the individual changes impact 71 classifications and 360 full time equivalent (FTE) employees. Any additional changes to the Non Exempt Fire Commissioned Pay Plan were addressed in the 2019 Firefighter CBA. Additional information is in the Pay and Classification Plan section of this budget document. (+\$3,685,062)

- Hourly and Seasonal Pay Plan - Adjustments to the Hourly and Seasonal Pay Plan are included in the City's budget as a result of a full market review of salaries and an analysis of the Hourly and Seasonal Pay Plan structure. The Pay Plan continues to meet the Colorado and Federal minimum wage standards. (Approximately +\$100,000)
- Overtime - Under the current Personnel Policies and Rules, "Only hours worked during the FLSA period will be considered for the purpose of computing overtime or compensatory time earned." Recently, Staff have conducted a study of comparison cities with respect to practices regarding overtime calculations. To stay consistent with the market and to continue to offer a competitive salary, the budget assumes the overtime calculation now include leave taken along with hours worked. (+\$147,939)
- Pension - Pension contributions are based on employee salaries, therefore the salary adjustments result in an increase in pension contributions. (+\$362,963)
- Medical/Dental Insurance - Health care costs are projected to increase approximately 5.5%, excluding new staff. This increase is reflected in both the employer and employee portion of health insurance premiums. (+\$548,404)
- Other Benefits - Staff is currently projecting the life insurance, survivor income benefit, and long-term disability benefits. (+\$113,540)
- General Leave Buyback - This program is offered to employees from time to time, as funding becomes available, and provides the option to employees to "cash out" a portion of their general leave at a discounted rate; not only is this a benefit for employees, but it also helps reduce the City's long-term liability for accrued compensated absences. This program is funded through the original budget in 2019 and 2020. (+\$142,000)
- Downtown Westminster Operations and Maintenance - During the early stages of development in Downtown Westminster, operations and maintenance (O&M) costs in Downtown Westminster have primarily been budgeted in one capital project account for the Westminster Economic Development Authority (WEDA). The time has come for these funds to be budgeted in the responsible departments so they have greater ability to manage the funds and can integrate these costs and services into larger, city-wide contracts. These departments include Community Development, Economic Development, Information Technology, Parks, Recreation, and Libraries, and Public Works and Utilities. The 2019 Budget reflects a shift of certain O&M costs from the WEDA capital project account to department operating budgets within the General Fund. This not only enhances the financial reporting of these activities from an accounting perspective, but also allocates budget to departments who are responsible for managing O&M activities in Downtown Westminster. (Approximately +\$904,366)

GENERAL FUND

City Manager's Office

- 1.0 FTE Communication & Outreach Coordinator – This reflects funding for a new 1.0 FTE Communication & Outreach Coordinator position, located in the City Manager's Office, Communication & Outreach Division, to support the public education and marketing efforts of the Utility Fund. A dedicated staff person to perform the communication and outreach work related to the Streets, Water and Wastewater programs and initiatives will release existing contract funds within the Utility Fund budget and allow the City to implement a more comprehensive communication program for the Utility. This position will be funded by a transfer from the Utility Fund. (+\$195,000 in salary, benefits, and ancillary costs to include a marketing budget)
- Career Development – This reflects additional funds to support career development and education and better reflect actual costs across the department. (+\$15,000)
- Fleet Rental/Motor Fuel – This reflects the transition of the management of the City Hall motor pool to the General Services Department from the City Clerk's Office. (-\$2,871)

Central Charges

- Overtime - This account previously held funds associated with the Response Pay policy. With the shift to hours worked plus leave taken, these funds are no longer needed and have been distributed to department budgets to cover anticipated expenses. (-\$125,000)
- GCORF Equipment Rental (Vehicle Replacement, Copier Replacement, and New Vehicles) – The 2019 budget includes a total of \$736,130 for general/non-public safety vehicles and \$60,000 for City-wide copier replacements. Vehicles and equipment are also budgeted in Public Safety Tax (PST GCORF) at \$977,130 for public safety vehicles/equipment, including two new vehicles for the Police Department. Utility Fund vehicles are included in the Capital Improvement Program (CIP). (+\$49,457)

Additionally, police vehicle replacement costs assume the deployment of ballistic protection on the City's marked patrol units beginning with the 2019 vehicle acquisitions. This upgrade will turn the doors on the City's patrol units into ballistic shields to help protect the officers. (included in GCORF cost above)

- Contract Services – Security for after-hours events at City Hall, including City Council meetings, is augmented by private security. This budget line is increasing to account for the cost of a recent contract bid for City Hall security. (+\$25,000)

- Contract Services – Funds to support the new Boys & Girls Club. (\$+50,000)
- Contract Services – Colorado Legal Services – This reflects funding for a pilot program to offer legal services related to renter rights issues through Colorado Legal Services and an intergovernmental agreement with a number of local jurisdictions. (+\$30,000)
- Contract Services - Office 365 Exchange – This reflects a transition to move the software that runs the City’s email service (Microsoft Exchange Server) from on-premise to the cloud (Office 365 Exchange). The next Microsoft Exchange Server upgrade is scheduled for 2019. This is due to market and licensing changes and cost savings. The annual subscription for the Office 365 Exchange is \$150,000. This subscription price would be offset by a savings of soft and hard costs. The move to Office 365 Exchange not only consolidates archiving and email sweeping functionality, it also enhances other services. (+\$150,000)

Community Development Department

- 0.25 FTE Applications Specialist – This reflects an addition to an existing 0.50 FTE. This will allow more resources to dedicate to the implementation of the Community Development service enhancement recommendations and best practices in the Building Division. (+\$20,000 in salary and benefits)
- Contract Services – This reflects funding for a cloud-based online facilitation, public commenting, project scheduling tool, and code publishing system. This will enable revised Code and Design Standards to include table and graphics-intensive documents, unlike current text-only regulations. (+\$35,000)
- Professional Services - Due to hail storms and the level of development activity, this reflects funding for contract roofing inspections to assist with workload. (+\$25,000)

Economic Development Department

- 1.0 FTE Management Analyst – This reflects funding for a new Management Analyst to support the Business Development Division of Economic Development. This position will be funded for the second half of 2019 due to workspace restrictions. (+\$87,000 in salary, benefits, and ancillary costs)
- 0.5 FTE Housing and Redevelopment Specialist – This reflects funding for an increase to an existing 0.5 FTE position (funded by CDBG allocation) to a 1.0 FTE position to more accurately reflect the department's needs surrounding housing and redevelopment and to prepare for potential federal budget changes. This position will participate in community outreach and engagement, City Council meetings, and will address federal compliance matters. The additional 0.5 FTE will be paid for using General Funds to allow for greater flexibility in duties. (+\$46,000 in salary and benefits)

- City Memberships – This reflects a funding reallocation of city memberships for Metro North Chamber of Commerce and Westminster Chamber of Commerce from Central Charges to Economic Development. This allows Economic Development staff to manage memorandum of understanding with each chamber along with the associated budget. (+\$30,000)
- Contractual Services – This reflects an increase in contractual services to account for costs related to real estate expenses, South Westminster revitalization, innovation, outside legal expenses, and development of a workforce program. (+\$93,000)

Finance Department

- 0.5 FTE Accountant – This reflects funding for a new 0.5 FTE Accountant position to the Accounting Division in 2019. This position will assist the division in delivering core services and to support and accomplish goals and objectives of the division, department and City at large. Accounting remains a lean operation, and this position will allow management to build resiliency of the operation and bench strength for succession planning. (+\$48,000 in salary, benefits, and ancillary costs)
- Professional Services - The annual external audit contract is scheduled to increase in 2019. Additionally, the budget assumes contracting with a vendor to store permanent records. (+\$9,000)

Fire Department

- Regular Salaries – This reflects funding for acting pay, negotiated as part of the collective bargaining agreement. (+\$25,000)
- Overtime – This reflects a funding increase for overtime to maintain minimum staffing, account for acting pay, and allow for coverage at special events. (+\$69,000)
- Uniforms and Equipment – This reflects a funding increase to cover regular cost increases. Additionally, Staff funds will be used to purchase particulate hoods that provide better exposure protection from cancer causing contaminants. (+\$25,893)
- Career Development – This reflects funding for training of safety and medical officers, commuter rail rescue, CAD-to-CAD, and incident command systems. (+\$46,326)
- Contract Services - Records Management System – This reflects funding to replace the existing records management system with a subscription service. The current system is not keeping pace with industry changes and mandatory

State reporting requirements. (+\$128,000 one-time costs and \$58,000 each year thereafter)

General Services Department

- 1.0 FTE Construction Projects Specialist – This reflects funding for a new 1.0 FTE Construction Projects Specialist to allow the Facilities Maintenance Division to help execute capital projects. Project management is a critical area for the Department and the City and there is not currently enough staff to manage existing projects causing a backlog of unmet needs. As facilities age, the need to execute capital projects will continue to increase. (+\$92,000 in salary, benefits, and ancillary costs)
- Temporary Salaries – This reflects additional funding of Pro Tem Judges to provide additional opportunity for career development and attendance at City-wide meetings for the Presiding Judge and Associate Judge. (+\$5,000)
- Professional Services – This request additional funding at the Municipal Court to account for increases to the security contract, public defender, interpreters, and conflict attorneys. (+\$41,375)
- Custodial Services – This reflects funding in the Facilities Maintenance Division to offset contract increases for the custodial services contract. (+\$35,512)

Human Resources Department

- Professional Services – This reflects funding for the existing Compass program, which assists employees in comparing prices and auditing medical bills. Funding for this was previously absorbed by the Medical/Dental Fund. (+\$30,000)
- Contract Services – This reflects funding to upgrade or replace the existing employee appraisal software system. (+\$75,000 in 2019 and +\$50,000 ongoing)

Parks, Recreation, and Libraries Department

- 0.2 FTE Library Shelver – This reflects funding to increase multiple staff positions in the Library that are 0.475 FTE with the addition of 0.2 FTE Library Shelver. This will allow all non-benefitted shelvers to receive benefits. (approximately +\$27,000 in salaries and benefits)
- Marketing and Outreach – This reflects a funding increase to budget lines associated with the Marketing and Outreach program in PRL, including temporary salaries, special promotions, contract services, and supplies. These fund community-wide programs and special events and are associated with offsetting revenue sources. (+\$133,500)

- Water & Sewer – Additional funds in Parks Services are budgeted to offset water rate increases. (+\$341,000)
- Landscape Supplies - Fertilizer, herbicides, plant material, and sod for Westminster Station Park plazas and the Nature Play Park. (+\$32,200)
- Other Equipment – This reflects funding for replacement small equipment and new equipment. The new equipment will support services in South Westminster, including the Westminster Station Park. (+\$227,900)
- Supplies – This reflects funding to establish a dedicated programming budget to increase the quality of the Summer Reading program and invest in programming and speakers. (+\$13,500)
- Homelessness – This reflects funding for supplies and emergency shelter options associated with the homelessness program. (+\$40,000)

Police Department

- 6.0 FTE Police Officer/Senior Police Officer – This reflects funding for an additional 6.0 FTE Police Officer/Senior Police Officers pursuant to the Westminster Police Department Operations and Management Study to increase the staffing in Patrol and Investigations. (+\$530,000 in salary, benefits, and ancillary costs including 2 new vehicles)
- 1.0 FTE Police Records Technician – This reflects funding for a new 1.0 FTE Police Records Technician pursuant to the Westminster Police Department Operations and Management Study to support the increase in Patrol staffing. (+\$56,000 in salary, benefits, and ancillary costs)
- 0.2 FTE Administrative Assistant – This reflects funding for an increase of an existing 0.8 FTE Administrative Assistant to 1.0 FTE to support operations within the Patrol Division and new staff. (+\$12,000 in salary and benefits)
- Overtime - Overtime expenditures are budgeted higher in 2019 due to increased needs in the Patrol Division. (+\$80,000)
- Contract Services – This reflects a funding increase in Contract Services for training expenses and peer support. (+\$40,184)
- Contract Services - The 2019 contribution to the North Metro Task Force is expected to increase 42% for 2019 due to changes in law regarding forfeiture funds. (+\$64,776)

Public Works & Utilities Department

- 1.0 FTE Maintenanceworker/Senior Maintenanceworker – This reflects funding for a new 1.0 FTE in the Street Maintenance Division to assist in the maintenance of roads across the City. (+\$47,000 in salary, benefits, and ancillary costs)

UTILITY FUND

Finance Department

- 1.0 FTE Revenue Services Representative - This reflects funding for a new 1.0 FTE Revenue Services Representative in Utility Billing. The position will spread the existing workload amongst the existing staff and support the expansion of the Low Income Assistance Program. (+\$54,000 in salary, benefits, and ancillary costs)

Community Development Department

- 1.0 FTE Stormwater Coordinator – This requests initial funding to establish compliance workgroup for the City's stormwater utility. The City has a backlog of work to support a compliant and sustainable utility. A detailed evaluation of priorities and resources needed was conducted in 2017. This resulted in contracting with Wright Water Engineers for inspection services to address immediate critical issues starting in August 2017. The Stormwater Coordinator position is a skilled technical position that handles the day-to-day administration of the City's MS4 Stormwater Compliance program in the areas of program development, planning, public outreach and education, and supervision. (+\$139,000 in salary, benefits, and ancillary costs including a vehicle)
- 1.0 FTE Stormwater Analyst – As noted with the Stormwater Coordinator, the budget includes funding to establish a compliance workgroup for the City's stormwater utility to help address the backlog of work to support a compliant and sustainable utility. The Stormwater Analyst position is a skilled technical position that assists with day-to-day administration of the City's MS4 Stormwater Compliance program in the areas of program development and planning. (+\$84,000 in salary, benefits, and ancillary costs)

Information Technology Department

- 0.3 FTE Network Systems Technician - This reflects funding to add 0.3 FTE to an existing 0.5 FTE to support the expanding City network. (+\$24,000 in salary and benefits)
- Professional Services Telecom – This reflects funding to add internet bandwidth because the current bandwidth City-wide is limiting the use of cloud applications. (+\$28,800)

Public Works & Utilities Department

- 1.0 FTE Equipment Operator II (Wastewater Field Operations) - This reflects funding for a new 1.0 FTE Equipment Operator II to create a redundant cleaning crew to jet and flush the sewer system. (+\$120,000 in salary, benefits, and ancillary costs including a vehicle)
- 1.0 FTE Maintenanceworker/Senior Maintenanceworker (Wastewater Field Operations) - This reflects funding for a new 1.0 FTE Maintenanceworker/Senior Maintenanceworker to create a redundant cleaning crew to jet and flush the sewer system. (+\$91,000 in salary, benefits, and ancillary costs including a vehicle)
- 1.0 FTE Utilities Technician (Wastewater Field Operations) - This reflects funding for a new 1.0 FTE Utilities Technician to operate a second video van to inspect the sewer system. (+\$65,000 in salary, benefits, and ancillary costs)
- 1.0 FTE Utilities Technician (Locator - Water Field Operations) - This reflects a conversion from a temporary locator position into a 1.0 FTE Utilities Technician. Utilities Operations currently is utilizing an additional temporary position for utility locating and by making permanent can see cost savings in contracted utility locating services. (+\$102,000 in salary, benefits, and ancillary costs including a vehicle)
- 1.0 FTE Utilities Specialist (Reclaimed Inspector - Water Plants) - This reflects funding for a new 1.0 FTE Utilities Specialist to inspect new connections and existing irrigation systems on the reclaimed water system. (+\$102,000 in salary, benefits, and ancillary costs including a vehicle)
- Professional Services - Infrastructure Asset Management - This reflects additional funding for the Utility Locate program, estimated at 50,000 locates. (+\$100,000)
- Contract Services - Infrastructure Asset Management - This requests funding for the ongoing maintenance costs of the new asset management software. (+\$85,000)
- Special Assessments - Metro Wastewater Reclamation District (MWRD) - Staff estimate of tap fees to be paid to MWRD for development. This item reflects a change how these assessments are budgeted and is seeking to account for them in the original budget, rather than through supplemental appropriation. Tap fees offset these costs. (+\$889,480)
- Street Sweeping (Stormwater) - The City contracts with street sweeping contractors to limit debris and chemicals from entering the stormwater system. Staff will re-bid the contract in 2019 and expects a substantial increase in costs. (+\$84,000)

FLEET MAINTENANCE FUND**General Services Department**

- Apprentice Temporary Position – This reflects funding for a temporary Apprentice position in 2019. This position will allow the City to train individuals that are interested in the automotive maintenance and repair industry and potentially fill future Mechanic vacancies. (+\$46,096 in salary, benefits, and ancillary costs)
- Fuel – This reflects a funding decrease in the fuel budget to match actuals experienced recently, based on a 5% projected increase in gallons used over 2017 actuals. (-\$66,358)

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

- 1.0 FTE Park Naturalist (Open Space) – This reflects funding for a new 1.0 FTE Park Naturalist position in the Open Space Division. Currently, the Park Naturalist position is a 30 hours/week, non-benefited position. This position has been directly responsible for engaging 10,000 participants in nature awareness programs during the 2016/2017 seasons. The Park Naturalist position is responsible for facilitating park interpretive and environmental education programs, community outreach, social media engagement, and marketing at Standley Lake Regional Park and other Westminster outdoor venues. This position develops and presents information to visitors on the park's natural resources and history. The demand is extremely high for programming and most classes are full and have a wait list. (\$37,000 in salary, benefits, and ancillary costs)
- 1.0 FTE Crewleader (Park Services) – This reflects funding for a new 1.0 FTE Crewleader in Park Services to manage a crew that supports the Westminster Station Park. (+\$138,000 in salary, benefits, and ancillary costs including a vehicle)
- Other Equipment – This reflects funding to purchase equipment on the Parks equipment replacement list, including a slope mower, mower, and grass cutting deck. (+\$49,000)

ADOPTED 2020 OPERATING BUDGET SUMMARY

Overview:

Enhancements or service modifications for the 2020 Operating Budget are summarized on the following pages. This overview outlines City service modifications and other significant changes by Department and dollar amount. The 2019 Budget provided the base for working on the 2020 Budget with major level of service or other adjustments listed here.

Enhancement/Service Modification (Net Change to Budget)

ALL FUNDS

Citywide

- Salary Adjustments - Staff is currently projecting a \$2.88 million increase to salary costs in 2020 across operating funds. This reflects a 1% market adjustment to the Pay Plan. Staff will be conducting mid-year budget work during the summer of 2019, including special audit and salary surveys. Updated figures will be reviewed with City Council with the mid-year budget review of the proposed amendment to the Adopted 2020 Budget. (+\$2,883,558)
- Pension - Pension contributions are based on employee salaries, therefore the salary adjustments result in an increase in pension contributions. (+\$309,1258)
- Medical/Dental Insurance - Health care costs are projected to increase approximately 5%, excluding new Staff. This increase will be reflected in both the employer and employee portion of health insurance premiums. (+\$668,445)

GENERAL FUND

Central Charges

- GCORF Vehicle Replacement and New Vehicles - The 2020 budget includes a total of \$975,175 for general/non-public safety vehicles and City-wide copiers. Vehicles and equipment are also budgeted in Public Safety Tax (PST GCORF) and the 2020 budget includes \$1,059,749 for public safety vehicles/equipment including three new vehicles for the Police Department. The budget also assumes the use of \$250,000 in accumulated reserves in PST-GCORF to offset the impact to the General Fund. Utility Fund vehicles will be included in the Capital Improvement Program (CIP). (+\$261,664)

General Services Department

- 1.0 FTE Construction Projects Specialist - This reflects funding for a new 1.0 FTE Construction Projects Specialist in 2020 to allow the Facilities Maintenance Division to help execute capital projects. Project management is a critical area for the Department and the City and there is not currently enough staff to manage existing projects causing a backlog of unmet needs. As facilities age, the need to execute capital projects will continue to increase. (+\$93,000 in salary, benefits, and ancillary costs)

Parks, Recreation, and Libraries Department

- 1.0 FTE Senior Management Analyst - This reflects a conversion of an existing temporary 1.0 FTE Senior Management Analyst into a permanent position to continue support of the homelessness function and other duties as assigned. (no net increase due to the conversion)

Police Department

- 6.0 FTE Police Officer/Senior Police Officer - This reflects funding for an additional 6.0 FTE Police Officer/Senior Police Officers pursuant to the Westminster Police Department Operations and Management Study to increase the staffing in Patrol and Investigations. (+\$542,000 in salary, benefits, and ancillary costs including 2 vehicles)
- 1.0 FTE Police Commander - This reflects funding for a new 1.0 FTE Police Commander pursuant to the Westminster Police Department Operations and Management Study. Identified in that study was the need for a Special Events Team to handle not only services provided by the ever expanding and large scale Special Events programs offered by the City but also to police on a proactive level the expansion of the Westminster Station area as well as the Downtown. A Command level officer is needed to properly plan, organize, and manage the officers for such a team. The Commander would take the lead in special event planning on the PD side and build positive and productive relationships with city planners for these events as well as community and business partners for various events. This unit Commander would coordinate staffing needs, training needs, equipment needs and emergency planning for these events. When not addressing special events, this Commander would coordinate day to day policing efforts primarily at the Westminster Station and Downtown areas that are slated for immediate and rapid expansion requiring directed policing services exceeding the capacity of our current Command structure. This will convert an existing temporary, benefitted position into a permanent position to support Special Events. (+\$51,000 in ancillary costs due to the conversion and a vehicle)

Public Works & Utilities Department

- 1.0 FTE Maintenanceworker/Senior Maintenanceworker – This reflects funding for a new 1.0 FTE in the Street Maintenance Division to further assist in the maintenance of roads across the City. (+\$55,000 in salary, benefits, and ancillary costs)

UTILITY FUND**Public Works & Utilities Department**

- 1.0 FTE Chemist – This reflects funding for a new 1.0 FTE Chemist in the Water Quality group. This position allows for redundancy and succession planning in a operations critical area. This position would provide support for the compliance program to ensure that regulatory requirements are met under the best possible conditions. (+\$95,000 in salary, benefits, and ancillary costs including a vehicle)

Community Development Department

- 2.0 FTE Stormwater Inspectors – This reflects funding for the addition of 2.0 FTE Stormwater Inspectors that supports compliance with the City's MS4 stormwater permit. These positions will participate in the City's development review process through reviewing engineering construction plans, including erosion control plans and stormwater management plans, inspection of construction sites for compliance with city land disturbance permit requirements, state and federal water quality regulations, and inspection of public infrastructure and other improvements installed by private developers. These positions are in addition to the 1.0 FTE Stormwater Coordinator and 1.0 FTE Stormwater Analyst budgeted in 2019. (+\$246,000 in salary, benefits, and ancillary costs including 2 vehicles)



WESTMINSTER

ADOPTED 2019 BUDGET SUMMARY BY FUND

	Beginning Balance (1/1/19)	+	Revenues	=	Funds Available	-	Expenses	-	Contingencies	=	Ending Balance (12/31/19)
Operating Funds											
General	\$0	+	\$130,097,581	=	\$130,097,581	-	\$129,097,581	-	\$1,000,000	=	\$0
Utility Enterprise	\$351,343	+	\$183,532,640	=	\$183,883,983	-	\$183,883,983	-	\$0	=	\$0
Total Operating Funds	\$351,343	+	\$313,630,221	=	\$313,981,564	-	\$312,981,564	-	\$1,000,000	=	\$0
Other Funds											
General Reserve	\$13,144,929	+	\$576,602	=	\$13,721,531	-	\$0	-	\$0	=	\$13,721,531
GF Stabilization Reserve	\$8,796,770	+	\$149,822	=	\$8,946,592	-	\$0	-	\$0	=	\$8,946,592
Utility Rate Stabilization Rsv	\$16,615,407	+	\$282,985	=	\$16,898,392	-	\$0	-	\$0	=	\$16,898,392
Utility Capital Projects Rsv	\$20,815,486	+	\$354,519	=	\$21,170,005	-	\$0	-	\$0	=	\$21,170,005
Golf Course	\$251,523	+	\$4,095,898	=	\$4,347,421	-	\$4,347,421	-	\$0	=	\$0
Fleet Maintenance	\$0	+	\$2,831,595	=	\$2,831,595	-	\$2,831,595	-	\$0	=	\$0
Gen Cap Outlay Replacement	\$0	+	\$2,677,020	=	\$2,677,020	-	\$2,677,020	-	\$0	=	\$0
Sales & Use Tax	\$0	+	\$96,273,975	=	\$96,273,975	-	\$96,273,975	-	\$0	=	\$0
Parks, Open Space & Trails	\$605,071	+	\$7,117,775	=	\$7,722,846	-	\$7,722,846	-	\$0	=	\$0
Conservation Trust	\$0	+	\$897,000	=	\$897,000	-	\$897,000	-	\$0	=	\$0
General Cap Improvement	\$7,772,881	+	\$17,741,119	=	\$25,514,000	-	\$25,514,000	-	\$0	=	\$0
Debt Service	\$6,100	+	\$3,344,319	=	\$3,350,419	-	\$3,350,419	-	\$0	=	\$0
Total Other Funds	\$68,008,167	+	\$136,342,629	=	\$204,350,796	-	\$143,614,276	-	\$0	=	\$60,736,520
Total Operating Funds	\$351,343	+	\$313,630,221	=	\$313,981,564	-	\$312,981,564	-	\$1,000,000	=	\$0
Total Other Funds	\$68,008,167	+	\$136,342,629	=	\$204,350,796	-	\$143,614,276	-	\$0	=	\$60,736,520
(Less Transfers)	\$0	+	(\$112,199,114)	=	(\$112,199,114)	-	(\$112,199,114)	-	\$0	=	\$0
GRAND TOTAL 2019	\$68,359,510	+	\$337,773,736	=	\$406,133,246	-	\$344,396,726	-	\$1,000,000	=	\$60,736,520
Grand Total 2018	\$77,487,031	+	\$225,489,608	=	\$302,976,639	-	\$244,282,517	-	\$928,000	=	\$57,766,122
Grand Total 2017	\$66,139,462	+	\$217,962,889	=	\$284,102,351	-	\$229,907,654	-	\$1,000,000	=	\$53,194,697
Grand Total 2016	\$52,883,455	+	\$254,093,552	=	\$306,977,007	-	\$257,873,829	-	\$1,000,000	=	\$48,103,178
Grand Total 2015	\$55,792,863	+	\$190,272,434	=	\$246,065,297	-	\$192,534,667	-	\$1,000,000	=	\$52,530,630
Grand Total 2014	\$58,524,849	+	\$174,480,615	=	\$233,005,464	-	\$185,027,991	-	\$1,000,000	=	\$46,977,473
Grand Total 2013	\$46,131,176	+	\$170,271,662	=	\$216,402,838	-	\$171,258,944	-	\$1,000,000	=	\$44,143,894
Grand Total 2012	\$33,174,010	+	\$165,607,277	=	\$198,781,287	-	\$168,178,036	-	\$1,000,000	=	\$29,603,251
Grand Total 2011	\$32,391,745	+	\$161,898,244	=	\$194,289,989	-	\$160,037,061	-	\$1,000,000	=	\$33,252,928
Grand Total 2010	\$39,199,834	+	\$185,094,130	=	\$224,293,964	-	\$190,295,941	-	\$1,000,000	=	\$32,998,023
Percent Change 2018-2019	-11.78%		49.80%		34.05%		40.98%		7.76%		5.14%

NOTE: The Grand Total for each budget year included above is the original officially adopted budget or the officially adopted mid-year budget amendment; any amendments, such as any mid-year supplemental appropriations for grants and other unanticipated revenues, are not reflected in these figures.

ADOPTED 2020 BUDGET SUMMARY BY FUND

	Beginning Balance (1/1/20)	+	Revenues	=	Funds Available	-	Expenses	-	Contingencies	=	Ending Balance (12/31/20)
Operating Funds											
General	\$0	+	\$132,753,018	=	\$132,753,018	-	\$131,753,018	-	\$1,000,000	=	\$0
Utility Enterprise	\$0	+	\$90,734,155	=	\$90,734,155	-	\$90,734,155	-	\$0	=	\$0
Total Operating Funds	\$0	+	\$223,487,173	=	\$223,487,173	-	\$222,487,173	-	\$1,000,000	=	\$0
Other Funds											
General Reserve	\$13,721,531	+	\$624,730	=	\$14,346,261	-	\$0	-	\$0	=	\$14,346,261
GF Stabilization Reserve	\$8,946,592	+	\$170,563	=	\$9,117,155	-	\$0	-	\$0	=	\$9,117,155
Utility Rate Stabilization Rsv	\$16,898,392	+	\$322,160	=	\$17,220,552	-	\$0	-	\$0	=	\$17,220,552
Utility Capital Projects Rsv	\$21,170,005	+	\$5,275,597	=	\$26,445,602	-	\$0	-	\$0	=	\$26,445,602
Golf Course	\$0	+	\$4,210,523	=	\$4,210,523	-	\$4,210,523	-	\$0	=	\$0
Fleet Maintenance	\$0	+	\$2,910,201	=	\$2,910,201	-	\$2,910,201	-	\$0	=	\$0
Gen Cap Outlay Replacement	\$0	+	\$3,091,633	=	\$3,091,633	-	\$3,091,633	-	\$0	=	\$0
Sales & Use Tax	\$0	+	\$97,980,590	=	\$97,980,590	-	\$97,980,590	-	\$0	=	\$0
Parks, Open Space & Trails	\$0	+	\$7,243,420	=	\$7,243,420	-	\$7,243,420	-	\$0	=	\$0
Conservation Trust	\$0	+	\$906,000	=	\$906,000	-	\$906,000	-	\$0	=	\$0
General Cap Improvement	\$1,900,000	+	\$16,309,000	=	\$18,209,000	-	\$18,209,000	-	\$0	=	\$0
Debt Service	\$7,100	+	\$3,341,919	=	\$3,349,019	-	\$3,349,019	-	\$0	=	\$0
Total Other Funds	\$62,643,620	+	\$142,386,336	=	\$205,029,956	-	\$137,900,386	-	\$0	=	\$67,129,570
Total Operating Funds	\$0	+	\$223,487,173	=	\$223,487,173	-	\$222,487,173	-	\$1,000,000	=	\$0
Total Other Funds	\$62,643,620	+	\$142,386,336	=	\$205,029,956	-	\$137,900,386	-	\$0	=	\$67,129,570
(Less Transfers)	\$0	+	(\$118,411,497)	=	(\$118,411,497)	-	(\$118,411,497)	-	\$0	=	\$0
GRAND TOTAL 2020	\$62,643,620	+	\$247,462,012	=	\$310,105,632	-	\$241,976,062	-	\$1,000,000	=	\$67,129,570
Grand Total 2019	\$68,359,510	+	\$337,773,736	=	\$406,133,246	-	\$344,396,726	-	\$1,000,000	=	\$60,736,520
Grand Total 2018	\$77,487,031	+	\$225,489,607	=	\$302,976,638	-	\$244,282,517	-	\$928,000	=	\$57,766,121
Grand Total 2017	\$66,139,462	+	\$217,962,889	=	\$284,102,351	-	\$229,907,654	-	\$1,000,000	=	\$53,194,697
Grand Total 2016	\$52,883,455	+	\$254,093,552	=	\$306,977,007	-	\$257,873,829	-	\$1,000,000	=	\$48,103,178
Grand Total 2015	\$55,792,863	+	\$190,272,434	=	\$246,065,297	-	\$192,534,667	-	\$1,000,000	=	\$52,530,630
Grand Total 2014	\$58,524,849	+	\$174,480,615	=	\$233,005,464	-	\$185,027,991	-	\$1,000,000	=	\$46,977,473
Grand Total 2013	\$46,131,176	+	\$170,271,662	=	\$216,402,838	-	\$171,258,944	-	\$1,000,000	=	\$44,143,894
Grand Total 2012	\$33,174,010	+	\$165,607,277	=	\$198,781,287	-	\$168,178,036	-	\$1,000,000	=	\$29,603,251
Grand Total 2011	\$32,391,745	+	\$161,898,244	=	\$194,289,989	-	\$160,037,061	-	\$1,000,000	=	\$33,252,928
Percent Change 2019-2020	-8.36%		-26.74%		-23.64%		-29.74%		0.00%		10.53%

NOTE: The Grand Total for each budget year included above is the original officially adopted budget or the officially adopted mid-year budget amendment; any amendments, such as any mid-year supplemental appropriations for grants and other unanticipated revenues, are not reflected in these figures.

GENERAL FUND REVENUE

Source	2017 Actuals	2018 Adjusted	2018 Actual (9/1/18)	2018 Estimated	2019 Adopted	2020 Adopted
Property Tax						
Property Tax Adams	\$2,635,028	\$2,695,000	\$3,035,422	\$3,036,000	\$3,062,000	\$3,101,000
Property Tax Jeffco	\$2,141,975	\$2,390,000	\$2,509,062	\$2,509,100	\$2,530,000	\$2,565,000
<i>Total</i>	<i>\$4,777,003</i>	<i>\$5,085,000</i>	<i>\$5,544,484</i>	<i>\$5,545,100</i>	<i>\$5,592,000</i>	<i>\$5,666,000</i>
Business Fees & Taxes						
Public Service Co	\$3,011,056	\$3,140,000	\$1,547,584	\$3,040,000	\$3,060,000	\$3,090,000
CenturyLink/AT&T	\$142,862	\$152,716	\$78,330	\$120,000	\$115,000	\$110,000
Comcast Cable	\$1,366,390	\$1,390,000	\$643,431	\$1,350,000	\$1,360,000	\$1,376,370
<i>Total</i>	<i>\$4,520,308</i>	<i>\$4,682,716</i>	<i>\$2,269,345</i>	<i>\$4,510,000</i>	<i>\$4,535,000</i>	<i>\$4,576,370</i>
Admissions Tax						
Movie Theaters	\$435,399	\$475,000	\$388,207	\$480,000	\$496,100	\$499,000
Bowling Alleys	\$57,854	\$55,000	\$40,240	\$58,000	\$58,750	\$59,100
Butterfly Pavillion	\$51,668	\$53,000	\$38,496	\$52,100	\$52,600	\$52,900
Cover Charges	\$1,871	\$7,000	\$0	\$1,500	\$1,500	\$1,500
<i>Total</i>	<i>\$546,792</i>	<i>\$590,000</i>	<i>\$466,943</i>	<i>\$591,600</i>	<i>\$608,950</i>	<i>\$612,500</i>
License Revenue						
Contractors	\$86,182	\$100,000	\$68,591	\$95,000	\$95,000	\$88,000
Beer & Liquor	\$112,153	\$104,750	\$66,090	\$115,000	\$116,000	\$117,000
Other Licenses	\$70,363	\$48,000	\$53,315	\$68,000	\$70,500	\$71,000
<i>Total</i>	<i>\$268,698</i>	<i>\$252,750</i>	<i>\$187,996</i>	<i>\$278,000</i>	<i>\$281,500</i>	<i>\$276,000</i>
Building Permit Revenue						
Adams County Commercial	\$739,087	\$925,000	\$413,851	\$750,000	\$703,000	\$685,000
Jefferson County Commercial	\$704,814	\$570,000	\$418,588	\$600,000	\$572,000	\$555,000
Adams County Residential	\$738,437	\$655,000	\$541,213	\$755,000	\$708,000	\$659,000
Jefferson County Residential	\$452,105	\$350,000	\$411,141	\$450,000	\$425,000	\$401,000
<i>Total</i>	<i>\$2,634,443</i>	<i>\$2,500,000</i>	<i>\$1,784,793</i>	<i>\$2,555,000</i>	<i>\$2,408,000</i>	<i>\$2,300,000</i>
Intergovernmental Revenue						
Cigarette Tax	\$217,735	\$207,000	\$97,644	\$207,000	\$197,600	\$185,700
Miscellaneous	\$104,109	\$0	\$7,689	\$7,689	\$0	\$0
Other Governmental-Thornton	\$669,901	\$810,000	\$693,987	\$694,000	\$710,000	\$717,000
Vehicle/Highway Taxes:						
HUTF	\$3,609,519	\$3,700,000	\$1,762,080	\$4,695,798	\$3,725,000	\$3,730,000
Ownership Adams	\$282,361	\$225,000	\$163,620	\$290,000	\$292,000	\$292,500
Ownership Jeffco	\$226,205	\$170,000	\$140,510	\$240,000	\$238,000	\$238,400
Vehicle Reg Adams	\$237,324	\$232,000	\$134,112	\$235,000	\$238,500	\$239,900
Vehicle Reg Jeffco	\$158,126	\$160,000	\$93,743	\$161,000	\$161,500	\$162,000

Source	2017 Actuals	2018 Adjusted	2018 Actual (9/1/18)	2018 Estimated	2019 Adopted	2020 Adopted
Road/Bridge Adams	\$473,263	\$440,000	\$531,412	\$536,000	\$500,000	\$503,000
Road/Bridge Jeffco	\$398,681	\$375,000	\$408,214	\$411,000	\$405,000	\$408,000
<i>Subtotal</i>	<i>\$5,385,479</i>	<i>\$5,302,000</i>	<i>\$3,233,691</i>	<i>\$6,568,798</i>	<i>\$5,560,000</i>	<i>\$5,573,800</i>
State/Federal Grants:						
Federal Grants	\$614,043	\$567,395	\$216,051	\$567,395	\$244,340	\$132,900
State of Colorado	\$129,409	\$74,276	\$56,020	\$70,000	\$0	\$0
County Grants	\$5,826	\$5,000	\$6,958	\$7,000	\$0	\$0
Other Grants	\$65,453	\$27,302	\$59,256	\$52,256	\$0	\$0
CDOT Signal Reimb	\$43,560	\$45,600	\$21,780	\$43,560	\$43,560	\$43,560
<i>Subtotal</i>	<i>\$858,291</i>	<i>\$719,573</i>	<i>\$360,065</i>	<i>\$740,211</i>	<i>\$287,900</i>	<i>\$176,460</i>
<i>Total</i>	<i>\$7,235,515</i>	<i>\$7,038,573</i>	<i>\$4,393,076</i>	<i>\$8,217,698</i>	<i>\$6,755,500</i>	<i>\$6,652,960</i>
Recreation Charges						
Ice Center Joint Venture	\$985,980	\$965,563	\$355,106	\$965,573	\$967,444	\$973,077
Swim & Fitness Center	\$464,615	\$485,000	\$296,340	\$425,000	\$430,000	\$435,000
Countryside Pool	\$50,735	\$53,000	\$34,316	\$45,000	\$46,000	\$46,100
Kings Mill Cell Tower Lease	\$16,068	\$15,870	\$13,688	\$15,870	\$15,870	\$15,870
Standley Lake	\$770,690	\$730,000	\$738,215	\$735,000	\$735,000	\$735,000
General Recreation/Programs	\$1,573,985	\$1,602,245	\$1,294,689	\$1,560,000	\$1,573,000	\$1,590,000
Athletic Fields	\$165,406	\$135,000	\$121,523	\$160,000	\$138,000	\$139,000
Westminster Sports Center	\$307,865	\$367,000	\$211,255	\$300,000	\$305,000	\$308,000
City Park Fitness Center	\$719,154	\$730,000	\$409,029	\$725,000	\$733,000	\$735,000
City Park Rec Center	\$1,680,723	\$1,510,000	\$1,266,421	\$1,600,000	\$1,661,000	\$1,676,000
The MAC	\$307,933	\$320,000	\$214,177	\$315,000	\$320,000	\$322,000
West View Recreation Center	\$486,289	\$492,000	\$364,024	\$455,000	\$460,000	\$465,000
Park & Library Rentals	\$54,369	\$63,000	\$50,675	\$63,000	\$65,000	\$66,000
<i>Total</i>	<i>\$7,583,812</i>	<i>\$7,468,678</i>	<i>\$5,369,458</i>	<i>\$7,364,443</i>	<i>\$7,449,314</i>	<i>\$7,506,047</i>
Fines & Forfeitures						
Court Fines	\$1,096,232	\$1,100,000	\$1,019,000	\$1,220,000	\$1,230,000	\$1,238,500
Library Fines	\$113,502	\$115,000	\$69,979	\$108,000	\$104,000	\$98,000
<i>Total</i>	<i>\$1,209,734</i>	<i>\$1,215,000</i>	<i>\$1,088,979</i>	<i>\$1,328,000</i>	<i>\$1,334,000</i>	<i>\$1,336,500</i>
Interest Income	\$160,357	\$145,000	\$154,130	\$220,000	\$250,000	\$258,000
Total Reimbursement	\$1,253,584	\$268,337	\$609,828	\$610,000	\$270,000	\$60,000
General Miscellaneous						
EMS Billings	\$2,410,270	\$2,540,000	\$2,377,920	\$2,540,000	\$2,600,000	\$2,660,000
Infrastructure Fee	\$2,205,636	\$2,215,000	\$1,478,652	\$2,215,000	\$2,217,000	\$2,218,500
Rental Housing Inspection Fee	\$151,934	\$215,000	\$93,697	\$151,000	\$121,000	\$164,300

Source	2017 Actuals	2018 Adjusted	2018 Actual (9/1/18)	2018 Estimated	2019 Adopted	2020 Adopted
Promenade CAM Billings	\$177,402	\$176,000	\$117,031	\$176,000	\$176,000	\$176,000
Pension Fund Admin Fee	\$104,882	\$113,500	\$70,893	\$113,500	\$115,800	\$118,000
Recording & Filing	\$25,800	\$35,000	\$16,158	\$25,000	\$26,000	\$26,000
Sale of Assets	\$34,901	\$30,000	\$34,916	\$35,000	\$30,000	\$30,000
Miscellaneous	\$503,001	\$355,248	\$304,006	\$449,148	\$440,281	\$444,000
Passport Fees	\$25,449	\$20,000	\$19,159	\$25,000	\$25,000	\$25,000
Off Duty Police Reimbursements	\$55,654	\$75,000	\$34,869	\$55,000	\$40,000	\$40,000
Special Events	\$164,927	\$58,600	\$187,510	\$189,000	\$187,000	\$188,000
Street Cut Impact Fee	\$593,018	\$332,000	\$314,322	\$332,000	\$336,000	\$338,000
Thornton Reimbursement	\$1,268,138	\$1,269,538	\$197,269	\$1,269,538	\$1,269,538	\$1,272,000
GID/Other Service Fee	\$98,050	\$99,200	\$88,871	\$114,796	\$108,900	\$96,900
PD Training Reimb	\$26,317	\$15,000	\$20,361	\$21,000	\$14,000	\$14,000
SRO Reimbursement	\$78,244	\$77,931	\$40,906	\$77,931	\$80,000	\$81,600
Rentals/Leases	\$402,529	\$220,000	\$192,334	\$223,584	\$77,829	\$80,164
Westin Accommodations Tax	\$1,135,153	\$1,000,000	\$639,223	\$1,200,000	\$1,210,000	\$1,220,000
Conference Center Fee	\$187,373	\$170,000	\$125,722	\$155,000	\$159,000	\$163,000
WEDA Reimbursement	\$84,965	\$82,000	\$0	\$82,000	\$82,000	\$82,000
<i>Total</i>	<i>\$9,733,643</i>	<i>\$9,099,017</i>	<i>\$6,353,819</i>	<i>\$9,449,497</i>	<i>\$9,315,348</i>	<i>\$9,437,464</i>
Contributions	\$10,050	\$5,000	\$2,000	\$5,000	\$5,000	\$5,000
Transfer Payments						
From GIDs	\$94,820	\$0	\$40,000	\$0	\$0	\$0
From WEDA	\$300,000	\$0	\$0	\$0	\$0	\$0
From Capital Projects (GCIF)	\$7,500	\$0	\$0	\$0	\$0	\$0
From Utility Fund	\$2,793,779	\$2,834,957	\$1,889,971	\$2,834,957	\$3,028,994	\$3,036,587
From Sales & Use	\$78,007,642	\$81,011,252	\$54,007,501	\$81,011,252	\$88,263,975	\$91,029,590
<i>Total</i>	<i>\$81,203,741</i>	<i>\$83,846,209</i>	<i>\$55,937,472</i>	<i>\$83,846,209</i>	<i>\$91,292,969</i>	<i>\$94,066,177</i>
Total General Fund	\$121,137,680	\$122,196,280	\$84,162,323	\$124,520,547	\$130,097,581	\$132,753,018
Carryover	\$8,249,548	\$7,709,490	\$7,709,490	\$7,709,590	\$0	\$0
Total Funds Available	\$129,387,228	\$129,905,770	\$91,871,813	\$132,230,137	\$130,097,581	\$132,753,018

GENERAL FUND EXPENDITURES

Activity	2017 Actuals	2018 Adjusted	2018 Actual (9/1/18)	2018 Estimated	2019 Adopted	2020 Adopted
City Council	\$219,353	\$291,932	\$167,525	\$281,169	\$294,892	\$298,392
City Attorney's Office	\$1,446,940	\$1,674,612	\$952,669	\$1,674,509	\$1,715,560	\$1,713,040
City Manager's Office						
Administration	\$1,373,451	\$1,177,848	\$715,078	\$1,177,706	\$1,279,175	\$1,279,196
City Clerk's Office	\$553,103	\$663,047	\$330,134	\$625,305	\$677,591	\$675,601
Policy and Budget	\$284,852	\$329,406	\$194,240	\$317,415	\$364,563	\$364,563
Economic Development	\$1,084,367	\$0	\$0	\$0	\$0	\$0
Communication and Outreach	\$555,055	\$760,705	\$368,734	\$665,617	\$820,414	\$820,419
<i>Subtotal</i>	\$3,850,828	\$2,931,006	\$1,608,186	\$2,786,043	\$3,141,743	\$3,139,779
Central Charges	\$30,075,284	\$30,457,312	#####	\$29,971,061	\$31,794,983	\$33,646,096
General Services						
Administration	\$547,904	\$726,687	\$306,175	\$670,766	\$681,213	\$687,912
Human Resources	\$2,022,323	\$0	\$0	\$0	\$0	\$0
Municipal Court	\$1,912,382	\$1,921,256	\$1,146,794	\$1,920,945	\$2,006,759	\$2,025,876
Facilities Maintenance	\$2,003,283	\$2,308,058	\$1,326,168	\$2,279,835	\$2,524,698	\$2,650,310
<i>Subtotal</i>	\$6,485,892	\$4,956,001	\$2,779,137	\$4,871,546	\$5,212,670	\$5,364,098
Finance						
Administration	\$583,614	\$607,134	\$355,014	\$584,542	\$631,976	\$642,362
Accounting	\$919,077	\$979,983	\$559,406	\$979,369	\$1,073,005	\$1,091,318
Treasury/Utility Billing	\$323,029	\$334,772	\$201,816	\$336,072	\$354,702	\$354,844
Sales Tax	\$666,945	\$723,116	\$419,707	\$722,316	\$763,932	\$762,932
<i>Subtotal</i>	\$2,492,665	\$2,645,005	\$1,535,943	\$2,622,299	\$2,823,615	\$2,851,456
Police						
Administration	\$1,151,046	\$1,226,808	\$743,133	\$829,825	\$882,811	\$904,679
Specialized Services	\$9,738,817	\$10,263,124	\$6,298,564	\$9,991,273	\$10,893,063	\$11,265,742
Patrol Services	\$13,481,910	\$13,918,095	\$8,557,355	\$13,853,818	\$14,337,900	\$14,685,673
<i>Subtotal</i>	\$24,371,773	\$25,408,027	\$15,599,052	\$24,674,916	\$26,113,774	\$26,856,094
Fire						
Emergency Services	\$14,795,653	\$14,798,040	\$8,975,300	\$14,545,153	\$15,970,393	\$16,086,386
<i>Subtotal</i>	\$14,795,653	\$14,798,040	\$8,975,300	\$14,545,153	\$15,970,393	\$16,086,386
<i>Subtotal Public Safety</i>	\$39,167,426	\$40,206,067	\$24,574,352	\$39,220,069	\$42,084,167	\$42,942,480
Community Development						
Administration	\$639,710	\$672,510	\$364,582	\$612,450	\$1,368,428	\$1,368,037
Planning	\$1,311,686	\$1,716,898	\$894,825	\$1,505,936	\$1,574,096	\$1,535,833
Building	\$1,574,415	\$1,623,260	\$905,376	\$1,547,946	\$1,661,979	\$1,689,177
Engineering	\$1,830,848	\$2,455,090	\$1,208,907	\$2,446,779	\$1,886,548	\$1,887,672
<i>Subtotal</i>	\$5,356,659	\$6,467,758	\$3,373,690	\$6,113,111	\$6,491,051	\$6,480,719

Activity	2017 Actuals	2018 Adjusted	2018 Actual (9/1/18)	2018 Estimated	2019 Adopted	2020 Adopted
Public Works & Utilities						
Street Maintenance	\$9,213,800	\$10,012,233	\$4,635,642	\$9,918,820	\$10,641,451	\$10,706,011
<i>Subtotal</i>	\$9,213,800	\$10,012,233	\$4,635,642	\$9,918,820	\$10,641,451	\$10,706,011
Economic Development	\$0	\$1,645,619	\$966,464	\$1,605,487	\$2,167,640	\$2,220,221
Human Resources	\$0	\$2,337,732	\$1,250,469	\$2,337,695	\$2,509,832	\$2,417,323
Parks, Recreation and Libraries						
Administration	\$1,704,050	\$1,604,445	\$996,637	\$1,643,171	\$1,934,263	\$1,938,017
Park Services	\$4,337,628	\$4,266,545	\$2,947,407	\$4,305,996	\$5,194,700	\$4,919,186
Library Services	\$2,983,854	\$3,108,310	\$1,853,849	\$3,015,162	\$3,226,287	\$3,240,215
Standley Lake	\$533,255	\$579,346	\$333,378	\$550,814	\$623,459	\$625,142
Recreation Facilities	\$4,952,497	\$4,950,422	\$3,130,479	\$4,937,990	\$5,118,473	\$5,126,993
Recreation Programs	\$2,274,061	\$2,515,296	\$1,660,026	\$2,411,150	\$2,553,020	\$2,555,758
<i>Subtotal</i>	\$16,785,345	\$17,024,364	\$10,921,776	\$16,864,283	\$18,650,202	\$18,405,311
<i>Subtotal Operating</i>	\$115,094,192	\$120,649,641	\$66,807,053	\$118,266,092	\$127,527,806	\$130,184,926
Transfer Payments						
To Reserve Fund	\$0	\$750,000	\$750,000	\$0	\$0	\$0
To GF SR	\$1,801,753	\$0	\$0	\$0	\$0	\$0
To GCORF	\$273,866	\$805,000	\$805,000	\$0	\$0	\$0
To Property/Liability	\$791,251	\$829,216	\$552,811	\$829,216	\$910,674	\$910,674
To Workers Compensation	\$672,038	\$707,038	\$471,359	\$707,038	\$547,560	\$547,560
To WEDA	\$164,614	\$0	\$0	\$0	\$0	\$0
To Capital Projects	\$4,594,968	\$4,589,991	\$4,562,563	\$82,285	\$111,541	\$109,858
<i>Subtotal</i>	\$8,298,490	\$7,681,245	\$7,141,733	\$1,618,539	\$1,569,775	\$1,568,092
<i>Subtotal General Fund (including transfers)</i>	\$123,392,682	\$128,330,886	\$73,948,786	\$119,884,631	\$129,097,581	\$131,753,018
Contingency	\$0	\$928,000	\$0	\$0	\$1,000,000	\$1,000,000
TOTAL GENERAL FD EXP	\$123,392,682	\$129,258,886	\$73,948,786	\$119,884,631	\$130,097,581	\$132,753,018
Less: CIP Transfers	\$4,594,968	\$4,589,991	\$4,562,563	\$82,285	\$111,541	\$109,858
TOTAL GF OPERATING EXP	\$118,797,714	\$124,668,895	\$69,386,223	\$119,802,346	\$129,986,040	\$132,643,160

UTILITY ENTERPRISE FUND REVENUE

Source	2017 Actuals	2018 Adjusted	2018 Actual (9/1/18)	2018 Estimated	2019 Adopted	2020 Adopted
WATER REVENUES						
Contractor's License	\$98,003	\$113,000	\$75,154	\$113,000	\$113,000	\$113,000
Interest Income	\$451,192	\$304,000	\$432,248	\$580,000	\$660,000	\$710,000
Miscellaneous Income	\$1,681,520	\$300,000	\$823,836	\$606,890	\$348,462	\$358,010
Water Sales						
Water Reclamation	\$2,182,657	\$2,684,191	\$1,672,539	\$2,684,191	\$2,713,100	\$2,893,538
Residential	\$18,795,189	\$22,257,343	\$13,673,546	\$22,578,343	\$24,766,382	\$30,078,947
Commercial	\$6,917,712	\$8,968,784	\$5,025,914	\$8,968,784	\$8,167,800	\$7,557,541
Wholesale - Federal Heights	\$2,143,392	\$2,148,985	\$1,473,775	\$2,148,985	\$2,088,643	\$2,309,375
Meter Service Fee	\$4,057,670	\$4,333,685	\$2,911,800	\$4,333,685	\$5,389,041	\$6,560,802
Wholesale - Brighton	\$3,433,612	\$3,875,380	\$1,971,192	\$3,875,380	\$4,074,294	\$4,481,723
<i>Total</i>	\$37,530,232	\$44,268,368	\$26,728,766	\$44,589,368	\$47,199,260	\$53,881,926
Biosolids Farm	\$43,668	\$75,000	\$61,827	\$75,000	\$75,000	\$75,000
Water Tap Fees						
Residential	\$5,636,014	\$6,500,000	\$4,055,357	\$3,903,305	\$3,595,800	\$3,334,174
Commercial	\$2,526,349	\$4,500,000	\$1,916,190	\$1,879,764	\$1,936,200	\$1,733,145
<i>Total</i>	\$8,162,363	\$11,000,000	\$5,971,547	\$5,783,069	\$5,532,000	\$5,067,319
Total Water Revenue	\$47,966,978	\$56,060,368	\$34,093,378	\$51,747,327	\$53,927,722	\$60,205,255
WASTEWATER REVENUES						
Interest Income	\$360,359	\$134,000	\$374,389	\$235,000	\$242,000	\$265,000
Miscellaneous	\$217,235	\$10,000	\$20,248	\$34,040	\$20,040	\$20,040
Wastewater Sales						
Residential	\$12,790,568	\$13,368,267	\$8,858,839	\$13,368,267	\$16,935,683	\$19,258,513
Commercial	\$2,892,684	\$2,929,849	\$2,043,805	\$2,929,849	\$3,620,252	\$3,927,739
<i>Total</i>	\$15,683,252	\$16,298,116	\$10,902,644	\$16,298,116	\$20,555,935	\$23,186,252
Wastewater Tap Fees						
Residential	\$1,227,802	\$2,000,000	\$1,020,085	\$1,400,000	\$629,000	\$728,000
Commercial	\$1,147,660	\$523,010	\$830,664	\$365,900	\$300,000	\$446,900
<i>Total</i>	\$2,375,462	\$2,523,010	\$1,850,749	\$1,765,900	\$929,000	\$1,174,900
Total Wastewater Revenue	\$18,636,308	\$18,965,126	\$13,148,030	\$18,333,056	\$21,746,975	\$24,646,192

Source	2017 Actuals	2018 Adjusted	2018 Actual (9/1/18)	2018 Estimated	2019 Adopted	2020 Adopted
Total WWW Revenue, excluding tap fees	\$56,065,461	\$61,502,484	\$39,419,112	\$62,531,414	\$69,213,697	\$78,609,228
Water Tap Fee Income	\$8,162,363	\$11,000,000	\$5,971,547	\$5,783,069	\$5,532,000	\$5,067,319
Wastewater Tap Fee Income	\$2,375,462	\$2,523,010	\$1,850,749	\$1,765,900	\$929,000	\$1,174,900
<i>Tap Fees Total</i>	<i>\$10,537,825</i>	<i>\$13,523,010</i>	<i>\$7,822,296</i>	<i>\$7,548,969</i>	<i>\$6,461,000</i>	<i>\$6,242,219</i>
Carryover Water	\$8,734,166	\$0	\$0	\$0	\$0	\$0
Carryover Wastewater	\$2,054,164	\$1,664,603	\$0	\$1,664,603	\$0	\$0
<i>Carryover Total</i>	<i>\$10,788,330</i>	<i>\$1,664,603</i>	<i>\$0</i>	<i>\$1,664,603</i>	<i>\$0</i>	<i>\$0</i>
Trsfr-Rate Stabilization Rsv to WFd	\$0	\$0	\$0	\$0	\$0	\$0
Trsfr-Rate Stabilization Rsv to WW Fd	\$0	\$0	\$0	\$0	\$0	\$0
Trsfr-Cap Proj Reserve to WFd	\$3,137,637	\$3,351,866	\$3,351,866	\$3,351,866	\$0	\$0
Trsfr-Cap Proj Reserve to WW Fd	\$1,277,763	\$5,145,305	\$5,145,305	\$5,145,305	\$0	\$0
<i>Reserve Total</i>	<i>\$4,415,400</i>	<i>\$8,497,171</i>	<i>\$8,497,171</i>	<i>\$8,497,171</i>	<i>\$0</i>	<i>\$0</i>
Trsfr - Fleet	\$282,403	\$0	\$0	\$0	\$0	\$0
Tsfr - W Fd to WW Fd	\$13,188	\$0	\$0	\$0	\$0	\$0
Trsfr - WW Fd to WFd	\$0	\$0	\$0	\$0	\$1,204,465	\$1,204,465
Bond Proceeds Water	\$0	\$0	\$0	\$0	\$67,000,000	\$0
Bond Proceeds Wastewater	\$0	\$0	\$0	\$0	\$35,000,000	\$0
<i>Bond Proceeds Total</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$102,000,000</i>	<i>\$0</i>
Total Water/Wastewater Revenue	\$82,102,607	\$85,187,268	\$55,738,579	\$80,242,157	\$178,879,162	\$86,055,912
STORMWATER DRAINAGE REVENUES						
Interest Income	\$11,509	\$13,800	\$25,524	\$39,000	\$44,586	\$48,893
Miscellaneous	\$275,006	\$1,000	\$799	\$1,000	\$981	\$939
Reimbursements	\$460,015	\$465,211	\$456,611	\$456,611	\$456,611	\$456,611
Residential	\$2,053,392	\$1,945,018	\$1,370,795	\$2,073,900	\$2,084,300	\$2,094,700
Commercial	\$2,057,288	\$1,955,000	\$1,361,839	\$2,057,300	\$2,067,000	\$2,077,100
<i>Total</i>	<i>\$4,110,680</i>	<i>\$3,900,018</i>	<i>\$2,732,634</i>	<i>\$4,131,200</i>	<i>\$4,151,300</i>	<i>\$4,171,800</i>
Carryover Stormwater	\$186,237	\$0	\$0	\$0	\$351,343	\$0
Total Stormwater Revenue	\$5,043,447	\$4,380,029	\$3,215,568	\$4,627,811	\$5,004,821	\$4,678,243
TOTAL Utility Funds Available	\$87,146,054	\$89,567,297	\$58,954,147	\$84,869,968	\$183,883,983	\$90,734,155

UTILITY ENTERPRISE FUND EXPENDITURES

Activity	2017 Actuals	2018 Adjusted	2018 Actual (9/1/18)	2018 Estimated	2019 Adopted	2020 Adopted
Water Fund Expenses						
Finance						
Utility Billing	\$741,771	\$814,347	\$444,943	\$813,267	\$882,265	\$914,655
<i>Subtotal</i>	\$741,771	\$814,347	\$444,943	\$813,267	\$882,265	\$914,655
Parks, Recreation & Libraries						
Standley Lake	\$131,706	\$131,546	\$97,174	\$126,500	\$146,309	\$146,309
<i>Subtotal</i>	\$131,706	\$131,546	\$97,174	\$126,500	\$146,309	\$146,309
Information Technology	\$3,733,038	\$4,184,025	\$2,494,247	\$4,183,290	\$4,444,986	\$4,508,758
Public Works & Utilities						
Business Operations	\$453,179	\$605,485	\$343,096	\$589,175	\$615,423	\$617,087
Utilities Engineering	\$783,493	\$875,199	\$524,397	\$858,075	\$911,241	\$911,253
Water Resources & Quality	\$6,817,393	\$7,900,019	\$4,025,068	\$6,711,612	\$7,724,282	\$8,025,559
Utilities Operations	\$7,792,886	\$9,446,494	\$5,019,879	\$9,392,950	\$10,098,842	\$10,119,952
<i>Subtotal</i>	\$15,846,951	\$18,827,197	\$9,912,440	\$17,551,812	\$19,349,788	\$19,673,851
Central Charges	\$4,319,234	\$8,810,004	\$3,199,609	\$8,331,446	\$11,868,224	\$13,249,736
<i>Subtotal Water Operating</i>	\$24,772,700	\$32,767,119	\$16,148,413	\$31,006,315	\$36,691,572	\$38,493,309
Transfer Payments						
To General Fund	\$1,790,569	\$1,816,699	\$1,211,133	\$1,816,699	\$1,913,718	\$1,917,514
To Utility Rate Stabilization Reserve Fund	\$1,415,735	\$0	\$1,098,465	\$0	\$0	\$0
To Utility Capital Reserve Fund	\$8,108,107	\$0	\$2,092,070	\$0	\$0	\$4,872,000
To Wastewater Fund	\$13,188	\$0	\$0	\$0	\$0	\$0
To Property/Liability Fund	\$336,060	\$338,109	\$225,406	\$338,109	\$394,625	\$394,625
To Workers Compensation Fund	\$115,207	\$115,207	\$76,805	\$115,207	\$87,272	\$87,272
To Sales & Use Tax Fund	\$267,260	\$0	\$0	\$0	\$0	\$0
To POST Sales & Use Tax Fund	\$19,740	\$0	\$0	\$0	\$0	\$0
<i>Subtotal</i>	\$12,065,866	\$2,270,015	\$4,703,879	\$2,270,015	\$2,395,615	\$7,271,411
WATER TOTAL EXPENSES	\$36,838,566	\$35,037,134	\$20,852,292	\$33,276,330	\$39,087,187	\$45,764,720
Wastewater Fund Expenses						
Public Works & Utilities						
Utilities Engineering	\$373,340	\$411,729	\$232,870	\$388,040	\$433,138	\$434,521
Utilities Operations	\$6,854,705	\$8,424,315	\$3,685,315	\$7,070,808	\$8,258,679	\$8,492,229
<i>Subtotal</i>	\$7,228,045	\$8,836,044	\$3,918,185	\$7,458,848	\$8,691,817	\$8,926,750
Central Charges	\$1,493,763	\$3,851,583	\$1,486,297	\$3,771,940	\$5,737,590	\$6,631,077
<i>Subtotal Wastewater Operating</i>	\$8,721,808	\$12,687,627	\$5,404,482	\$11,230,788	\$14,429,407	\$15,557,827

Activity	2017 Actuals	2018 Adjusted	2018 Actual (9/1/18)	2018 Estimated	2019 Adopted	2020 Adopted
Transfer Payments						
To General Fund	\$1,003,210	\$1,018,258	\$678,839	\$1,018,258	\$1,115,276	\$1,119,073
To Water Fund	\$0	\$0	\$0	\$0	\$1,204,465	\$1,204,465
To Utility Rate Stabilization Reserve Fund	\$168,184	\$0	\$11,526	\$0	\$0	\$0
To Utility Capital Reserve Fund	\$1,881,917	\$0	\$868,908	\$0	\$0	\$0
To Property/Liability Fund	\$181,228	\$182,333	\$121,555	\$182,333	\$212,491	\$212,491
To Workers Compensation Fund	\$172,810	\$172,810	\$115,207	\$172,810	\$25,336	\$25,336
To Sales & Use Tax Fund	\$106,645	\$0	\$0	\$0	\$0	\$0
To POST Sales & Use Tax Fund	\$7,355	\$0	\$0	\$0	\$0	\$0
<i>Subtotal</i>	\$3,521,349	\$1,373,401	\$1,796,035	\$1,373,401	\$2,557,568	\$2,561,365
WASTEWATER TOTAL EXPENSES	\$12,243,157	\$14,061,028	\$7,200,517	\$12,604,189	\$16,986,975	\$18,119,192
Storm Drainage Fund Expenses						
Central Charges	\$23,551	\$1,096,755	\$1,084,678	\$1,092,533	\$1,070,655	\$0
General Services						
Environmental Services	\$55,129	\$86,200	\$22,240	\$86,200	\$0	\$0
<i>Subtotal</i>	\$55,129	\$86,200	\$22,240	\$86,200	\$0	\$0
Community Development						
Engineering	\$197,222	\$232,110	\$136,639	\$266,380	\$808,259	\$831,336
<i>Subtotal</i>	\$197,222	\$232,110	\$136,639	\$266,380	\$808,259	\$831,336
Public Works & Utilities						
Street	\$273,465	\$365,946	\$163,386	\$361,400	\$448,907	\$457,907
<i>Subtotal</i>	\$273,465	\$365,946	\$163,386	\$361,400	\$448,907	\$457,907
Parks, Recreation & Libraries						
Park Services	\$232,045	\$250,000	\$96,371	\$250,000	\$250,000	\$250,000
<i>Subtotal</i>	\$232,045	\$250,000	\$96,371	\$250,000	\$250,000	\$250,000
<i>Subtotal Stormwater Operating</i>	\$781,412	\$2,031,011	\$1,503,314	\$2,056,513	\$2,577,821	\$1,539,243
Capital Improvements						
Water Capital Improvements	\$21,337,086	\$24,398,000	\$16,219,481	\$24,398,000	\$83,045,000	\$15,645,000
Wastewater Capital Improvements	\$8,290,509	\$12,029,000	\$7,282,724	\$12,029,000	\$39,760,000	\$6,527,000
Stormwater Capital Improvements	\$3,037,114	\$2,512,000	\$658,512	\$2,512,000	\$2,427,000	\$3,139,000
<i>Total Capital Improvements</i>	\$32,664,709	\$38,939,000	\$24,160,717	\$38,939,000	\$125,232,000	\$25,311,000
TOTAL UTILITY ENT. FUND EXP.	\$82,527,844	\$90,068,173	\$53,716,840	\$86,876,032	\$183,883,983	\$90,734,155

SALES & USE TAX FUND REVENUE

Source	2017 Actuals	2018 Adjusted	2018 Actual (9/1/18)	2018 Estimated	2019 Adopted	2020 Adopted
Sales Tax						
Returns	\$73,245,289	\$72,829,023	\$52,811,294	\$77,150,000	\$79,436,000	\$81,909,130
Audit	\$1,386,442	\$860,000	\$637,514	\$860,000	\$870,000	\$870,000
Refunds	(\$68,184)	(\$91,000)	(\$19,161)	(\$91,000)	(\$91,000)	(\$91,000)
Audit Returns	(\$227)	(\$7,500)	(\$109)	(\$7,500)	(\$7,500)	(\$7,500)
<i>Total</i>	<i>\$74,563,320</i>	<i>\$73,590,523</i>	<i>\$53,429,538</i>	<i>\$77,911,500</i>	<i>\$80,207,500</i>	<i>\$82,680,630</i>
Use Tax						
Returns	\$3,521,275	\$3,303,500	\$2,861,313	\$3,620,000	\$3,620,000	\$3,525,000
Building	\$4,462,689	\$2,765,000	\$2,489,635	\$3,940,000	\$3,300,000	\$2,950,000
Auto	\$8,826,238	\$7,588,000	\$4,827,995	\$7,768,000	\$7,780,000	\$7,835,000
Audit	\$887,494	\$970,000	\$589,533	\$970,000	\$970,000	\$970,000
Refunds	(\$147,768)	(\$101,500)	(\$66,431)	(\$101,500)	(\$101,500)	(\$101,500)
Collection Fees	(\$443,556)	(\$379,400)	(\$247,666)	(\$388,400)	(\$389,000)	(\$391,750)
<i>Total</i>	<i>\$17,106,372</i>	<i>\$14,145,600</i>	<i>\$10,454,379</i>	<i>\$15,808,100</i>	<i>\$15,179,500</i>	<i>\$14,786,750</i>
<i>Subtotal Sales & Use Tax</i>	<i>\$91,669,692</i>	<i>\$87,736,123</i>	<i>\$63,883,917</i>	<i>\$93,719,600</i>	<i>\$95,387,000</i>	<i>\$97,467,380</i>
Interest Income	\$36,321	\$126,000	\$108,724	\$135,000	\$153,000	\$171,000
Miscellaneous	\$0	\$0	\$28	\$0	\$0	\$0
Payment in Lieu of Use Taxes	\$390,465	\$513,684	\$342,456	\$513,684	\$733,975	\$342,210
<i>Subtotal</i>	<i>\$426,786</i>	<i>\$639,684</i>	<i>\$451,208</i>	<i>\$648,684</i>	<i>\$886,975</i>	<i>\$513,210</i>
<i>Total Sales & Use Tax Fund</i>	<i>\$92,096,478</i>	<i>\$88,375,807</i>	<i>\$64,335,125</i>	<i>\$94,368,284</i>	<i>\$96,273,975</i>	<i>\$97,980,590</i>
Carryover	\$2,044,689	\$0	\$4,622,006	\$4,622,006	\$0	\$0
Total Funds Available	\$94,141,167	\$88,375,807	\$68,957,131	\$98,990,290	\$96,273,975	\$97,980,590

POST FUND REVENUE

Source	2017 Actuals	2018 Adjusted	2018 Actual (9/1/18)	2018 Estimated	2019 Adopted	2020 Adopted
Sales Tax						
Returns	\$5,411,581	\$5,396,171	\$3,849,133	\$5,679,200	\$5,850,000	\$6,025,500
Audit	\$96,225	\$75,000	\$44,246	\$75,000	\$75,000	\$75,000
Refunds	(\$4,748)	(\$5,500)	(\$1,337)	(\$5,500)	(\$5,500)	(\$5,500)
<i>Total</i>	\$5,503,058	\$5,465,671	\$3,892,042	\$5,748,700	\$5,919,500	\$6,095,000
Use Tax						
Returns	\$245,882	\$245,000	\$199,731	\$274,400	\$274,400	\$276,600
Building	\$428,541	\$220,000	\$156,480	\$350,020	\$189,300	\$165,700
Auto	\$612,579	\$580,000	\$335,084	\$590,580	\$615,000	\$617,400
Audit	\$61,596	\$60,000	\$40,916	\$60,000	\$60,000	\$60,000
Refunds	(\$10,256)	(\$5,500)	(\$10,981)	(\$5,500)	(\$5,500)	(\$5,500)
Collection Fees	(\$30,785)	(\$29,000)	(\$17,189)	(\$29,529)	(\$30,750)	(\$30,870)
<i>Total</i>	\$1,307,557	\$1,070,500	\$704,041	\$1,239,971	\$1,102,450	\$1,083,330
<i>Subtotal Sales & Use Tax</i>	\$6,810,615	\$6,536,171	\$4,596,083	\$6,988,671	\$7,021,950	\$7,178,330
Interest Income	\$12,273	\$19,000	\$15,386	\$22,000	\$25,000	\$28,000
Payment in Lieu of Use Taxes	\$28,535	\$37,316	\$24,877	\$37,316	\$51,025	\$17,290
Miscellaneous	\$4,479	\$70,000	\$5,340	\$10,000	\$15,000	\$15,000
Intergovernmental	\$218,898	\$0	\$0	\$0	\$0	\$0
Rentals	\$8,060	\$14,880	\$1,600	\$4,800	\$4,800	\$4,800
<i>Subtotal</i>	\$272,245	\$141,196	\$47,203	\$74,116	\$95,825	\$65,090
<i>Total POST Sales & Use Tax</i>	\$7,082,860	\$6,677,367	\$4,643,286	\$7,062,787	\$7,117,775	\$7,243,420
Carryover	\$853,856	\$938,522	\$1,013,522	\$1,618,593	\$605,071	\$0
Bond Proceeds	\$0	\$0	\$0	\$0	\$0	\$0
Total Funds Available	\$7,936,716	\$7,615,889	\$5,656,808	\$8,681,380	\$7,722,846	\$7,243,420

GOLF COURSE ENTERPRISE FUND REVENUE

Source	2017 Actuals	2018 Adjusted	2018 Actual (9/1/18)	2018 Estimated	2019 Adopted	2020 Adopted
Golf Course Revenues						
Green Fees	\$2,363,985	\$2,223,823	\$1,691,173	\$2,268,300	\$2,306,720	\$2,360,000
Cart Rental	\$603,310	\$584,000	\$506,112	\$595,600	\$603,690	\$619,700
Driving Range	\$227,859	\$230,800	\$181,537	\$227,700	\$231,900	\$236,850
Pro Shop Retail	\$432,806	\$349,409	\$332,552	\$356,960	\$361,600	\$371,320
Junior Golf	\$4,880	\$10,750	\$16,750	\$10,915	\$12,080	\$12,360
Lesson Fees	\$38,409	\$28,000	\$40,373	\$49,760	\$51,500	\$52,500
Miscellaneous	\$351,965	\$44,700	\$52,996	\$38,670	\$38,659	\$38,189
Rentals	\$14,435	\$12,900	\$14,235	\$13,050	\$13,300	\$13,560
Concessions	\$0	\$0	\$0	\$0	\$0	\$0
<i>Subtotal</i>	<i>\$4,037,649</i>	<i>\$3,484,382</i>	<i>\$2,835,728</i>	<i>\$3,560,955</i>	<i>\$3,619,449</i>	<i>\$3,704,479</i>
Interest	\$12,154	\$16,450	\$18,184	\$22,900	\$26,449	\$29,000
Transfer Payments						
From Legacy Ridge	\$48,299	\$44,910	\$29,940	\$53,582	\$0	\$27,044
From POST Fund	\$250,000	\$250,000	\$166,667	\$250,000	\$250,000	\$250,000
From Gen Capital Imp Fund	\$230,000	\$230,000	\$153,333	\$230,000	\$200,000	\$200,000
<i>Subtotal</i>	<i>\$528,299</i>	<i>\$524,910</i>	<i>\$349,940</i>	<i>\$533,582</i>	<i>\$450,000</i>	<i>\$477,044</i>
Other Financing Sources	\$492,064	\$0	\$0	\$0	\$0	\$0
Carryover	\$876,000	\$0	\$258,300	\$0	\$251,523	\$0
Total Funds Available	\$5,946,166	\$4,025,742	\$3,462,152	\$4,117,437	\$4,347,421	\$4,210,523

GENERAL CAPITAL IMPROVEMENT FUND REVENUE

Source	2017 Actuals	2018 Adjusted	2018 Actual (9/1/18)	2018 Estimated	2019 Adopted	2020 Adopted
General Capital Improvements						
CIP Interest Income	\$378,644	\$451,000	\$480,409	\$590,000	\$669,339	\$730,000
ADCO Road Tax	\$1,641,421	\$1,650,124	\$686,361	\$1,710,000	\$1,720,000	\$1,735,000
Cash-in Lieu Future Capital	\$492,994	\$40,000	(\$105,425)	\$105,425	\$40,000	\$40,000
SID/Development Assessment Pmnts	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Grants	\$1,004,125	\$255,859	\$15,000	\$5,000	\$0	\$0
Lease Proceeds	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous	\$1,361,860	\$396,337	\$176,263	\$396,337	\$250,000	\$250,000
Transfer From General Fund	\$4,522,548	\$0	\$4,507,706	\$4,507,706	\$0	\$0
Transfer From Fleet Fund	\$931,300	\$0	\$491,982	\$492,982	\$0	\$0
Transfer From Sales & Use Tax	\$8,651,060	\$5,659,555	\$8,395,043	\$10,281,561	\$6,310,000	\$5,241,000
Transfer From WEDA	\$2,191,510	\$1,709,787	\$400,000	\$1,709,787	\$400,000	\$400,000
Carryover	\$10,635,379	\$6,491,716	\$8,202,342	\$8,202,342	\$6,380,661	\$1,500,000
<i>Total General Capital Imp (non-park)</i>	<i>\$31,810,841</i>	<i>\$16,654,378</i>	<i>\$23,249,681</i>	<i>\$28,001,140</i>	<i>\$15,770,000</i>	<i>\$9,896,000</i>
Park Capital Improvements						
Park Development Fees	\$233,816	\$50,000	\$296,062	\$266,099	\$50,034	\$48,942
Accommodations Tax	\$2,712,012	\$2,305,000	\$2,059,114	\$2,712,000	\$2,713,000	\$2,725,000
Cash-in Lieu Parks	\$282,000	\$35,061	\$56,404	\$56,404	\$40,000	\$40,000
Transfer From POST Fund	\$3,492,797	\$3,456,026	\$2,304,017	\$4,061,097	\$3,088,205	\$2,617,200
Transfer From General Fd	\$72,420	\$82,285	\$54,856	\$82,285	\$111,541	\$109,858
Grants	\$512,860	\$2,177,851	\$52,187	\$2,177,851	\$0	\$0
Adco Open Space - City Share	\$587,977	\$544,000	\$312,219	\$635,000	\$643,000	\$652,500
Jeffco Open Space - City Share	\$1,609,806	\$1,581,000	\$668,286	\$1,690,000	\$1,706,000	\$1,719,500
Miscellaneous	\$1,875	\$0	\$2,250	\$2,000	\$0	\$0
Carryover	\$3,820,300	\$400,000	\$2,942,371	\$3,729,520	\$1,392,220	\$400,000
<i>Subtotal Park GCIF Revenues</i>	<i>\$13,325,863</i>	<i>\$10,631,223</i>	<i>\$8,747,766</i>	<i>\$15,412,256</i>	<i>\$9,744,000</i>	<i>\$8,313,000</i>
Conservation Trust Fund						
Interest Income	\$18,191	\$17,000	\$26,095	\$34,000	\$39,000	\$43,000
Lottery Proceeds	\$814,922	\$835,000	\$427,392	\$856,000	\$858,000	\$863,000
Carryover	\$726,000	\$0	\$333,544	\$333,544	\$0	\$0
<i>Conservation Trust Revenues</i>	<i>\$1,559,113</i>	<i>\$852,000</i>	<i>\$787,031</i>	<i>\$1,223,544</i>	<i>\$897,000</i>	<i>\$906,000</i>
<i>Total Park Capital Imp</i>	<i>\$14,884,976</i>	<i>\$11,483,223</i>	<i>\$9,534,797</i>	<i>\$16,635,800</i>	<i>\$10,641,000</i>	<i>\$9,219,000</i>
TOTAL GCIF REVENUES	\$46,695,817	\$28,137,601	\$32,784,478	\$44,636,940	\$26,411,000	\$19,115,000

TRANSFER PAYMENT SUMMARY

From Fund...	Transfer to:	2019	2020
General Fund	General Capital Improvement Fund - Parks (Standley Lake)	\$111,541	\$109,858
	GCORF (from Central Charges equipment rental for vehicles/copiers)	\$1,773,260	\$2,034,924
	GCORF (from Fire Dept for leases for apparatus)	\$329,223	\$513,223
	GCORF (from All Depts for PC Replacement Fee)	\$355,118	\$362,282
	Fleet Maintenance Fund (from all General Fund Depts for Fuel & Rental/Maintenance)	\$2,230,814	\$2,293,927
Water Fund	General Fund	\$1,913,718	\$1,917,514
	GCORF (from All Depts for PC Replacement Fee)	\$94,722	\$97,289
	Water Capital Project Reserve	\$0	\$4,872,000
	Sales & Use Tax/POST Funds (Payment in Lieu of Use Tax (PILUT) from CIP	\$176,000	\$231,000
	Fleet Maintenance Fund (from all Water Fund Depts for Fuel & Rental/Maintenance)	\$359,347	\$368,953
Wastewater Fund	General Fund	\$1,115,276	\$1,119,073
	Water Fund (for Admin/Engineering/UB Operating Cost Share)	\$1,204,465	\$1,204,465
	GCORF (from All Depts for PC Replacement Fee)	\$20,207	\$18,449
	Wastewater Capital Project Reserve	\$0	\$0
	Sales & Use Tax/POST Funds (Payment in Lieu of Use Tax (PILUT) from CIP	\$570,000	\$100,000
Stormwater Fund	Fleet Maintenance Fund (from all Wastewater Fund Depts for Fuel & Rental/Maintenance)	\$170,248	\$174,359
	GCORF (from All Depts for PC Replacement Fee)	\$3,879	\$4,758
Legacy Ridge Golf Course Fund	Sales & Use Tax/POST Funds (Payment in Lieu of Use Tax (PILUT) from CIP	\$39,000	\$35,000
	GCORF (from All Depts for PC Replacement Fee)	\$1,737	\$1,737
Walnut Creek Golf Preserve Fund	Walnut Creek Golf Preserve	\$0	\$27,044
	GCORF (from All Depts for PC Replacement Fee)	\$2,725	\$2,725
Fleet Maintenance Fund	GCORF (from All Depts for PC Replacement Fee)	\$8,215	\$6,171
Sales & Use Tax Fund	General Fund	\$88,263,975	\$91,029,590
	General Capital Improvement Fund	\$6,310,000	\$5,241,000
	General Reserve Fund	\$350,000	\$360,000
	Debt Service Fund	\$1,350,000	\$1,350,000
POST Fund	General Capital Improvement Fund	\$3,088,205	\$2,617,200
	Walnut Creek Golf Preserve	\$250,000	\$250,000
	Fleet Maintenance Fund (from all POST Fund Depts for Fuel & Rental/Maintenance)	\$71,186	\$72,962
	Debt Service Fund	\$1,748,319	\$1,745,919
	GCORF (from All Depts for PC Replacement Fee)	\$1,274	\$1,274
General Capital Improvement Fund	GCORF (from Central Charges equipment rental for vehicles/copiers)	\$86,660	\$48,801
	Walnut Creek Golf Preserve (from GCIF-Parks funds)	\$200,000	\$200,000
TOTAL TRANSFERS		\$112,199,114	\$118,411,497

NOTE: In the All Fund summary page, an adjustment is reflected when calculating the Grand Total. "Less Transfers" reflects payments for services provided by one fund charged to another fund. It also reflects that a majority of the City's money is collected in the Sales Tax Fund and General Fund and is then transferred to a more appropriate fund where the expenses occur. It is eliminated from the grand total line as it would otherwise double count the transfers between funds and artificially inflate the total budget. The transfer adjustment is reflected to show the true total budget, minus these internal transfers.

GENERAL DEBT SERVICE SCHEDULE

		2019	2020	2021	2022	2023	Outstanding Balance as of 12/31/18 *
Sales & Use Tax	Principal	\$195,000	\$205,000	\$215,000	\$0	\$0	\$615,000
Revenue Refunding Bonds	Interest	<u>\$30,750</u>	<u>\$21,000</u>	<u>\$10,750</u>	<u>\$0</u>	<u>\$0</u>	<u>\$62,500</u>
\$13,275,000; Issued 9/01	Total	\$225,750	\$226,000	\$225,750	\$0	\$0	\$677,500
Sales & Use Tax	Principal	\$1,060,000	\$1,100,000	\$1,125,000	\$1,155,000	\$1,190,000	\$17,475,000
Revenue Refunding Bonds - POST	Interest	<u>\$687,969</u>	<u>\$645,569</u>	<u>\$623,569</u>	<u>\$589,819</u>	<u>\$555,169</u>	<u>\$5,228,394</u>
\$18,500,000; Issued 12/15	Total	\$1,747,969	\$1,745,569	\$1,748,569	\$1,744,819	\$1,745,169	\$22,703,394
Sales & Use Tax	Principal	\$1,135,000	\$1,190,000	\$1,255,000	\$1,215,000	\$0	\$4,795,000
Revenue Refunding Bonds	Interest	<u>\$239,750</u>	<u>\$183,000</u>	<u>\$123,500</u>	<u>\$60,750</u>	<u>\$0</u>	<u>\$607,000</u>
\$10,545,000; Issued 7/10	Total	\$1,374,750	\$1,373,000	\$1,378,500	\$1,275,750	\$0	\$5,402,000
Total Sales & Use Tax	Principal	\$2,390,000	\$2,495,000	\$2,595,000	\$2,370,000	\$1,190,000	\$22,885,000
Debt	Interest	<u>\$958,469</u>	<u>\$849,569</u>	<u>\$757,819</u>	<u>\$650,569</u>	<u>\$555,169</u>	<u>\$5,897,894</u>
	Total	\$3,348,469	\$3,344,569	\$3,352,819	\$3,020,569	\$1,745,169	\$28,782,894
Less:							
Open Space Fund Portion	Total	\$1,747,969	\$1,745,569	\$1,748,569	\$1,744,819	\$1,745,169	\$22,703,394
Total Sales & Use Tax	Principal	\$1,330,000	\$1,395,000	\$1,470,000	\$1,215,000	\$0	\$5,410,000
Debt paid for via General	Interest	<u>\$270,500</u>	<u>\$204,000</u>	<u>\$134,250</u>	<u>\$60,750</u>	<u>\$0</u>	<u>\$669,500</u>
Debt Service Fund	Total	\$1,600,500	\$1,599,000	\$1,604,250	\$1,275,750	\$0	\$6,079,500

NOTE: Certain obligations extend beyond 2023; amounts in this column represent outstanding amounts through the final maturity.

UTILITY ENTERPRISE FUND DEBT SERVICE SCHEDULE

		2019	2020	2021	2022	2023	Outstanding Balance as of 12/31/18 *
Water Treatment Plant 2000	Principal	\$1,014,211	\$530,217	\$0	\$0	\$0	\$1,544,428
\$14,998,357	Interest	\$14,178	\$1,871	\$0	\$0	\$0	\$16,049
Issued 05/00	Service Fee	\$82,491	\$22,498	\$0	\$0	\$0	\$104,989
	Total	\$1,110,880	\$554,586	\$0	\$0	\$0	\$1,665,466
Wastewater Plant 2005***	Principal	\$847,500	\$867,500	\$892,500	\$915,000	\$960,000	\$6,022,335
\$15,440,000	Interest	\$57,595	\$40,160	\$27,135	\$0	\$0	\$124,890
Issued 05/05	Service Fees	\$123,520	\$123,520	\$123,520	\$118,575	\$81,380	\$580,570
	Total	\$1,028,615	\$1,031,180	\$1,043,155	\$1,033,575	\$1,041,380	\$6,727,795
BABs 2010	Principal	\$1,625,000	\$1,675,000	\$1,725,000	\$1,780,000	\$1,835,000	\$23,405,000
\$29,505,000	Interest	\$1,244,918	\$1,170,753	\$1,092,631	\$1,009,590	\$923,010	\$8,337,098
Issued 05/10	Total	\$2,869,918	\$2,845,753	\$2,817,631	\$2,789,590	\$2,758,010	\$31,742,098
Stormwater 2015	Principal	\$1,060,000	\$0	\$0	\$0	\$0	\$1,060,000
\$4,610,000	Interest	\$7,155	\$0	\$0	\$0	\$0	\$7,155
Issued 02/2015	Total	\$1,067,155	\$0	\$0	\$0	\$0	\$1,067,155
Water 2016	Principal	\$629,410	\$654,900	\$680,390	\$690,194	\$725,488	\$16,184,274
\$20,000,000	Interest	\$694,498	\$669,322	\$643,126	\$632,920	\$598,410	\$7,296,075
Issued 05/16	Total	\$1,323,909	\$1,324,222	\$1,323,516	\$1,323,114	\$1,323,899	\$23,480,349
Wastewater 2016	Principal	\$975,590	\$1,015,100	\$1,054,610	\$1,069,806	\$1,124,512	\$25,085,726
\$31,000,000	Interest	\$1,076,477	\$1,037,453	\$996,849	\$981,030	\$927,540	\$11,306,962
Issued 05/16	Total	\$2,052,067	\$2,052,553	\$2,051,459	\$2,050,836	\$2,052,051	\$36,392,689
Rehfeld Note	Principal	\$13,307	\$13,839	\$14,392	\$14,968	\$15,567	\$72,072
\$180,000	Interest	\$2,883	\$2,351	\$1,797	\$1,221	\$623	\$8,875
Issued 03/08	Total	\$16,189	\$16,189	\$16,189	\$16,189	\$16,189	\$80,947
Water 2019	Principal	\$2,135,702	\$2,231,808	\$2,332,240	\$2,437,190	\$2,546,864	\$0
\$67,000,000	Interest	\$1,507,500	\$2,918,893	\$2,818,462	\$2,713,511	\$2,603,838	\$0
Projected	Total	\$3,643,202	\$5,150,702	\$5,150,702	\$5,150,702	\$5,150,702	\$0
Wastewater 2019	Principal	\$1,115,665	\$1,165,870	\$1,218,334	\$1,273,159	\$1,330,451	\$0
\$35,000,000	Interest	\$787,500	\$1,524,795	\$1,472,331	\$1,417,506	\$1,360,214	\$0
Projected	Total	\$1,903,165	\$2,690,665	\$2,690,665	\$2,690,665	\$2,690,665	\$0
Total Utility Enterprise	Principal	\$9,416,384	\$8,154,234	\$7,917,466	\$8,180,318	\$8,537,882	\$73,373,835
Fund Bonded Debt & Notes	Interest	\$5,392,704	\$7,365,598	\$7,052,331	\$6,755,778	\$6,413,634	\$27,097,104
	Service Fees	\$206,011	\$146,018	\$123,520	\$118,575	\$81,380	\$685,559
	Total	\$15,015,099	\$15,665,850	\$15,093,317	\$15,054,671	\$15,032,897	\$101,156,498

NOTE: Certain obligations extend beyond 2023; amounts in this column represent outstanding amounts through the final maturity.

WESTMINSTER ECONOMIC DEVELOPMENT AUTHORITY (WEDA) DEBT SERVICE SCHEDULE

		2019	2020	2021	2022	2023	Outstanding Balance as of 12/31/18 *
WEDA 2012 (N Huron) \$59,000,000 Issued 8/12	Principal	\$3,458,000	\$3,579,000	\$3,705,000	\$3,835,000	\$3,969,000	\$40,582,000
	Interest	<u>\$1,424,428</u>	<u>\$1,303,052</u>	<u>\$1,177,430</u>	<u>\$1,047,384</u>	<u>\$912,776</u>	<u>\$8,238,674</u>
	Total	\$4,882,428	\$4,882,052	\$4,882,430	\$4,882,384	\$4,881,776	\$48,820,674
WEDA 2012 (Mandalay) \$35,830,000 Issued 8/12	Principal	\$1,625,000	\$1,665,000	\$1,715,000	\$1,765,000	\$1,840,000	\$18,940,000
	Interest	<u>\$705,450</u>	<u>\$664,825</u>	<u>\$614,875</u>	<u>\$563,425</u>	<u>\$492,825</u>	<u>\$4,359,425</u>
	Total	\$2,330,450	\$2,329,825	\$2,329,875	\$2,328,425	\$2,332,825	\$23,299,425
WEDA 2012 (S Sheridan) \$8,075,000 Issued 6/09	Principal	\$390,000	\$405,000	\$420,000	\$435,000	\$450,000	\$4,905,000
	Interest	<u>\$173,470</u>	<u>\$159,677</u>	<u>\$145,354</u>	<u>\$140,958</u>	<u>\$124,341</u>	<u>\$1,096,196</u>
	Total	\$563,470	\$564,677	\$565,354	\$575,958	\$574,341	\$6,001,196
Total WEDA	Principal	\$5,473,000	\$5,649,000	\$5,840,000	\$6,035,000	\$6,259,000	\$64,427,000
Debt Service	Interest	<u>\$2,303,348</u>	<u>\$2,127,554</u>	<u>\$1,937,659</u>	<u>\$1,751,767</u>	<u>\$1,529,942</u>	<u>\$13,694,295</u>
	Total	\$7,776,348	\$7,776,554	\$7,777,659	\$7,786,767	\$7,788,942	\$78,121,295

NOTE: Certain obligations extend beyond 2023; amounts in this column represent outstanding amounts through the final maturity.

GOLF COURSE ENTERPRISE FUND DEBT SERVICE SCHEDULE

		2019	2020	2021	2022	2023	Outstanding Balance as of 12/31/18 *
Refunding 01 COPS & 98 GC	Principal	\$420,000	\$430,000	\$445,000	\$460,000	\$480,000	\$2,235,000
2010 COPS Issued 8/10	Interest	<u>\$78,050</u>	<u>\$65,450</u>	<u>\$52,013</u>	<u>\$37,550</u>	<u>\$18,000</u>	<u>\$251,063</u>
\$17,130,000	Total	\$498,050	\$495,450	\$497,013	\$497,550	\$498,000	\$2,486,063
Total Golf Course Fund	Principal	\$420,000	\$430,000	\$445,000	\$460,000	\$480,000	\$2,235,000
Bonded Debt	Interest	<u>\$78,050</u>	<u>\$65,450</u>	<u>\$52,013</u>	<u>\$37,550</u>	<u>\$18,000</u>	<u>\$251,063</u>
	Total	\$498,050	\$495,450	\$497,013	\$497,550	\$498,000	\$2,486,063
Leases							
Golf Maintenance Equipment 2014	Principal	\$188,837	\$0	\$0	\$0	\$0	\$188,837
\$1,101,068	Interest	<u>\$4,344</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$4,344</u>
Purchased 04/14	Total	\$193,181	\$0	\$0	\$0	\$0	\$193,181
Golf Maintenance Equipment 2020	Principal	\$0	\$279,746	\$240,976	\$250,134	\$259,639	\$0
\$1,300,000	Interest	<u>\$0</u>	<u>\$0</u>	<u>\$38,770</u>	<u>\$29,612</u>	<u>\$20,107</u>	<u>\$0</u>
Projected Lease	Total	\$0	\$279,746	\$279,746	\$279,746	\$279,746	\$0
Golf Carts 2017	Principal	\$130,137	\$133,225	\$107,358	\$0	\$0	\$492,064
\$492,064	Interest	<u>\$7,609</u>	<u>\$4,521</u>	<u>\$787</u>	<u>\$0</u>	<u>\$0</u>	<u>\$29,318</u>
Purchased 02/17	Total	\$137,746	\$137,746	\$108,144	\$0	\$0	\$521,382
Total Golf Course Fund	Principal	\$318,974	\$412,971	\$348,334	\$250,134	\$259,639	\$680,901
Leases	Interest	<u>\$11,953</u>	<u>\$4,521</u>	<u>\$39,557</u>	<u>\$29,612</u>	<u>\$20,107</u>	<u>\$33,662</u>
	Total	\$330,927	\$417,492	\$387,890	\$279,746	\$279,746	\$714,563
Total Golf Course Fund	Principal	\$738,974	\$842,971	\$793,334	\$710,134	\$739,639	\$2,915,901
Debt Service & Leases	Interest	<u>\$90,003</u>	<u>\$69,971</u>	<u>\$91,569</u>	<u>\$67,162</u>	<u>\$38,107</u>	<u>\$284,725</u>
	Total	\$828,977	\$912,942	\$884,903	\$777,296	\$777,746	\$3,200,626

NOTE: Certain obligations extend beyond 2023; amounts in this column represent outstanding amounts through the final maturity.

GENERAL FUND LEASE-PURCHASE SCHEDULE

		2019	2020	2021	2022	2023	Outstanding Balance as of 12/31/18 *
Parks Equipment 2015	Principal	\$112,805	\$0	\$0	\$0	\$0	\$112,805
\$577,946	Interest	<u>\$2,188</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$2,188</u>
Purchased 5/2015	Total	\$114,994	\$0	\$0	\$0	\$0	\$114,994
Energy Audit Lease 2010	Principal	\$282,533	\$294,300	\$151,711	\$0	\$0	\$728,544
\$2,517,094	Interest	<u>\$25,567</u>	<u>\$13,800</u>	<u>\$2,337</u>	<u>\$0</u>	<u>\$0</u>	<u>\$41,704</u>
Purchased 5/10	Total	\$308,100	\$308,100	\$154,048	\$0	\$0	\$770,248
Fire Pumper Truck 2013	Principal	\$63,639	\$64,880	\$0	\$0	\$0	\$128,519
\$435,393	Interest	<u>\$2,507</u>	<u>\$1,266</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$3,773</u>
Purchased 10/2013	Total	\$66,146	\$66,146	\$0	\$0	\$0	\$132,292
Fire Truck - Engine 2016	Principal	\$145,103	\$148,532	\$152,042	\$155,634	\$159,313	\$760,624
\$435,393	Interest	<u>\$17,974</u>	<u>\$14,545</u>	<u>\$11,035</u>	<u>\$7,442</u>	<u>\$3,765</u>	<u>\$43,553</u>
Purchased 10/2013	Total	\$163,077	\$163,077	\$163,077	\$163,077	\$163,078	\$804,178
Fire Truck 100' Ladder 2019	Principal	\$100,000	\$133,000	\$141,000	\$148,000	\$156,000	\$0
\$1,200,000	Interest	<u>\$0</u>	<u>\$51,000</u>	<u>\$43,000</u>	<u>\$36,000</u>	<u>\$28,000</u>	<u>\$0</u>
Projected Lease**	Total	\$100,000	\$184,000	\$184,000	\$184,000	\$184,000	\$0
Fire Truck Dash Skyboom 2020	Principal	\$0	\$100,000	\$138,000	\$143,700	\$149,500	\$0
\$1,050,000	Interest	<u>\$0</u>	<u>\$0</u>	<u>\$37,300</u>	<u>\$31,600</u>	<u>\$25,800</u>	<u>\$0</u>
Projected Lease**	Total	\$0	\$100,000	\$175,300	\$175,300	\$175,300	\$0
Section 108 HUD	Principal	\$0	\$0	\$0	\$0	\$0	\$817,000
\$1,500,000	Interest	<u>\$17,113</u>	<u>\$17,113</u>	<u>\$17,113</u>	<u>\$17,113</u>	<u>\$17,113</u>	<u>\$211,643</u>
Purchased 8/2013	Total	\$17,113	\$17,113	\$17,113	\$17,113	\$17,113	\$1,028,643
Total General Lease	Principal	\$704,081	\$740,712	\$582,753	\$447,334	\$464,813	\$2,547,494
	Interest	<u>\$65,349</u>	<u>\$97,724</u>	<u>\$110,785</u>	<u>\$92,155</u>	<u>\$74,678</u>	<u>\$302,861</u>
	Total	\$769,430	\$838,436	\$693,538	\$539,490	\$539,491	\$2,850,355

NOTE: Certain obligations extend beyond 2023; amounts in this column represent outstanding amounts through the final maturity.

**Projected Leases for future fire apparatus will have a \$100,000 down payment the year of the acquisition.

GENERAL FUND CERTIFICATES OF PARTICIPATION SCHEDULE

		2019	2020	2021	2022	2023	Outstanding Balance as of 12/31/18 *
Refunding 2001 & 1998 GC	Principal	\$1,285,000	\$1,330,000	\$1,375,000	\$1,420,000	\$0	\$5,410,000
2010 COPS Issued 8/10	Interest	<u>\$197,431</u>	<u>\$153,381</u>	<u>\$105,038</u>	<u>\$60,350</u>	<u>\$0</u>	<u>\$516,200</u>
\$17,645,000	Total	\$1,482,431	\$1,483,381	\$1,480,038	\$1,480,350	\$0	\$5,926,200
Refunding 1998 Ice Centre	Principal	\$800,000	\$830,000	\$855,000	\$1,880,000	\$0	\$4,365,000
2010 COPS Issued 11/10	Interest	<u>\$166,113</u>	<u>\$139,113</u>	<u>\$110,363</u>	<u>\$78,000</u>	<u>\$0</u>	<u>\$493,588</u>
\$9,950,000	Total	\$966,113	\$969,113	\$965,363	\$1,958,000	\$0	\$4,858,588
Refunding 2005 COPS	Principal	\$1,020,000	\$1,060,000	\$1,080,000	\$1,125,000	\$1,170,000	\$7,930,000
2013 COPS Issued 1/13	Interest	<u>\$298,650</u>	<u>\$257,850</u>	<u>\$234,000</u>	<u>\$190,800</u>	<u>\$145,800</u>	<u>\$1,276,500</u>
\$11,095,000	Total	\$1,318,650	\$1,317,850	\$1,314,000	\$1,315,800	\$1,315,800	\$9,206,500
2015 COPS	Principal	\$1,255,000	\$1,285,000	\$1,320,000	\$1,360,000	\$1,405,000	\$37,560,000
2015 COPS Issued 7/15	Interest	<u>\$1,647,768</u>	<u>\$1,617,460</u>	<u>\$1,582,572</u>	<u>\$1,542,880</u>	<u>\$1,498,585</u>	<u>\$20,483,116</u>
	Total	\$2,902,768	\$2,902,460	\$2,902,572	\$2,902,880	\$2,903,585	\$58,043,116
Refunding 2007 Series	Principal	\$2,595,000	\$1,150,000	\$1,195,000	\$1,220,000	\$1,260,000	\$10,095,000
2016 COPS Issued 9/16	Interest	<u>\$384,538</u>	<u>\$280,738</u>	<u>\$234,738</u>	<u>\$219,800</u>	<u>\$171,000</u>	<u>\$1,479,413</u>
\$14,995,000	Total	\$2,979,538	\$1,430,738	\$1,429,738	\$1,439,800	\$1,431,000	\$11,574,413
Total Certificates of Participation	Principal	\$6,955,000	\$5,655,000	\$5,825,000	\$7,005,000	\$3,835,000	\$65,360,000
	Interest	<u>\$2,694,499</u>	<u>\$2,448,541</u>	<u>\$2,266,710</u>	<u>\$2,091,830</u>	<u>\$1,815,385</u>	<u>\$24,248,816</u>
	Total	\$9,649,499	\$8,103,541	\$8,091,710	\$9,096,830	\$5,650,385	\$89,608,816
Less:							
Hyland Hills Share of	Principal	\$400,000	\$415,000	\$427,500	\$940,000	\$0	\$2,182,500
Ice Centre COP (50%)	Interest	<u>\$83,056</u>	<u>\$69,556</u>	<u>\$55,181</u>	<u>\$39,000</u>	<u>\$0</u>	<u>\$246,794</u>
	Total	\$483,056	\$484,556	\$482,681	\$979,000	\$0	\$2,429,294
**Thornton's Reimbursement of 2005 COPS	Principal	\$910,000	\$950,000	\$995,000	\$1,045,000	\$1,095,000	\$7,350,000
	Interest	<u>\$359,538</u>	<u>\$322,000</u>	<u>\$274,500</u>	<u>\$224,750</u>	<u>\$172,500</u>	<u>\$1,531,288</u>
	Total	\$1,269,538	\$1,272,000	\$1,269,500	\$1,269,750	\$1,267,500	\$8,881,288
Net Certificates of Participation	Principal	\$5,645,000	\$4,290,000	\$4,402,500	\$5,020,000	\$2,740,000	\$55,827,500
	Interest	<u>\$2,251,906</u>	<u>\$2,056,985</u>	<u>\$1,937,028</u>	<u>\$1,828,080</u>	<u>\$1,642,885</u>	<u>\$22,470,736</u>
	Total	\$7,896,906	\$6,346,985	\$6,339,528	\$6,848,080	\$4,382,885	\$78,298,236

NOTE: Certain obligations extend beyond 2023; amounts in this column represent outstanding amounts through the final maturity.

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

CITY COUNCIL

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

OVERVIEW

- Appoints the City Manager, City Attorney and Municipal Judge.
- Adopts laws, ordinances and resolutions instituting City policy.
- Provides policy direction and guidance through adoption of a Strategic Plan.
- Holds public meetings to address community needs and issues that have municipal impact.



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

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



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

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



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

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



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

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



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

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



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

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

2017/2018 Achievements:

- Conducted public meetings, and hosted and attended numerous public events to ensure citizens have ample opportunities to engage with Council.
- Held Council and Staff retreat to ensure that the Strategic Plan and vision reflect the community’s needs and desires.
- Conducted and reviewed 2018 Citizen Survey, and utilized the results in strategic planning efforts and development of the 2019/2020 budget.
- Served as liaisons on the City’s various Boards and Commissions to enlist feedback from citizens serving on these committees to inform policy discussions and decisions.
- Represented the City on numerous local, regional, state, and national committees, and attended conferences related to improving and enhancing local governance.
- Initiated citywide Comprehensive Plan update known as “Westminster Forward.”
- Directed the City’s legislative efforts and worked with state legislative delegation to promote legislation aligned with the Strategic Plan and mitigate effects of legislation that may have adverse impact to City operations.
- Enhanced multi-lingual communication throughout the City with expanded multi-lingual outreach by Council, commencement of a comprehensive Language Access Plan, and implementation of multi-lingual “Welcome” signs.
- Continued to implement the Mobility Action Plan to improve pedestrian, bicycle, and transit opportunities.
- Implemented the City’s new branding and marketing strategy known as “Westminster Be Here.”
- Provided support and resources to ensure attraction and retention of highly qualified staff through competitive pay and benefits package, and initiatives and practices to promote and maintain a healthy and productive work culture.
- Continued to provide direction on the Downtown Westminster development plan’s block by block strategy that has resulted in active development of the following projects: Eaton Street Affordable Housing, Ascent Westminster, Alamo Drafthouse, Origin Hotel and center square park.
- Implemented an affordable housing initiative, including creating a Housing Coordinator position to focus significant efforts on addressing this need; 12 new affordable housing developments commenced planning review or were completed that will add over 870 affordable units to the City’s inventory.
- Approved the City’s first Collective Bargaining Agreement for the City’s firefighters and emergency medical personnel.
- Welcomed multiple new businesses to Westminster, which will bring over 2,400 primary jobs to the community in the coming years.

Adopted Budget by Category

	2017 Actual	2018 Amended	2018 Estimated	2019 Adopted	2020 Adopted
Personnel	\$152,512	\$182,917	\$169,464	\$188,841	\$192,341
Contractual	\$57,278	\$100,065	\$99,705	\$95,401	\$95,401
Commodities	\$9,563	\$8,950	\$12,000	\$10,650	\$10,650
Capital Outlay	\$0	\$0	\$0	\$0	\$0
TOTAL	\$219,353	\$291,932	\$281,169	\$294,892	\$298,392

CITY ATTORNEY'S OFFICE

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

OVERVIEW

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

2019 Objectives:

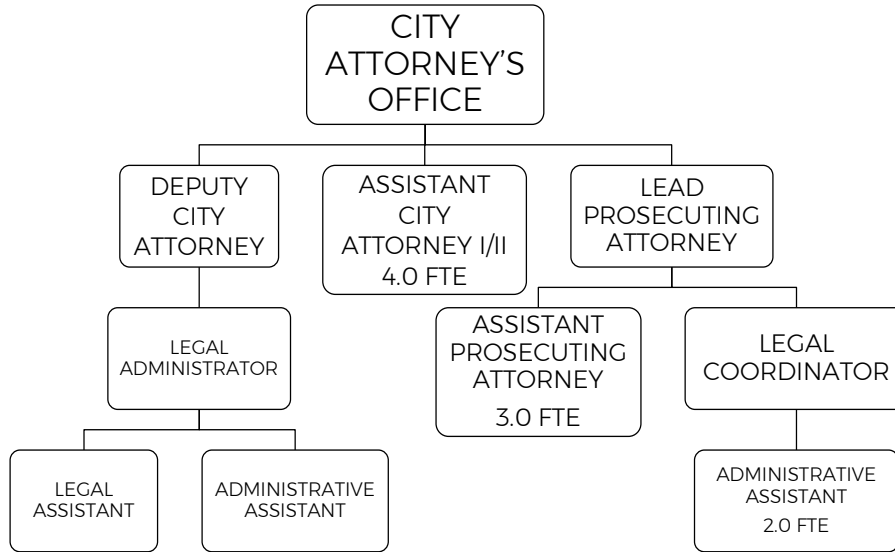
- Continue to support City Council and all City Departments in implementing the City's Strategic Plan with high-quality, timely legal services.
- Continue updates to the Westminster Municipal Code to ensure legal compliance and to facilitate implementation of the City's Strategic Plan.
- Continue support to departments on major development / redevelopment projects citywide, including the Downtown, Westminster Station and the Orchard.
- Implement a new contract and legal review service request system.

2020 Objectives:

- Continue to support City Council and all City Departments in implementing the City's Strategic Plan with high-quality, timely legal services.
- Continue to update the Westminster Municipal Code to ensure legal compliance and to facilitate implementation of the City's Strategic Plan.
- Continue supporting major development / redevelopment projects citywide.
- Collaborate with the Fire Department, Human Resources and the City Manager's Office to negotiate and finalize the second Firefighters' Collective Bargaining Agreement.

Adopted Budget by Category

	2017 Actual	2018 Amended	2018 Estimated	2019 Adopted	2020 Adopted
Personnel	\$152,512	\$182,917	\$169,464	\$188,841	\$192,341
Contractual	\$57,278	\$100,065	\$99,705	\$95,401	\$95,401
Commodities	\$9,563	\$8,950	\$12,000	\$10,650	\$10,650
Capital Outlay	\$0	\$0	\$0	\$0	\$0
TOTAL	\$219,353	\$291,932	\$281,169	\$294,892	\$298,392

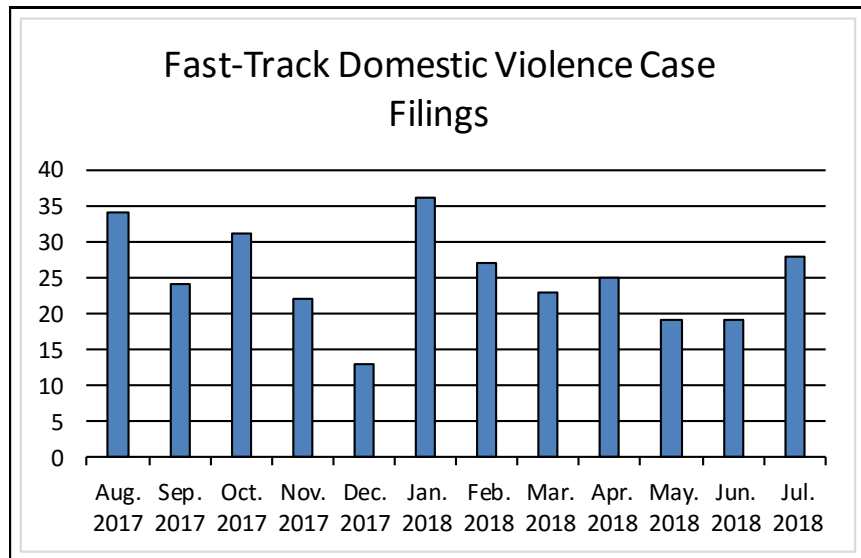


Staffing (Full-Time Equivalent Employees)

	2018 Authorized	2019 Adopted	2020 Adopted
City Attorney's Office	15.700	15.700	15.700
TOTAL	15.700	15.700	15.700

Performance Snapshot...

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



2017/2018 Achievements:

- Provided legal support for the cost-sharing agreement for replacement of the Reed Street roundabout.
- Obtained approval City-owned trademarks successfully.
- Collaborated with the Fire Department, Human Resources and the City Manager's Office to negotiate and finalize the Firefighters' Collective Bargaining Agreement.
- Supported development of Downtown Westminster through multiple transactions.
- Managed Petitions in Condemnation with 7-Eleven and Federal Heights Storage to acquire property for the 92nd Avenue and Federal Boulevard Intersection Improvements Project.
- Handled legal aspects of the Vistas at Panorama Pointe, a 69-unit affordable senior housing project.
- Provided legal support related to the lease agreement between the Westminster Housing Authority and the South Westminster Arts Group for the Rodeo Market premises.
- Assisted Community Development with legal research related to proposals for a new locally-owned restaurant.
- Researched and prepared documents concerning the City's participation in the Colorado Firefighter's Cancer Trust.
- Provided legal counsel for the North Metro Task Force and supported Police Department with dedicated legal advisor.
- Collaborated with CIRSA-appointed counsel on lawsuits in which the City or its employees are defendants.
- Supported development of Westminster Station through a General Improvement District (GID) formation, inclusions, and the REGeneration project.
- Provided legal support on the Economic Development Agreement for Westminster Square Shopping Center to aid in the renovation of 125,000 square feet of retail space at 3001-3055 West 74th Avenue.
- Initiated review of Religious Land Use and Institutionalized Persons Act (RLUIPA) issues in relation to homeless shelters in the City and discussing alternatives.
- Prepared Resolution to implement the Westminster Title VI Plan.
- Prepared ordinances amending the W.M.C for the following: Chapter 8 of Title I concerning Municipal Court penalties; Chapters 1 and 2 of Title VI concerning protective orders and harassment; Chapters 8 of Title VIII concerning water and sewer utilities and authorizing the City Manager to adopt utilities service rules in relation thereto; Chapter 2 of Title IX concerning street cut impact fees; Chapter 2 of Title XI concerning the number of children that may be cared for in a family care home; and Title XIII renaming the title, amending sections concerning definitions and the use of parks and open space, and adding regulations for bodies of water generally and Standley Lake specifically.
- Completed a Purchase and Sale Agreement with the City of Northglenn for the sale of Westminster's water tank property generally located at 112th Avenue and Cherokee Street for the public purpose of constructing a Justice Center.
- Prepared an Agreement for Possession and Use of Real Property with HC Denver LLC for the Pressure Zone 3 Expansion Project.
- Prepared a Warranty Deed with Orchard Lakes, LLC concerning a right-of-way dedication to the City for West 141st Avenue from Huron Street to Orchard Parkway.
- Prepared a second amendment to lease with the State of Colorado Department of Corrections to rent an additional 3,840 square feet in the building located at 8800 Sheridan Boulevard.



WESTMINSTER

CITY MANAGER'S OFFICE

The City Manager's Office supports the Westminster City Council in achieving the City's strategic goals through progressive management, effective communication, and maintaining a vibrant local economy.

OVERVIEW:

Administration: Responsible for the overall administration of the City in accordance with City Council policies and direction. This section provides support to City Council with daily administrative issues and outreach efforts, provides direction and support to major development and redevelopment activities, assists City Council by conducting research and preparing policy recommendations and alternatives, directs the legislative program, is defining and integrating sustainability to our culture, and provides administrative support and direction to City departments. Also supports the Human Services and Inclusivity Boards.

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

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

Communication & Outreach: Supports City departments through various communication mediums, performing communication efforts for the City, and providing Westminster citizens and businesses with comprehensive information about the activities and operations of their local government. Leads outreach and engagement activities for City Council and the City Manager, and supports outreach and engagement for various City departments.

Adopted Budget by Category

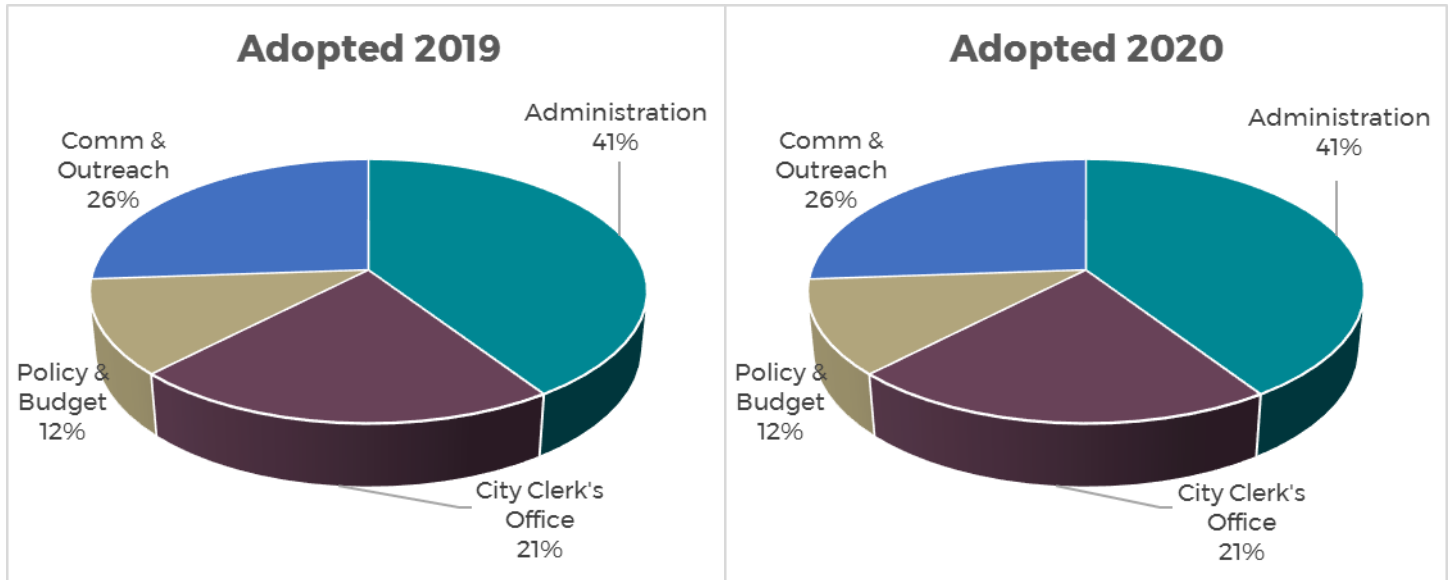
	2017 Actual	2018 Amended	2018 Estimated	2019 Adopted	2020 Adopted
Personnel	\$3,023,106	\$2,278,474	\$2,275,455	\$2,509,446	\$2,509,446
Contractual	\$806,844	\$620,860	\$489,438	\$595,425	\$593,461
Commodities	\$17,975	\$31,022	\$19,500	\$36,222	\$36,222
Capital Outlay	\$2,903	\$650	\$1,650	\$650	\$650
TOTAL	\$3,850,828	\$2,931,006	\$2,786,043	\$3,141,743	\$3,139,779

Adopted Budget by Division

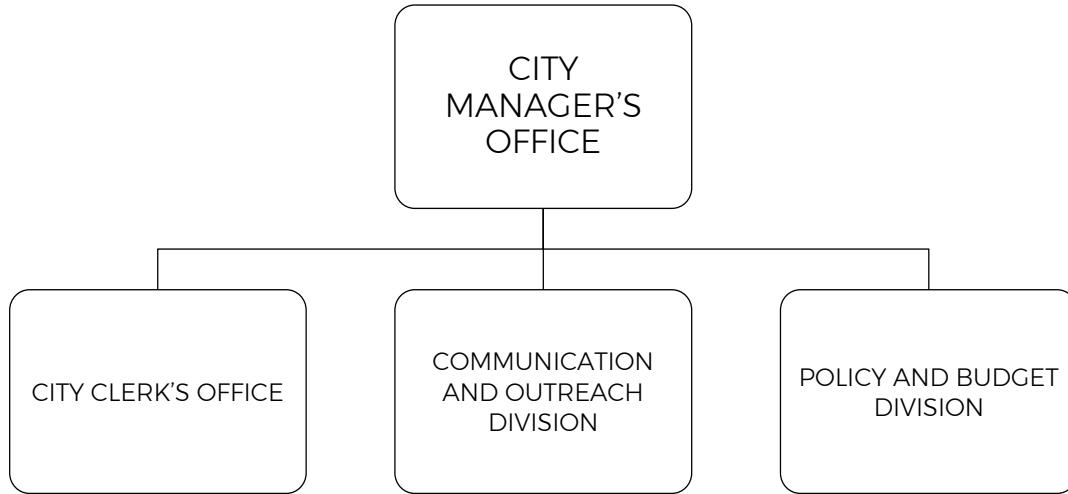
	2017 Actual	2018 Amended	2018 Estimated	2019 Adopted	2020 Adopted
Administration	\$1,373,451	\$1,177,848	\$1,177,706	\$1,279,175	\$1,279,196
City Clerk's Office	\$553,103	\$663,047	\$625,305	\$677,591	\$675,601
Policy & Budget	\$284,852	\$329,406	\$317,415	\$364,563	\$364,563
Economic Development	\$1,084,367	\$0	\$0	\$0	\$0
Comm & Outreach	\$555,055	\$760,705	\$665,617	\$820,414	\$820,419
TOTAL	\$3,850,828	\$2,931,006	\$2,786,043	\$3,141,743	\$3,139,779

* In 2017, the Economic Development Division became a separate department

Total Budget by Division



Quick Fact: 88% of residents indicated that City services are heading in the right direction in the biennial citizen survey conducted in 2018.



Staffing (Full-Time Equivalent Employees)

	2018	2019	2020
	Authorized	Adopted	Adopted
Administration	9.000	9.000	9.000
City Clerk's Office	4.550	4.550	4.550
Policy & Budget	3.000	3.000	3.000
Communication & Outreach	4.000	5.000	5.000
TOTAL	20.550	21.550	21.550

Administration

Overview:

- Provides overall administration for the City in accordance with City Council policies and direction.
- Provides timely and effective communications with City Council, citizens and staff.
- Provides support to City Council with daily administrative issues and outreach efforts.
- Provides direction and support to major development and redevelopment activities.
- Assists City Council by conducting research and preparing policy recommendations and alternatives, directs the legislative program, and provides administrative support and direction to City departments.
- Provides definition and works to integrate sustainability into our culture.

2019 Objectives:

- Continue to lead the organization in moving the vision of being the next urban center forward.
- Continue updating the City's Strategic Plan and work toward accomplishment of the goals and objectives established.
- Continue to investigate and implement practices to provide the most timely and effective communications with City Council, citizens and staff.
- Effectively support the Human Services Board and Inclusivity Board.
- Continue to research, review and make thoughtful policy recommendations to City Council.
- Work to define and integrate Sustainability to our culture.
- Complete the community and City organization greenhouse gas emissions inventory.

2020 Objectives:

- Continue to lead the organization in moving the vision of being the next urban center forward.
- Continue updating the City's Strategic Plan and work toward accomplishment of the goals and objectives established.
- Continue to implement practices to provide the most timely and effective communications with City Council, citizens and staff.
- Continue to support the Human Services Board and Inclusivity Board.
- Continue to research, review and make thoughtful policy recommendations to City Council.
- Continue to define and integrate Sustainability to our culture.
- Complete development of the City's Sustainability Plan.

Adopted Budget by Category

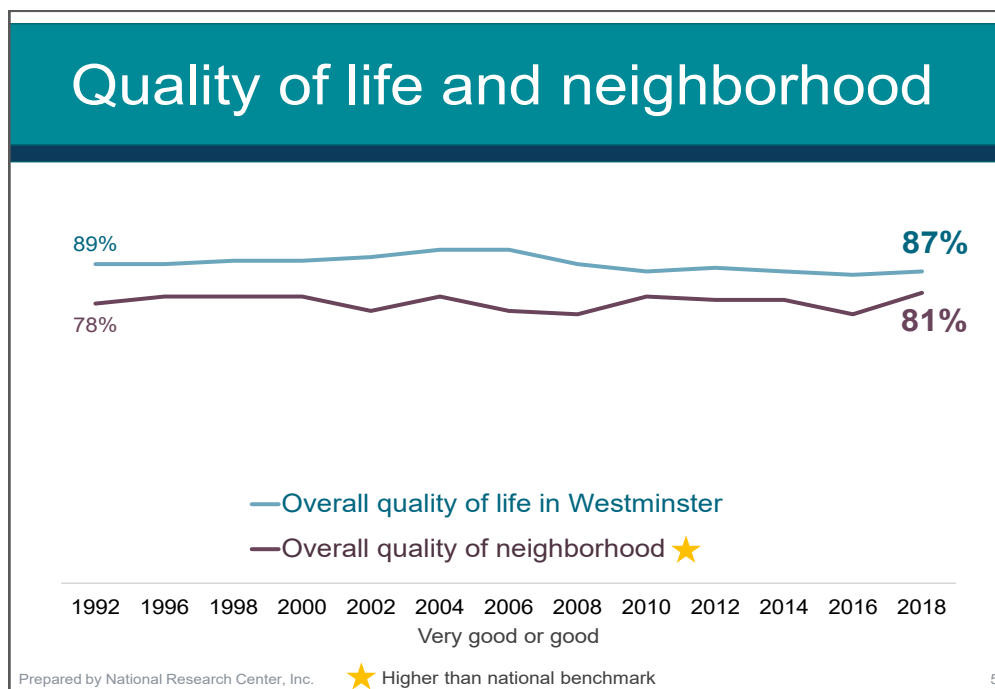
	2017	2018	2018	2019	2020
	Actual	Amended	Estimated	Adopted	Adopted
Personnel	\$1,344,906	\$1,148,985	\$1,150,985	\$1,232,001	\$1,232,001
Contractual	\$14,601	\$20,713	\$18,571	\$35,024	\$35,045
Commodities	\$13,524	\$7,500	\$7,500	\$11,500	\$11,500
Capital Outlay	\$421	\$650	\$650	\$650	\$650
TOTAL	\$1,373,451	\$1,177,848	\$1,177,706	\$1,279,175	\$1,279,196

2017/2018 Achievements:

- Continued to play an active role in the development of the Downtown Westminster, moving the vision of being the next urban center forward.
- Continued to support economic and community development efforts.
- Continued to enhance service delivery via the web.
- Supported the successful completion of the first collective bargaining agreement in the City.
- Presented a Financial Sustainability Model and considered a 2018 election referendum on new diversified future revenues.
- Hired the City's first Chief Sustainability Officer and began defining and integrating Sustainability to our culture.
- Supported City Council in the review and affirmation of the City of Westminster's 3-5 year vision.
- Supported organizational development and the support of our workforce.
- Facilitated the bi-annual Citizen's Survey and led the management team in taking specific action to address citizen feedback.
- Created two new departments in 2017 – Economic Development and Human Resources – in an effort to align the organization for the future.
- Promoted and hired three new department heads – Dee Martin (Human Resources), John Hall (Economic Development), and Viki Manley (General Services).
- Commenced work on the City's first-ever Sustainability Plan that will focus on community engagement and consultation in developing a sustainability framework.

Performance Snapshot...

Every two years, the City of Westminster conducts a Citizen Survey of 3,000 randomly selected households. In 2018, survey results for the overall quality of neighborhoods were within the range of prior years' surveys and similar to results found across the nation.



City Clerk's Office

Overview:

- Repository of all official records.
- Responsible for accurately maintaining, tracking, and retrieving contracts, ordinances, resolutions, minutes, and City Council agenda information.
- Administers all City elections, including those for Mayor and City Councilors.
- Manages and supports the citywide document management program.
- Facilitates review and issuance of City Business licenses.
- Coordinates recruitment and City Council appointments to Boards & Commissions.
- Codifies the City Code to accurately reflect any changes enacted.
- Approves liquor license renewals, transfers, manager registrations, modifications of premise, and changes of ownership structure.
- Provides building ambassador services for City Hall during after-hours meetings.
- Serves as facilitator and responds to open record requests.

2019 Objectives:

- Transition the City Clerk's Office operations to new office space in City Manager's Office.
- Continue to automate the Business License approval process on the back end, with the end goal of offering a completely online customer experience in which applicants can follow the processing and progress of their applications.
- Explore the possibility of migrating to new agenda management software.
- Work with City Council to refine and improve the recruitment, application, and appointment processes for Boards and Commissions members, and implement a better system for tracking current and former members, and the active applicant pool.

2020 Objectives:

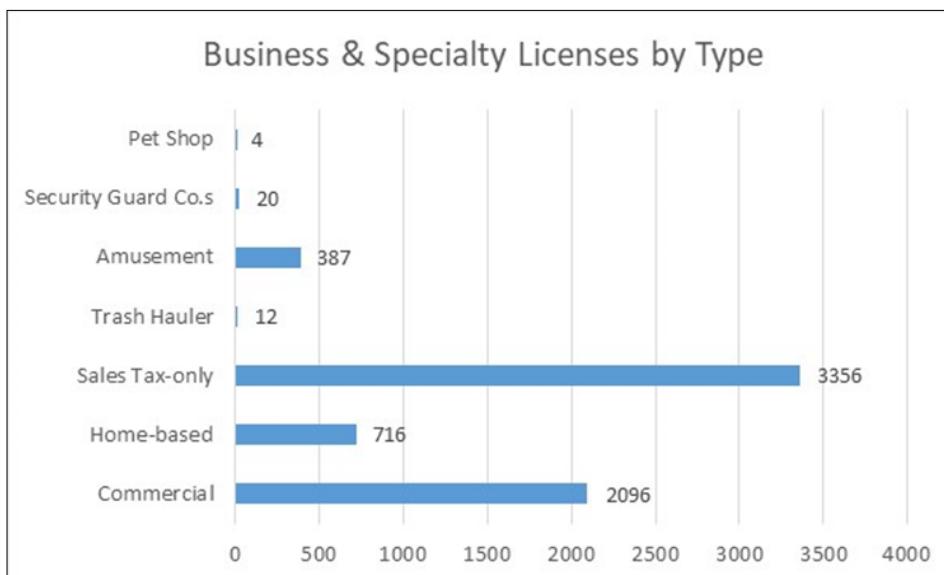
- Expand departments' use of Laserfiche to automate business processes, and continue to offer more advanced training sessions for power users.
- Complete a major review and overhaul of the City's liquor code in conjunction with the City Attorney's Office in order to mirror the recodification of state liquor code.
- Develop process to automate tracking distribution and completion of Colorado Open Record Act (CORA) requests.
- Execute a regular review and revision of the City's Document Retention Schedule, and develop training for employees.

Adopted Budget by Category

	2017	2018	2018	2019	2020
	Actual	Amended	Estimated	Adopted	Adopted
Personnel	\$399,241	\$438,775	\$446,033	\$455,563	\$455,563
Contractual	\$153,468	\$220,272	\$175,272	\$218,028	\$216,038
Commodities	\$394	\$4,000	\$4,000	\$4,000	\$4,000
Capital Outlay	\$0	\$0	\$0	\$0	\$0
TOTAL	\$553,103	\$663,047	\$625,305	\$677,591	\$675,601

2017/2018 Achievements:

- Automated many paper-driven processes using Laserfiche and DocuSign, including: contract routing; automation of HR and Finance records for W-2, W-4, and Total Compensation, with easy access via JD Edwards Employee Self-Service; and eliminated paper and moved to completely electronic forms for Incident Report Form, Authorization to Apply for a Grant Form, Capital Project Grant Application, Technology Procurement Request Form, Certification for Electronic Conversion of Paper Records, and Certification for Destruction of Records
- Conducted a coordinated election with Adams and Jefferson counties to elect the Mayor and three City Councillors in 2017.
- Published all campaign finance reports online for the first time for better transparency and timelier dissemination to the public and the media.
- Worked with Jefferson County Elections department, as well as the departments of Parks, Recreation and Libraries, Information Technology, and Police to install a new ballot drop box at the City Park Recreation Center roundabout.
- Migrated all City Clerk's Office webpages to the City's new website while updating and streamlining information for a better user experience.
- Used social media to target recruitment for Boards and Commissions, and moved to a completely online application process.
- Completed review of and released an updated version of the City's Records Retention Schedule, and implemented a process for requesting revisions to the Schedule.
- Began working with key stakeholders to map out and improve the Business License process, resulting in improved efficiencies ahead of a complete overhaul of process.
- Moved the passport agent function back into the City Clerk's Office.
- Certified all members of the City Clerk's Office as passport agents.
- Conducted research for the creation of a Downtown Entertainment District, Common Consumption Area, and Certified Promotional Association.
- Implemented many new state regulations for liquor licensing, and updated the City code where necessary.


Performance Snapshot...

The City Clerk's Office facilitates the processing of various types of business and specialty licenses for the City. This includes new licenses and yearly renewals.

Passport Renewals:

2017 Total: 1086
As of July 2018: 697

Policy & Budget

Overview:

- Coordinates preparation, analysis, and execution of the City budget.
- Manages special projects, researches and coordinates assigned new programs, and analyzes City policies and operating procedures.
- Facilitates citywide strategic plan and capital project updates.
- Supports the City's regional transportation efforts.
- Provides overall coordination of capital project reporting and budgeting.
- Manages and tracks municipal impacts of state and federal legislation.
- Works with other City departments to implement City Council policy decisions.
- Directs the City's legislative program at both the State and Federal levels.

2019 Objectives:

- Guide and monitor implementation of the approved 2019 operating and capital project budgets.
- Coordinate citywide semi-annual strategic plan and capital project reports.
- Oversee and facilitate legislative program to advance legislation that is in the City's best interest.
- Provide advice and consultation to City Council, executive leadership and department partners regarding policy and budget matters.
- Advise City Council and executive leadership regarding financial sustainability.
- Explore other opportunities to increase sales and/or revenue generating endeavors to assist Foothills Animal Shelter become a financially sound option for the City.
- Coordinate 2020 mid-year budget process.

2020 Objectives:

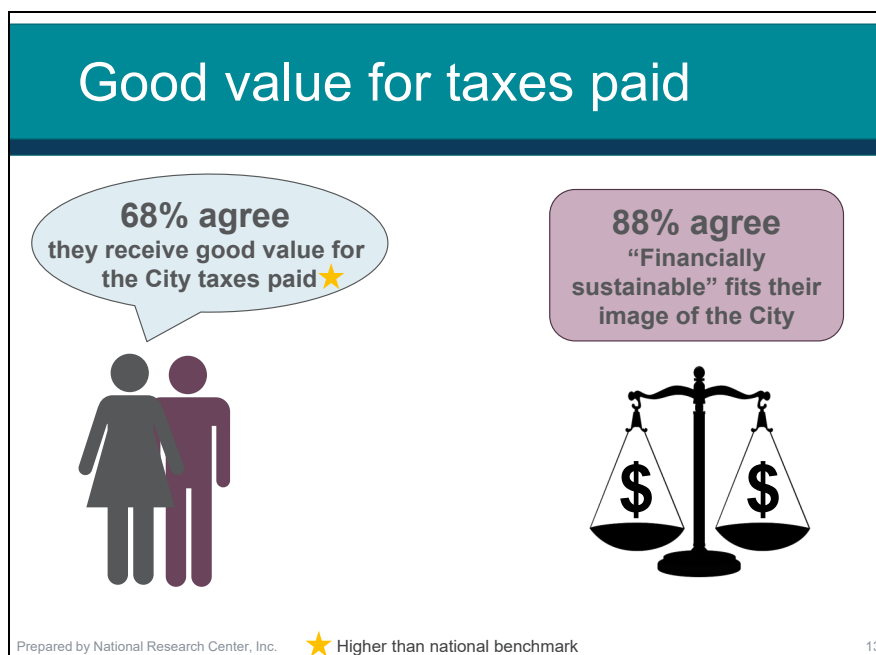
- Guide and monitor implementation of the approved 2020 operating and capital project budgets.
- Coordinate and prepare 2021-2022 biennial operating and capital budgets.
- Oversee and facilitate legislative program, to include coordination of efforts by City Council, state & federal legislative delegation, employees, lobbyists and local partners such as Colorado Municipal League and Metro North Chamber of Commerce, to advance legislation that is in the City's best interest
- Coordinate and conduct 2020 Biennial Resident Survey.
- Provide advice and consultation to City Council, executive leadership and department partners regarding policy and budget matters.
- Advise City Council and executive leadership regarding financial sustainability.

Adopted Budget by Category

	2017 Actual	2018 Amended	2018 Estimated	2019 Adopted	2020 Adopted
Personnel	\$282,512	\$318,427	\$307,650	\$352,316	\$352,316
Contractual	\$2,280	\$7,729	\$6,765	\$7,797	\$7,797
Commodities	\$60	\$3,250	\$3,000	\$4,450	\$4,450
Capital Outlay	\$0	\$0	\$0	\$0	\$0
TOTAL	\$284,852	\$329,406	\$317,415	\$364,563	\$364,563

2017/2018 Achievements:

- Coordinated and proposed balanced budgets for both the 2018 Mid-Year and 2019-2020 Biennial Budget processes
- Facilitated semi-annual strategic plan and capital project reports for City Council.
- Oversaw and facilitated City's legislative program, to include:
 - ◊ provided regular and timely updates to City Council regarding impactful legislation, and coordinated information to and responses from Councilors
 - ◊ prepared position papers to articulate and advocate for City positions
 - ◊ coordinated information between staff and contract state lobbyists
 - ◊ planned and provided pre-session Legislative Reception for state delegation, City Council and executive leadership team to meet and discuss legislative priorities and efforts
 - ◊ updated legislative tracker to accurately present City's positions
 - ◊ attended stakeholder meetings to advocate for City's position on legislation
 - ◊ updated the City's Legislative Policy Statement and Lobbyist Protocols
- Participated on cross-functional teams (e.g., Downtown Team, Purchasing Policy update team, Comprehensive Plan Committee).
- Conducted 2018 Citizen Survey and provided presentation to Council regarding findings, as well as facilitating a "Next Steps Workshop" for the Management Team
- Supported City Council goals through participation in local and regional groups, including Colorado Municipal League, North Metro Chamber of Commerce, Government Finance Officers Association (state and national), multiple city management associations, as well as served on the Foothills Animal Shelter Board of Directors.
- Retained the General Reserve Fund at the 10% balance per City policy and maintained the General Fund Stabilization Reserve at fiscal year end 2017 with a balance of \$8,670,071 or 9.21% of the Sales and Use Tax Fund revenues for 2017, which is within the target of 5-10% for this fund.
- Conducted in-depth analysis of City's financial position and gave Financial Sustainability presentation to City Council and executive leadership.


Performance Snapshot....

Every two years, the City of Westminster conducts a Citizen Survey of 3,000 randomly selected households. In 2018, almost 9 in 10 residents agreed that "financially sustainable" reflected their image of Westminster, and almost 7 in 10 felt they receive good value for City taxes paid, which is higher than the national benchmark.

Communication & Outreach

Overview:

- Coordinates an integrated City communication program using print, website content, social media, online civic engagement tools, and video to deliver consistent and timely messages to the public.
- Provides public relations counsel and media relations for elected officials and City departments to foster a positive perception of government.
- Manages the City Council outreach program.
- Leads inclusiveness efforts/community partnerships for a more robust outreach and engagement program.
- Coordinates an integrated internal communication program.

2019 Objectives:

- Provide consistent application of the City's branding campaign to connect the public to the City's vision.
- Increase social media effectiveness by continually revising the Citywide social media plan and providing annual social media contributors training.
- Lead language access plan project to completion, and provide recommendations that implement and enhance multi-lingual communication solutions.
- Implement a Citywide digital asset management system to catalog and efficiently find photos, videos and other digital files for all City departments.
- Evaluate and upgrade COWnet software or investigate a new platform.
- Help City departments and work groups implement internal communication goals and special projects.
- Hire 1.0 FTE Communication & Outreach Coordinator to focus on Utility education and outreach efforts.

2020 Objectives:

- Commence implementation of recommendations from citywide language access plan project.
- Continue to build on the City brand through ongoing, consistent application of the City's branding campaign, with a focus on connecting the public to the City's vision.
- Continue to help city departments upload their photos and videos into the digital asset management system through training and best practices.
- Continue to work with IT to upgrade COWnet software or implement a new platform.
- Continue to help city departments and work groups implement internal communications.
- Continue to enhance the City website in ways that encourage openness and transparency.
- Continue to add new PSA's to our collection.

Adopted Budget by Category

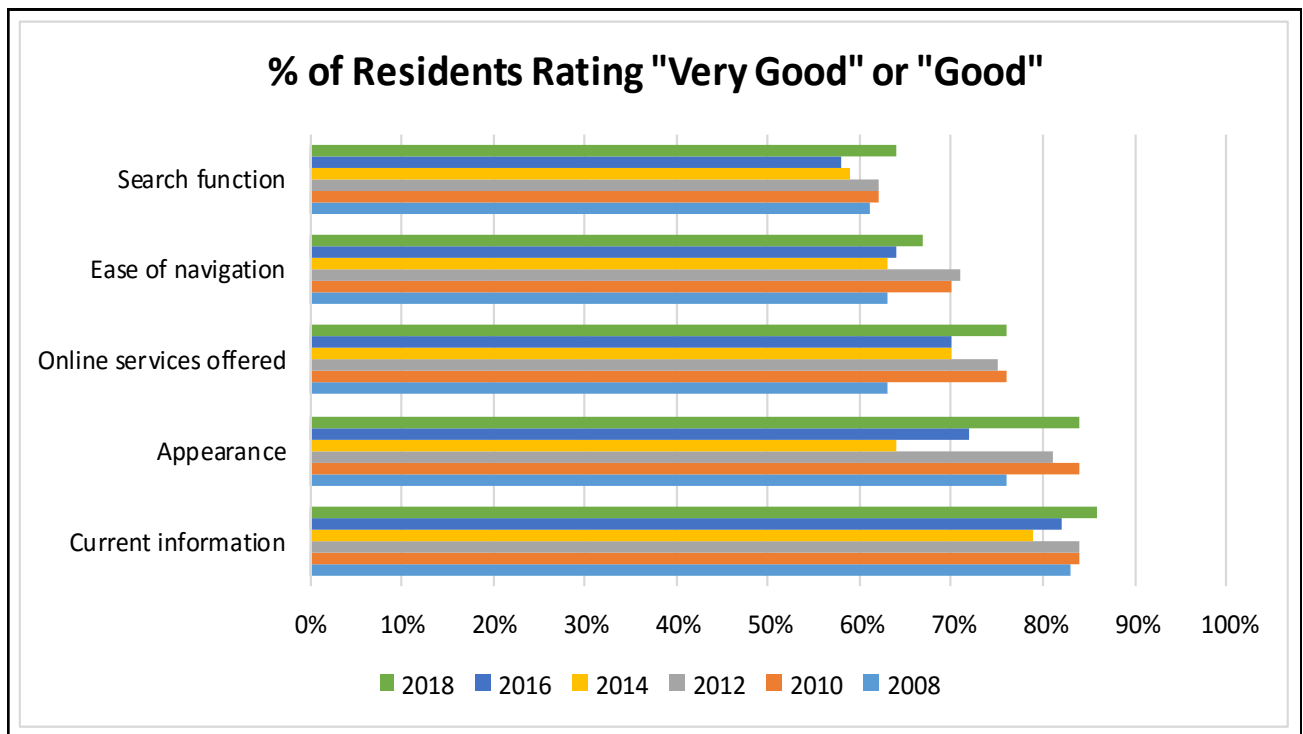
	2017	2018	2018	2019	2020
	Actual	Amended	Estimated	Adopted	Adopted
Personnel	\$347,333	\$372,287	\$370,787	\$469,566	\$469,566
Contractual	\$205,907	\$372,146	\$288,830	\$334,576	\$334,581
Commodities	\$1,200	\$16,272	\$5,000	\$16,272	\$16,272
Capital Outlay	\$615	\$0	\$1,000	\$0	\$0
TOTAL	\$555,055	\$760,705	\$665,617	\$820,414	\$820,419

2017/2018 Achievements:

- Continued to build City brand through ongoing, consistent application of the “So Much to Be Here” campaign, with a focus on connecting both residents and nonresidents to the City’s vision.
- Launched redesigned of City website that is focused on the new citywide branding and features enhanced user functionality and increased exposure for online applications and event information.
- Increased effectiveness of social media by revising the citywide social media plan and adding new elements such as Nextdoor, Instagram and Snapchat.
- Redesigned City Edition and returned to mailing City Edition to all residents and businesses to increase reach and impact of city news and events.
- Kicked off multi-lingual communication project to explore ways the City can better serve all its residents.
- Completed first telephone town hall with a component specifically aimed at Spanish-speaking residents.
- Continued to revise and enhance City Council outreach to better engage residents, including multiple community forums.

Performance Snapshot...

As part of its continuous improvement efforts, Communication and Outreach Division launched a redesigned website in September 2017. Subsequent to the launch of the redesigned website, the City conducted its 2018 Citizen Survey and asked residents to rate the following aspects of the City’s website. The percentages shown are respondents that reflect those that rated each attribute as “very good” or “good”.



Central Charges

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

OVERVIEW:

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

2019 Objectives:

- Continue strategically funding employee benefits to retain benefit levels.
- Continue succession planning efforts to transfer institutional knowledge.
- Provide funds for Office Exchange 365.
- Continue increased funding for the Human Services Board.
- Continue funding vehicle and equipment replacements to ensure staff have the tools and vehicles to do their work safely and efficiently, particularly through the 15-year Vehicle Replacement Plan.

2020 Objectives:

- Continue strategically funding employee benefits to retain benefit levels.
- Continue succession planning efforts to transfer institutional knowledge.
- Continue funding vehicle and equipment replacements to ensure staff have the tools and vehicles to do their work safely and efficiently, particularly through the 15-Year Vehicle Replacement Plan.

Adopted Budget by Category

	2017 Actual	2018 Amended	2018 Estimated	2019 Adopted	2020 Adopted
Personnel	\$19,523,988	\$21,221,037	\$20,492,649	\$22,448,788	\$26,078,354
Contractual	\$13,773,537	\$12,759,887	\$12,684,961	\$12,981,914	\$11,757,630
Commodities	\$6,145	\$13,500	\$13,500	\$13,500	\$13,500
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other Expenditures	\$0	\$0	\$0	\$0	\$0
Transfer Payments	\$23,903,705	\$5,261,955	\$5,261,955	\$6,522,958	\$11,400,868
Contingency	\$0	\$928,000	\$0	\$1,000,000	\$1,000,000
Debt Service	\$2,590,162	\$10,221,230	\$9,975,870	\$15,027,250	\$15,677,425
TOTAL	\$59,797,537	\$50,405,609	\$48,428,935	\$57,994,410	\$65,927,777

NOTE: In budgeting projected market, step and merit salary adjustments for 2020, the total amount (approximately \$2.6 million) is included within the Personnel category above under the 2020 Adopted column. This temporarily inflates this budget until the mid-year review. During the mid-year budget review, these funds are distributed out to the departments after review with City Council.

Human Services

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

The HSB received 28 applications for funding requests totaling \$202,100 for 2019. All 28 agencies are recommended for 2019 funding. In 2018, the HSB received 28 applications for funding requests totaling \$207,755.

The Board has continued to receive funding request applications from agencies in excess of available funds and therefore is continually unable to fully fund the applicants serving Westminster residents. For this reason, the HSB requested a tiered increase for human service funding of \$5,000/year over the next three years, commencing in 2018.

City Council approves the total budget for HSB funded agencies each year. However, the specific amounts recommended by the HSB for each requesting agency are only for fiscal year 2019. During the summer of 2019, the Human Services Board will review all requests for funding for 2020 and make recommendations to City Council for official review in the fall of 2019. At that time, City Council will officially review and approve funding to specific agencies for 2020.

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

Adopted Budget by Category

	2017 Actual	2018 Amended	2018 Estimated	2019 Adopted	2020 Adopted
Human Services	\$115,000	\$120,000	\$120,000	\$125,000	\$130,000
TOTAL	\$115,000	\$120,000	\$120,000	\$125,000	\$130,000

Agency	Mission Type	2018 Award	2019 Requested	2019 Adopted
A Precious Child	Children's Services	\$5,000	\$10,000	\$5,000
Access Housing	Affordable Housing	\$5,000	\$10,000	\$5,000
Adams County Housing Authority (LIFE)	Shelter/Food	\$1,500	\$0	\$0
Almost Home	Shelter/Food	\$5,000	\$10,000	\$5,000
Audio Information Network	Disabled Services	\$1,500	\$2,000	\$2,000
Brothers Redevelopment	Affordable Housing	\$5,000	\$7,000	\$5,000
CASA of Adams County	Children's Services	\$5,000	\$7,500	\$5,000
CASA of Jefferson County	Children's Services	\$3,000	\$3,000	\$3,000
Catholic Charities of Denver	Shelter/Food	\$5,000	\$6,000	\$4,500
Center for People With Disabilities	Disabled Services	\$3,000	\$3,000	\$3,000
Clinica Campesina Family Health Services, Inc.	Health Care	\$5,000	\$10,000	\$4,500
Cold Weather Care	Shelter/Food	\$3,500	\$5,000	\$3,000
Colorado Homeless Families	Shelter/Food	\$2,500	\$10,000	\$2,500
Community Table/Arvada Community Food Bank	Shelter/Food	\$5,000	\$10,000	\$5,000
Family Tree, Inc.	Shelter/Food	\$5,000	\$10,000	\$6,000
FISH Inc.	Shelter/Food	\$7,500	\$10,000	\$7,500
Food Bank of the Rockies	Shelter/Food	\$4,000	\$5,000	\$3,500
Front Range Community College Foundation	Shelter/Food	\$0	\$5,000	\$3,500
Growing Home	Shelter/Food	\$7,000	\$7,500	\$7,000
Have a Heart Project, Inc.	Children's Services	\$7,000	\$12,000	\$7,000
Jeffco Action Center, Inc	Shelter/Food	\$0	\$5,000	\$2,500
Jefferson Center for Mental Health	Mental Health	\$8,000	\$10,100	\$9,000
Kids First Health Care	Children's Services	\$4,000	\$10,000	\$4,000
Project Angel Heart	Shelter/Food	\$2,500	\$5,000	\$2,500
Ralston House	Children's Services	\$4,000	\$5,000	\$4,000
Rocky Mountain Multiple Sclerosis Center	Health care	\$2,500	\$5,000	\$3,000
Senior Hub	Older Adult Svcs	\$8,000	\$10,000	\$8,000
Senior Resource Center	Older Adult Svcs	\$0	\$6,000	\$3,000
St. Anthony North Health Foundation	Health Care	\$2,000	\$0	\$0
Volunteers of America Colorado Branch	Older Adult Services	\$1,500	\$3,000	\$2,000
Westminster Public Schools Foundation	Children's Services	\$2,000	\$0	\$0
Total		\$120,000	\$202,100	\$125,000

**Human Services Board Recommended for 2019 Funding
– 2019 HSB AGENCY DESCRIPTIONS –**

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

Access Housing – Helps families facing homelessness achieve self-sufficiency and permanent housing through a continuum of care in collaboration with community partners.

Almost Home – Promotes self-sufficiency and provides housing assistance for homeless families in need in Adams County and Weld County, Colorado.

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

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

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

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

Catholic Charities of Denver – Provides emergency services including: limited financial assistance for rent, medical prescriptions, job-related transportation costs, temporary shelter, and a 2-3 day supply of emergency food with a referral to a larger food bank.

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

Clinica Campesina Family Health Services Inc. – Provides medical care and health promotion services to the medically underserved, low-income households, and minority people.

Cold Weather Care – A winter homeless shelter in Adams County Colorado, providing a hand up not a hand out with over 63% of guests leave into stable housing.

Colorado Homeless Families – Provides transitional housing and support services for homeless families with children, helping them become self-sufficient.

Community Table/Arvada Community Food Bank – Provides food and resources to foster self-sufficiency, and achieve long term success through community support.

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

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

Food Bank of the Rockies – Efficiently distributes food to participating food banks that assist the needs of the hungry. Food is provided to other community partners such as shelters, child welfare centers, senior citizen nutrition programs, and religious organizations.

Front Range Community College Foundation – Purchasing food for FRCC’s Food Pantry at the Westminster Campus. The food pantry helps students with food insecurity so that they have anonymous and accessible meals.

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

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

Jeffco Action Center, Inc – Provides immediate response to basic human needs and promotes pathways to self-sufficiency.

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

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

Project Angel Heart – Provides meal services to clients with life threatening illnesses; referrals come from community partners such as hospitals and social workers.

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

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

The Senior Hub – Meals on Wheels – Delivers nutritious meals to homebound residents that are unable to afford them, prepare the meals themselves, or travel to obtain them.

Respite & In-Home Supportive Services – Assists those living at home alone with simple, non-medical assistance.

Senior Resource Center – Provides person-focused, coordinated services to enhance independence, dignity and quality of life for adults age 60 and over in Westminster.

Volunteers of America Colorado Branch – Provides complete meals to elderly residents at a congregate dining center located at Westminster Commons two to three days a week.

COMMUNITY DEVELOPMENT

The Community Development Department’s four divisions plan, promote, and sustain an attractive, high-quality living and working environment; facilitate appropriate land use decisions; and ensure that the community is safely built and well maintained.

OVERVIEW:

Administration: Responsible for overseeing and supporting the day-to-day operations of the Department’s divisions. Business Operations manages financial activities, the e-permitting system and a variety of operational support functions. Transportation and Mobility works to further the City’s multi-modal transportation goals through policy and projects.

Planning: Coordinates and approves all proposed Comprehensive Plan, zoning and re-zoning applications, and land development and redevelopment activities. The Division is also involved in a number of special projects and long-term land use planning activities,

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

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

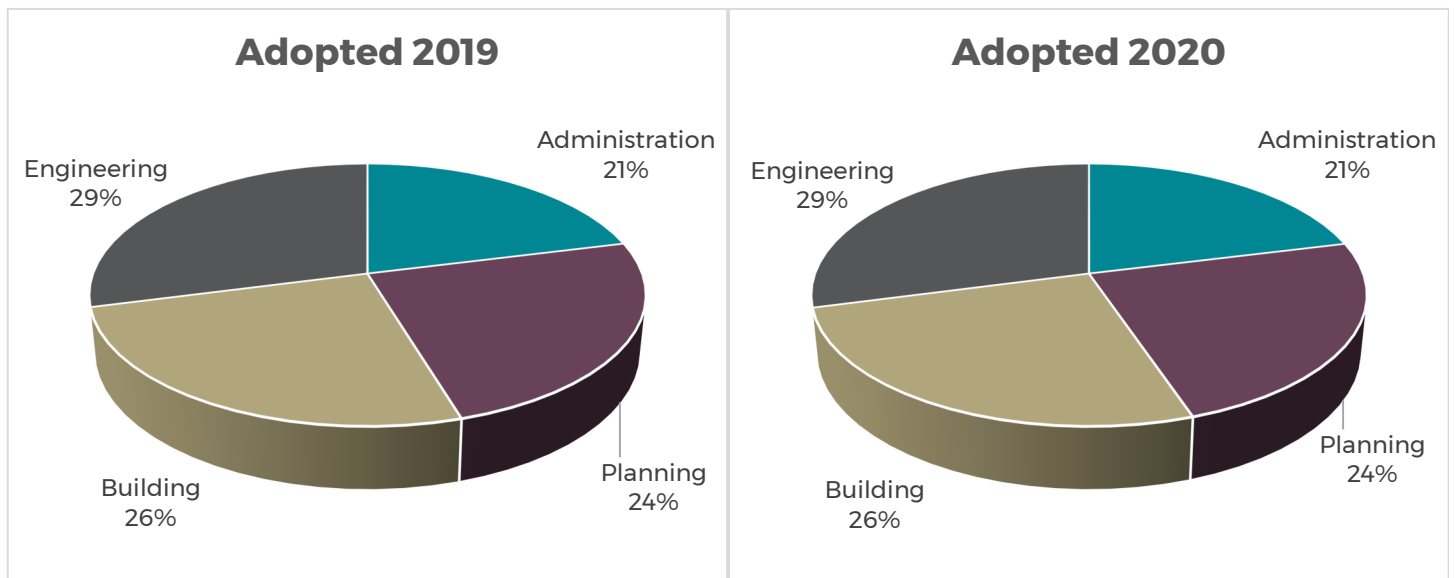
Adopted Budget by Category

	2017	2018	2018	2019	2020
	Actual	Amended	Estimated	Adopted	Adopted
Personnel	\$4,656,515	\$5,097,863	\$4,792,269	\$5,222,398	\$5,274,464
Contractual	\$647,199	\$1,315,757	\$1,270,042	\$1,216,953	\$1,154,555
Commodities	\$43,507	\$50,413	\$44,800	\$45,700	\$45,700
Capital Outlay	\$9,438	\$3,725	\$6,000	\$6,000	\$6,000
TOTAL	\$5,356,659	\$6,467,758	\$6,113,111	\$6,491,051	\$6,480,719

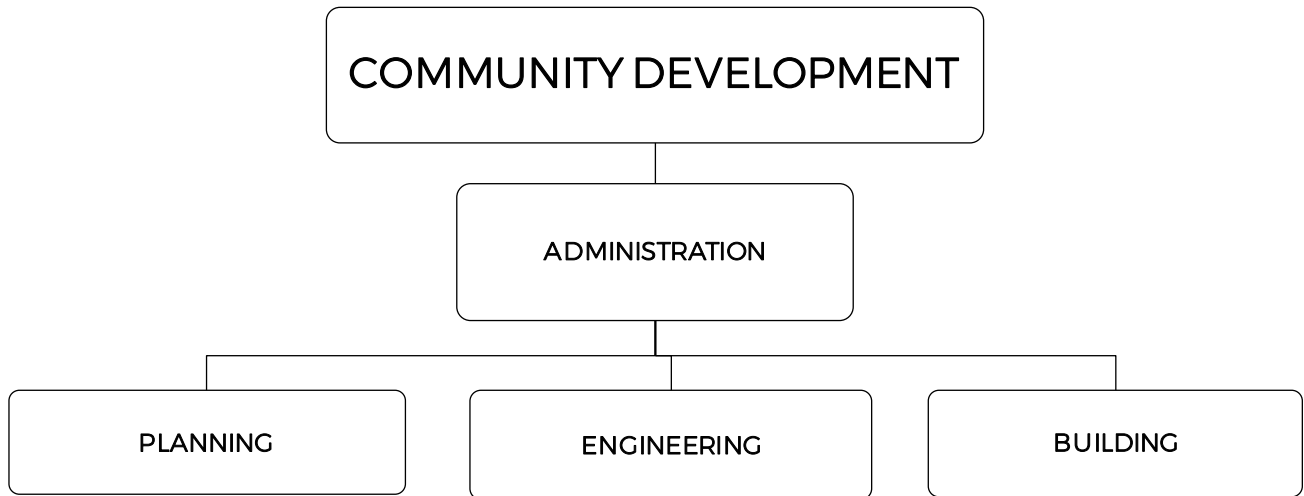
Adopted Budget by Division

	2017 Actual	2018 Amended	2018 Estimated	2019 Adopted	2020 Adopted
Administration	\$639,710	\$672,510	\$612,450	\$1,368,428	\$1,368,037
Planning	\$1,311,686	\$1,716,898	\$1,505,936	\$1,574,096	\$1,535,833
Building	\$1,574,415	\$1,623,260	\$1,547,946	\$1,661,979	\$1,689,177
Engineering	\$1,830,848	\$2,455,090	\$2,446,779	\$1,886,548	\$1,887,672
TOTAL	\$5,356,659	\$6,467,758	\$6,113,111	\$6,491,051	\$6,480,719

Total Budget by Division



Quick Fact: The Building Division issued 6,937 permits in 2017. This represented a 10-year high for development activity in Westminster.



Staffing (Full-Time Equivalent Employees)

	2018 Authorized	2019 Adopted	2020 Adopted
Administration	5.600	9.850	9.850
Planning	17.000	16.500	16.500
Engineering	20.750	19.750	21.750
Building	18.500	17.000	17.000
TOTAL	61.850	63.100	65.100

Administration

Overview:

- Provides administrative support, budget development and oversight.
- Manages the department’s electronic permitting system.
- Leads business improvement initiatives for the department..
- Coordinates communications for the department.
- Manages transportation planning, policy, advocacy and project implementation.

2019 Objectives:

- In partnership with Adams County and City/County of Denver, conduct the Federal Boulevard Multi-Modal Study.
- Continue Mobility Action Plan implementation.
- Complete professional self-registration portal for electronic permitting.
- Transition rental housing inspection program to electronic permitting system (TRAKiT).
- Refine development review process reporting tools and improve transparency.
- Refine “Develop in Westminster” resources.
- Increase 0.5 FTE Applications Specialist position by 0.25 FTE to further implement best practices recommendations for development review processes.

2020 Objectives:

- Continue to implement Bicycle Master Plan implementation, including bicycle lane and route improvements .
- Promote connectivity of regional transportation, including extension of commuter rail.
- Develop communication, management and planning tools that support overall department functions.
- Continue to streamline development review process and enhance customer service.

Adopted Budget by Category

	2017	2018	2018	2019	2020
	Actual	Amended	Estimated	Adopted	Adopted
Personnel	\$465,626	\$502,105	\$475,000	\$837,229	\$837,229
Contractual	\$151,459	\$155,347	\$120,950	\$510,499	\$510,108
Commodities	\$16,344	\$15,058	\$16,000	\$14,700	\$14,700
Capital Outlay	\$6,281	\$0	\$500	\$6,000	\$6,000
TOTAL	\$639,710	\$672,510	\$612,450	\$1,368,428	\$1,368,037

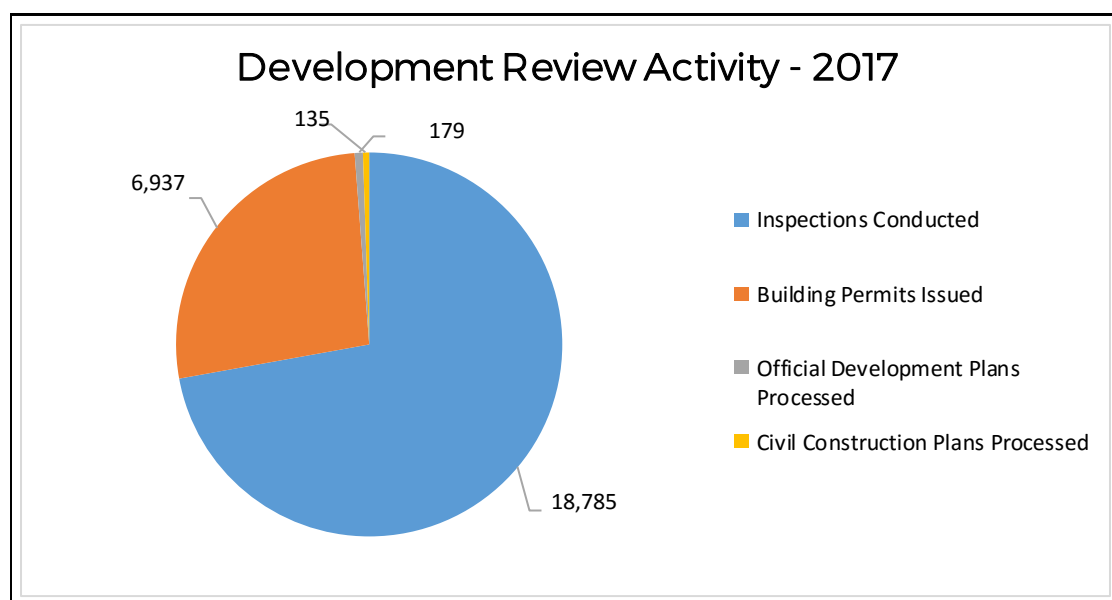
NOTE: The 2019 authorized costs increased over 2018, primarily due to a re-organization, shifting Transportation & Mobility, and a shift in parking garage maintenance costs from the Engineering Division to Administration.

2017/2018 Achievements:

- Reduced development review process from an average of six to nine months down to four months.
- Successfully implemented electronic project and permit review with 10-year high development activity levels.
- Completed significant improvements to the Community Development webpages, including a new "Develop in Westminster" section that provides a comprehensive guide" to the development review process.
- Completed Development Fee Study and presented to City Council.
- Improved business processes with Business Operations and Building Division Staff partnership on implementing better defined standards.
- Continued to improve electronic project and permit review functionality.
- Added seven miles of bicycle facilities in 2017 and programmed a similar addition in 2018 based on Bicycle Master Plan implementation activities.
- Completed Mobility Action Plan that identified 80 project opportunities throughout the City; implemented eight projects and design work is underway on an additional ten projects.
- Continued to promote extension of commuter rail to Downtown and supported City policy priorities regionally with multi-modal transportation advocacy.

Performance Snapshot...

2017 was the first full-year of operation for the City's electronic project and permit management system (TRAKIT). This represented a significant operational changes in an environment seeing 10-year highs for development activity. Business was successfully conducted and the workload numbers below show overall activity.



Planning

Overview:

- Manages long-range planning activities, including administering the Comprehensive Plan, undertaking long-range land use studies and special projects, and preparing demographic analysis.
- Facilitates current planning activities, including reviewing and coordinating all proposed land developments (Preliminary Development Plans, Official Development Plans, annexations, use permits, and amendments to the Comprehensive Plan).
- Serves as Staff liaison to the Planning Commission.
- Supports various redevelopment programs, urban renewal areas and special projects within the City.
- Assists in visioning for strategic properties and develops preliminary concept plans and graphics.

2019 Objectives:

- Draft a Comprehensive Plan Update to update future land uses for the City, incorporating fiscal and resource-impact analysis.
- Develop a neighborhood plan for Harris Park, along with revitalization strategies as a component of the Comprehensive Plan Update.
- Complete a draft Unified Development Code to provide a single document to guide all land development requirement and procedures in the City.
- Complete updates to the City's Sign Code.
- Continue to coordinate a high-quality, efficient development review process.
- Develop updates to the Comprehensive Plan, Code/Design Guidelines, and Sign Code.

2020 Objectives:

- Continue to support development and redevelopment activities in key Focus Areas, as identified in the Comprehensive Use Plan, throughout the City.
- Initiate annexation studies of specific geographic areas based on updated Comprehensive Plan.
- Continue to coordinate regional planning activities with the Denver Regional Council of Governments, including work on the 2020 Census.
- Implement revised Unified Development Code with design standards in a highly visual, interactive format with e-Code.
- Initiate zoning map changes to implement the updated Comprehensive Plan and Unified Development Code.

Adopted Budget by Category

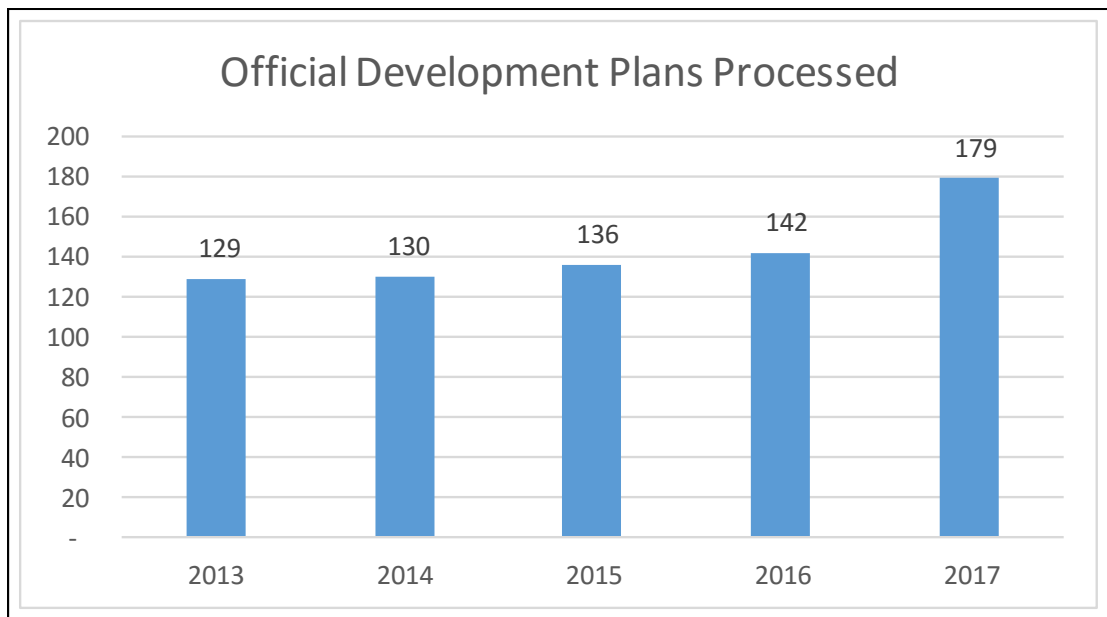
	2017 Actual	2018 Amended	2018 Estimated	2019 Adopted	2020 Adopted
Personnel	\$1,273,498	\$1,414,682	\$1,304,000	\$1,410,434	\$1,410,434
Contractual	\$30,303	\$292,931	\$192,736	\$155,962	\$117,699
Commodities	\$6,558	\$7,085	\$7,000	\$7,700	\$7,700
Capital Outlay	\$1,326	\$2,200	\$2,200	\$0	\$0
TOTAL	\$1,311,686	\$1,716,898	\$1,505,936	\$1,574,096	\$1,535,833

2017/2018 Achievements:

- Completed revision to Growth Management Ordinance to remove competition component and codified criteria for Comprehensive Plan Amendments.
- Completed updates to design standards for residential development types, including enhancement that support sustainability and mobility.
- Featured as a case study for Sonoran Institute’s “Growing Water Smart” and Babbit Center for Land and Water Policy (Colorado Department of Local Affairs and Colorado Conservation Board).
- Initiated significant long-range planning efforts including the update to the City’s Comprehensive Plan, the development of a Unified Development Code (with design standards) and update to the City’s Sign Code.
- Processed 179 Official Development Plans in 2017 on-time. Reduced average review time by ten weeks with the introduction of the pre-application process.
- Supported successful development review for major employers including Trimble, Ball Corporation and tenants of Park 1200.
- Facilitated interdepartmental coordination with major potential development projects.
- Supported update to the Downtown Westminster Specific Area Plan and provided successful development review for several high-profile projects.
- Completed Westminster Station Specific Area Plan.

Performance Snapshot...

2017 represented a 10-year high for official development plan (ODP) submittals and reviews. 2017 represented a 26% increase in activity level from 2016. 2008 was the last year that a similar level of development activity was realized (176 ODPs processed).



Building

Overview:

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

2019 Objectives:

- Create a communication plan for the Rental Property Maintenance Code to notify owners, residents and the general public of the requirements of the code.
- Create and implement software enhancements to track fees and schedules for notices for the Rental Property Maintenance Code.
- Maintain improved turn-around time for commercial and residential construction plan reviews.
- Stay current with roof inspections.
- Refine standard operating procedures for field inspections.

2020 Objectives:

- Review the established schedule of fixed fee building permits to ensure the fees are appropriate and aligned with the cost of the services provided.
- Adopt 2018 edition of the International Building Codes.
- Create a landlord training class for both new and experienced landlords in relation to Rental Property Maintenance Code.
- Refine standard operating procedures for building front office and plans examiners.

Adopted Budget by Category

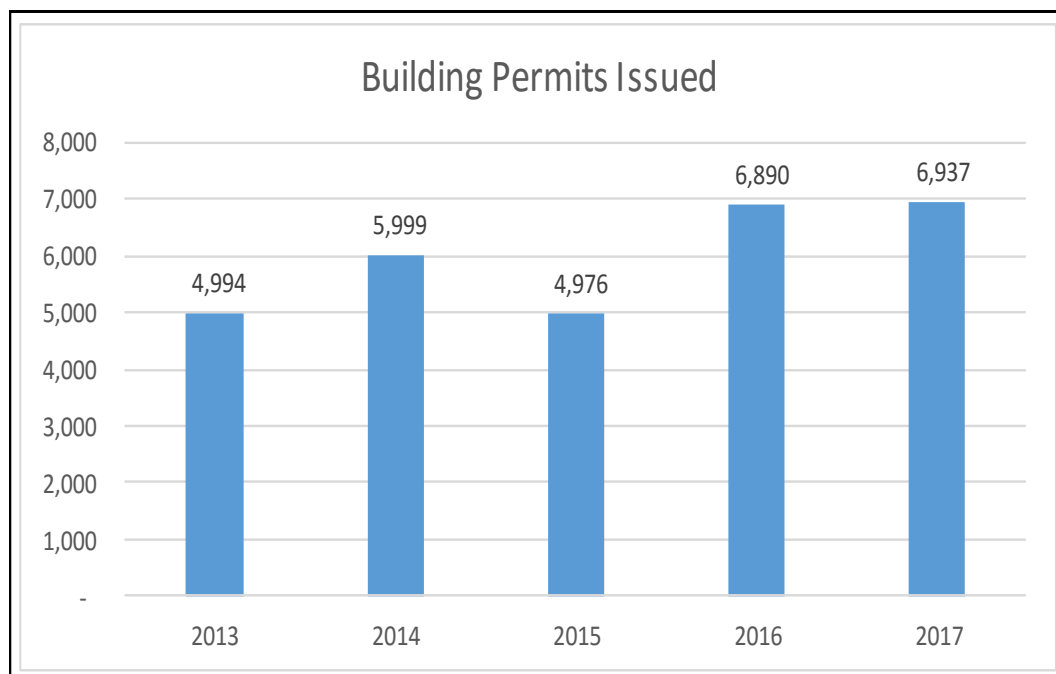
	2017	2018	2018	2019	2020
	Actual	Amended	Estimated	Adopted	Adopted
Personnel	\$1,426,079	\$1,458,017	\$1,396,319	\$1,473,929	\$1,525,495
Contractual	\$135,242	\$154,873	\$138,827	\$177,750	\$153,382
Commodities	\$13,094	\$10,370	\$10,800	\$10,300	\$10,300
Capital Outlay	\$0	\$0	\$2,000	\$0	\$0
TOTAL	\$1,574,415	\$1,623,260	\$1,547,946	\$1,661,979	\$1,689,177

2017/2018 Achievements:

- Conducted 18,785 inspections in 2017; a similar number is expected in 2018. This level of inspections represents a ten-year high.
- Issued 6,937 building permits in 2017; 2018 is on-pace to a similar number.
- Completed the first full-year (2017) of electronic permit and inspection processes on new software system.
- Updated website to provide better information to customers, including “Today’s Inspection Schedule.”
- Adopted 2015 edition of International Building Code (IBC) in 2017, including provisions for energy efficiency that go beyond (and will be reflected in 2018 IBC).
- Added an additional Housing Inspector in 2017 and successfully managed Rental Housing Inspection Program with 13,000 units currently in the systematic inspection schedule; Staff conducted approximately 6,000 systematic inspections per year.
- Resolved approximately 150 complaints per year regarding rental property concerns.
- Improved coordination with federally-required Real Estate Assessment Center (REAC) inspections for affordable housing properties.

Performance Snapshot...

2017 represented a 10-year high for building permits issued. Total activity for 2017 was 16% above the average annual permit issuance for the last five years. The Building Division continues to follow best practices with a combination of staff and contractual plan reviews.



Engineering

Overview:

- Reviews the design and inspects the construction of public improvements associated with new development in the City.
- Oversees the design, right-of-way acquisition, construction, and inspection of capital improvement projects pertaining to new roadways, interchanges, bridges, and storm drainage improvements.
- Performs traffic engineering functions and the implementation of bicycle lanes and project management for other multi-modal projects.
- Develops and maintains the City's Geographic Information System (GIS).
- Manages the City's stormwater program.

2019 Objectives:

- Finalize design of the Federal Parkway Improvements Projects from West 120th Avenue to West 122nd Avenue.
- Manage projects associated with Sidewalk Connections Improvements focused on the Lowell Boulevard and Federal Boulevard corridors.
- Continue replacing corroded traffic signal poles across the City.
- Complete repair of West 120th Avenue Wall and commence work on wall along West 72nd Avenue.
- Continue efforts towards a sustainable and compliant stormwater utility.
- Continue effective and efficient development review services for civil construction plans.

2020 Objectives:

- Finalize design of Sheridan Boulevard Underpass and improvements project.
- Complete implementation of Harlan Street Mobility Plan.
- Implement targeted school mobility improvement projects.
- Continue traffic signal camera replacement program.
- Continue to enhance the layers and information available in the City's GIS system.
- Continue U.S. 36 Off-Ramp Safety Improvements.

Adopted Budget by Category

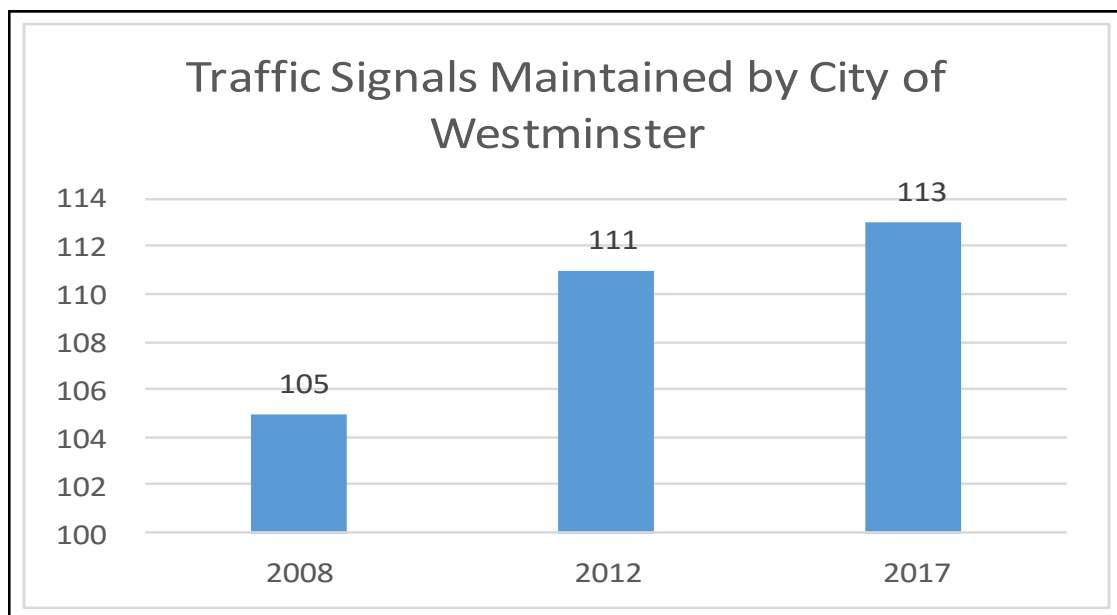
	2017	2018	2018	2019	2020
	Actual	Amended	Estimated	Adopted	Adopted
Personnel	\$1,491,312	\$1,723,059	\$1,616,950	\$1,500,806	\$1,501,306
Contractual	\$330,195	\$712,606	\$817,529	\$372,742	\$373,366
Commodities	\$7,511	\$17,900	\$11,000	\$13,000	\$13,000
Capital Outlay	\$1,831	\$1,525	\$1,300	\$0	\$0
TOTAL	\$1,830,848	\$2,455,090	\$2,446,779	\$1,886,548	\$1,887,672

2017/2018 Achievements:

- 2017 winner of the American Public Works Association—Colorado Chapter Project of the Year Award for the Westminster Station.
- 2017 winner of the Colorado Association of Stormwater and Floodplain Managers Excellence in Engineering Award for the Little Dry Creek Regional Stormwater Detention project at Westminster Station.
- Coordinated with the Colorado Department of Transportation (CDOT) and Federal Heights on the construction of intersection improvements at West 92nd Avenue and Federal Boulevard.
- Replaced 54 corroding traffic signal poles throughout the City.
- Repaired approximately 900 feet of brick wall along West 120th Avenue adjacent to the Ranch Subdivision.
- Completed the construction of the Westminster Station Transit-Oriented Development (TOD) east basin water quality pond.
- Completion of the construction of the Grove Street project and related storm sewer improvements by end of 2018.
- Completed the construction of the West 112th Avenue and Westminster Boulevard project in cooperation with the City and County of Broomfield.
- Started construction of the West 92nd Avenue, Harlan Street to Ingalls Street project.

Performance Snapshot...

Traffic engineering is a core service of the Engineering Division. Over the past ten years, the City has added eight traffic signals. In addition to funds for requested new traffic signals that meet warrants, the City is in the process of replacing corroded traffic signal poles. In total, the City plans to replace 72 traffic signal poles over the next four years.





WESTMINSTER

ECONOMIC DEVELOPMENT

The Economic Development Department is a new department that oversees all aspects of business recruitment and retention in the City of Westminster; markets the City and its assets to potential employers, developers, and retailers; works with internal and external staff to oversee and guide major redevelopment and reinvestment projects around the City; develops and implements strategy related to the provision of workforce and affordable housing; and oversees the inventory of cityowned developable properties.

OVERVIEW:

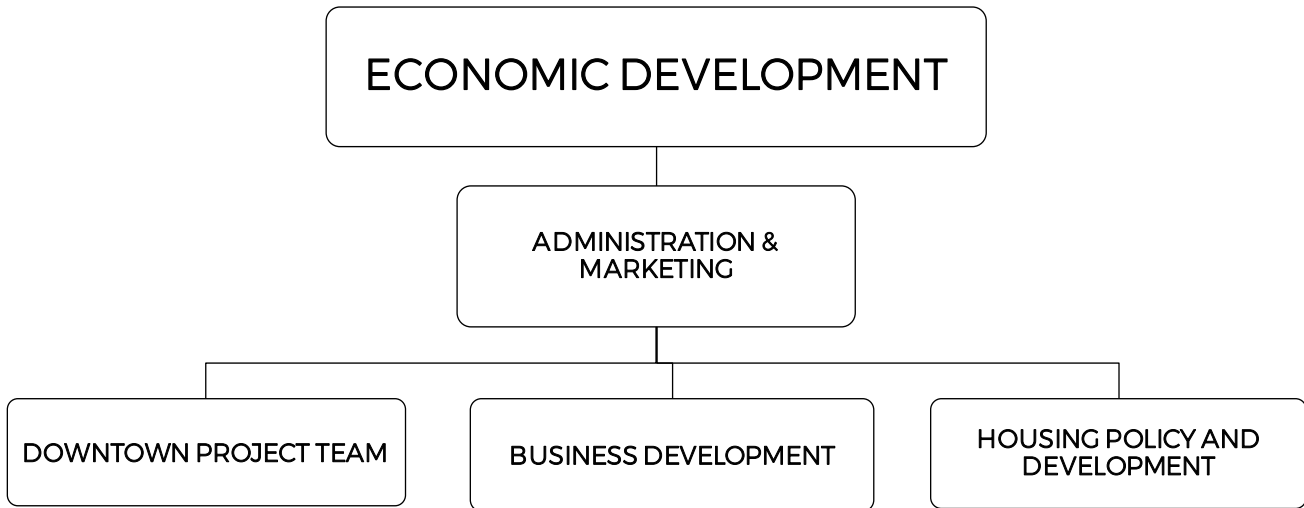
Administration & Marketing: Responsible for the overall administration of the department and delivering on City’s strategic objective of fostering a dynamic and diverse economy, including the oversight of the Downtown Westminster redevelopment, and supports the Department’s efforts to foster a dynamic and diverse economy through various promotional and communications efforts, including branding and place-based marketing.

Business Development: Manages all efforts to attract and retain business in the City, including primary employers, small businesses and retail establishments. Also responsible for South Westminster revitalization.

Housing Policy and Development: Guides policy related to the preservation and development of affordable housing in the city, including administration of the Community Development Block Grant (CDBG) program. Also, manages redevelopment of the Westminster Station area.

Adopted Budget by Category

	2017 Actual	2018 Amended	2018 Estimated	2019 Adopted	2020 Adopted
Personnel	\$0	\$1,186,840	\$1,149,364	\$1,362,317	\$1,389,338
Contractual	\$0	\$438,862	\$437,123	\$787,823	\$814,883
Commodities	\$0	\$19,917	\$19,000	\$16,000	\$16,000
Capital Outlay	\$0	\$0	\$0	\$1,500	\$0
TOTAL	\$0	\$1,645,619	\$1,605,487	\$2,167,640	\$2,220,221



Staffing (Full-Time Equivalent Employees)

	2018 Authorized	2019 Adopted	2020 Adopted
Economic Development	13.000	14.500	14.500
TOTAL	13.000	14.500	14.500

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

Administration

Overview:

- Leads Department strategic planning, citywide partnering, and implementation of organizational objectives.
- Develops, directs and maintains departmental budget preparation and overall financials.
- Oversees the functions of the Economic Development Department and provides administrative support for all division and sections.
- Provides timely and effective communications with City Council, citizens and staff.

2019 Objectives:

- Continue to support and promote the brand of Westminster Station to attract more development and awareness.
- Continue to support and promote the brand of Downtown Westminster to attract more development and awareness.
- Market the new brand identity for South Westminster in an effort to increase awareness and attract investment and development.
- Create industry profiles that expand on our core industries and highlight key businesses located in Westminster.
- Work with Business Development to develop an event focused around Westminister businesses that will highlight the business community and highlight the programs and services offered by the City and its partners.
- Continue to support the department and our efforts to promote Westminister as a place to do business via various internal and external communication channels and investments.
- Finalize construction on block B1C1/ Sherman Associates, Block 3/Solera Grid, Block A2/Alamo Draft House, Block A1/Origin Hotel, Block C2/Eaton Street Wrap, and Block B3/Sherman Associates in Downtown Westminister.

2020 Objectives:

- Continue to support and promote the brand of Westminister Station to attract more businesses, residents and visitors.
- Continue to support and promote the brand of Downtown Westminster to attract more businesses, residents and visitors.
- Continue to support and promote the brand of South Westminister in order to attract more development, businesses and visitors.
- Continue to support the department and our efforts to promote Westminister as a place to do business via various internal and external communication channels.
- Explore updates and expansions to the ED website, social media accounts, collateral and event support materials
- Host second annual Westminister business event/forum and increase attendance by 20%.
- Complete 1,000,000 square feet (sf) of development; Central Square; and a first phase of streetscapes in Downtown Westminister.

2017/2018 Achievements:

- Built brand identity for Downtown Westminster and Westminster Station.
- Marketed Westminster Station and Downtown Westminster via advertisements, collateral, and social media, signage, and collateral.
- Supported three ground breaking ceremony events in Downtown Westminster (Sherman, Eaton Street and Alamo/Origin).
- Worked with AOR, Inc. on branding initiative for South Westminster.
- Guided design and development of new Economic Development website, including writing all content, and oversaw daily maintenance and expansion of website, including news articles and new pages (e.g. Business Sustainability, Projects and Progress).
- Oversaw three photo shoot sessions of Westminster businesses for creation of new image repository (overall 12 Westminster businesses were featured).
- Combined the Real Estate newsletter and Business newsletter into one overall Economic Development monthly newsletter, including a new design.
- Created new look for 2018/2019 City Economic Profile.
- Assisted with sponsorship and marketing support for more than a dozen events, including partner driven events with Metro North Chamber, Westminster Chamber, Colorado Real Estate Journal, RailVolution, and Bisnow.
- Created new print and digital advertisement campaigns for BusinessDen and Colorado Real Estate Journal (a total of 12 different creative concepts).
- Implemented an Economic Development Twitter account.
- Maintained all Economic Development communication via internal and external channels (e.g. The Weekly, City Edition, Twitter, City Manager's weekly notes, ED website news and features).
- Developed promotional materials for external events, including booth graphics and logo giveaways.
- Created new marketing tools and templates in line with the new branding, including PPT template, Twitter header templates, tri-fold brochure templates, invitation template, flyer/one-sheet templates, and folders.
- Created messaging via PowerPoint presentation and speeches for various events and presentations, including the State of the City.
- Served on the oversight teams for Downtown Westminster and Westminster Station in a marketing capacity.
- Assisted the Community Development Department with content creation for the new City website.
- Wrote several applications for awards for Westminster Station, including Project of the Year from American Public Works Association.
- Served on the Communications Committee and Drive/Lead/Succeed Marketing committees for the Economic Development Council of Colorado.
- Assisted with the research and vetting of a new real estate search tool.
- Supported the Department with ongoing communications efforts, including media releases, partner communications and special projects (e.g. BDCIS, Amazon).

Business Development

Overview:

- Fosters a sustainable, balanced economy in the City of Westminster.
- Attracts and retains primary jobs, and works with businesses to assist them grow and prosper.
- Grows and maintains the City's retail community.
- Communicates with property owners, real estate brokers, developers and investors to assist in their development plans.
- Identifies and promotes development and redevelopment opportunities throughout the City.
- Administers and implements south Westminster Revitalization Program and initiatives.

2019 Objectives:

- Continue business recruitment efforts to further the City's economy with consideration to infrastructure constraints.
- Continue business retention efforts of local businesses to support the City's economy.
- Provide additional support and advocacy for the small business community to include training.
- Pursue more international commerce with the future foreign trade zone (FTZ) creation in Jefferson County.
- Increase efforts in innovation, in order to create an ecosystem where entrepreneurs can incubate until ready for start up.
- Increase efforts to support workforce development for the business community.
- Host US 36 Corridor real estate forum with Broomfield and Louisville.
- Continue to build and maintain relationships with partners and the business community.
- Hire a 1.0 FTE Management Analyst to provide support to essential core economic development activities.

2020 Objectives:

- Continue business recruitment efforts to further the City's economy with consideration to infrastructure constraints.
- Continue business retention efforts of local businesses to support the City's economy.
- Provide additional support and advocacy for the small business community.
- Pursue more international commerce with the future foreign trade zone in Jefferson County.
- Increase efforts in innovation to support entrepreneurs.
- Increase efforts to support workforce communication for the businesses.
- Conduct second business survey and benchmark improvements.

2017/2018 Achievements:

- Experienced reduced retail vacancy rates from 2016 of 7.91% down to 6.4% (source: Economic Profile).
- Maintained office vacancy rates from 2016 of 8% across the City.
- Experienced over 13 new business recruitments and expansions in 2017/2018, creating over 2,400 new jobs (see below for list of businesses).
- Conducted over 300 retention visits to small and large businesses.
- Created new relationships with over 149 real estate professionals and brokers.
- Provided services to over 150 prospective, primary businesses.
- Provided advocacy and technical assistance to over 150 small businesses.
- Created the Innovation Fund to support entrepreneurs and incubate innovation within the City.
- Received designation for the Westminster Station area, Historic Westminster, and Downtown for the newly created Opportunity Zones.
- Updated the industry base analysis.
- Conducted the first business survey, received over 300 responses. Results will be used to help direct future programs and messaging.
- Re-established the Legacy Awards, provides recognition to long-standing, small businesses who have been in operation in Westminster for at least 25 years.
- Hosted Imagine Westminster, a three-day, community led festival that promoted the arts, safety, and revitalization.
- Hosted numerous community meetings in Historic Westminster to discuss projects, concerns, and provided updates to various City projects.
- Supported and advocated FTZ application through Jefferson County EDC.
- Drafted and managed MOUs with the Metro North Chamber of Commerce, Small Business Development Center, and Westminster Chamber of Commerce. Helps to provided unified voice to the business community.
- Established new real estate database that provides more accurate information.
- Sponsored and organized Adams County Site Selection tours.
- Awarded 30 small businesses over \$100,000 in capital improvement grants, leveraging over \$3 million in private investment and supporting over 300 jobs.
- Awarded over 20 small business scholarships.
- Implemented economic development strategies that contributes to the City's vision.

Performance Snapshot... New business development in 2017 and 2018 includes:

- | | |
|---|--|
| ◇ Epsilon, 90,000 sf, 500 jobs | ◇ Old Spaghetti Factory, 14,000 sf, 100 jobs |
| ◇ Swisslog, 30,000 sf, 170 jobs | ◇ Tenere, 131,000 sf, 200 jobs |
| ◇ Staples, 50,000 sf, 250 jobs | ◇ Ball Aerospace (AMC), 261,400 sf, 362 jobs |
| ◇ AVI-SPL, 17,000 sf, 50 jobs | ◇ Maxar, 20,000 sf, 120 jobs |
| ◇ Polycom, 60,000 sf, 170 jobs | ◇ Ball Aerospace, 60,000 sf, 180 jobs |
| ◇ Coalfire, 11,000 sf, 50 jobs | ◇ Deck Nine, 17,000 sf, 35 jobs |
| ◇ Trimble phase 1, 125,000 sf, 247 jobs | |

Housing Policy and Development

Overview:

- Positions Westminster as a regional leader in providing affordable/workforce housing through policy development and strategic plan implementation.
- Identifies and promotes development and redevelopment opportunities for affordable housing throughout the City.
- Administers the Community Development Block Grant Program (CDBG) and Westminster Housing Authority, including community outreach activities and compliance monitoring.
- Works with property owners, real estate brokers, developers, and investors to assist in the creation of new housing units and the preservation of existing affordable housing.

2019 Objectives:

- Evaluate financial tools for the development and preservation of affordable housing stock.
- Expand partnerships across the region to address housing issues.
- Continue to provide project management for development services.
- Develop a program for local landlords to fund repairs and upgrades for existing affordable housing.
- Support at least one Community Land Trust (CLT) project.
- Conduct a strong public outreach effort surrounding the 2020-2024 CDBG Consolidated Plan.
- Complete marketing and website development.
- Work cross-departmentally on Comprehensive Plan and Design Standards updates.
- Increase focus on “missing middle” housing strategies.
- Support equity in public infrastructure planning.
- Increase the part-time Housing & Redevelopment Specialist to full-time by adding 0.5 FTE to support community outreach and engagement, and federal grant compliance requirements.

2020 Objectives:

- Create an advocacy framework within the role of regional partnerships.
- Explore opportunities with affordable housing developers at a national level.
- Continue to update marketing and website information to serve both residents and developer needs related to affordable housing.
- Expand opportunities for a comprehensive community outreach strategy.
- Update housing demographic information to guide next phase of strategic plan implementation.

2017/2018 Achievements:

- Conducted Housing Needs Assessment and associated community survey and outreach efforts.
- Convened Affordable Housing Task Force with industry professionals.
- Created the Affordable and Workforce Housing Strategic Plan.
- Organized workshop for 26 affordable housing developers and designers to participate and advise on updates to the City’s design standards.
- Hired full-time Housing Coordinator position (February 2018)
- Renewed Intergovernmental Agreement for the federal HOME Consortium with Adams County and Thornton.
- Facilitated community outreach meetings for CDBG-funded Bradburn Street Lighting Project and installed new streetlamps in two phases in Harris Park neighborhood.
- Conducted community meetings for CDBG Annual Action Plans each year.
- Sponsored and presented at two Housing Colorado events focused on affordable housing development.
- Organized and presented panel on affordable housing at Economic Development Council of Colorado 2017 annual conference.
- Recognized and profiled in Novogradac’s Journal of Tax Credits (industry publication) for efforts in the development of affordable housing with Low Income Housing Tax Credits (LIHTC).
- Recruited Urban Land Conservancy to initiate development of a Community Land Trust model approach for the development of long-term affordable for-sale housing
- Sponsored three Homebuyer Education courses in connection with Community Resources and Housing Development Corporation.
- Coordinated with Unison Housing Partners to host a landlord forum to develop preservation strategies.
- Created “Affordable Housing 101” course for City staff training.
- Developed website presence and resources specific to affordable housing needs, including a GIS-based interactive map tool to facilitate housing searches.

Performance Snapshot...

Area Median Income (AMI) is a key factor in affordable housing development. Listed below are the new affordable housing developments in 2017 and 2018 that include:

◇ Alto Apartments	70 units at 30-60% AMI—completed 2018
◇ Hidden Lake Homes	72 units at 30-60% AMI—completed 2017
◇ Vistas at Panorama Pointe	69 units at 30-60% AMI—completed 2018
◇ Eaton Street	118 units at 30-60% AMI—under construction
◇ The Ascent	26 units at 80% AMI— under construction
◇ Downtown B-3 Block	23 units at 80% AMI—in planning
◇ Holly Park	up to 55 units for sale at 80-120% AMI—contract pending
◇ Legends at Church Ranch	200 units at 30-60% AMI—contract pending
◇ St. Mark’s Village	216 units at 30-60% AMI—contract pending
◇ Bradburn Village	25 units for-sale affordable—in discussion
◇ 7225 Bradburn	4 units for-sale at 80-120% AMI—in planning
◇ 73rd & Lowell	To be determined—in planning

FINANCE

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

OVERVIEW:

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

Accounting: Administers the centralized processing, recording, and reporting of all the City's financial transactions through the financial management system and payroll, accounts payable, accounts receivable and fixed asset subsidiary systems. It also manages all audit functions, and supplemental budget administration.

Sales Tax: Administers all provisions of the Westminster Municipal Code pertaining to sales and use, admissions, and accommodations taxes, and franchise fees; conducts audits of businesses; processes tax receipts; and handles taxpayer inquiries. The Division also accounts for special districts, including preparation of all such budgets.

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

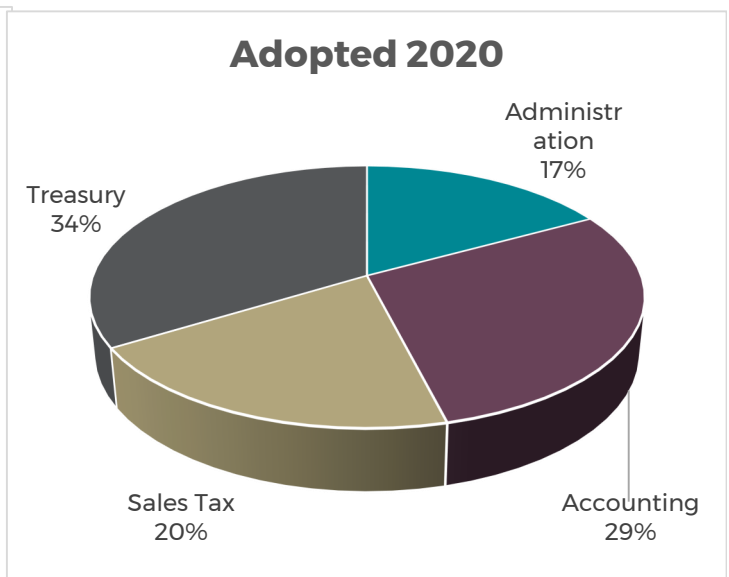
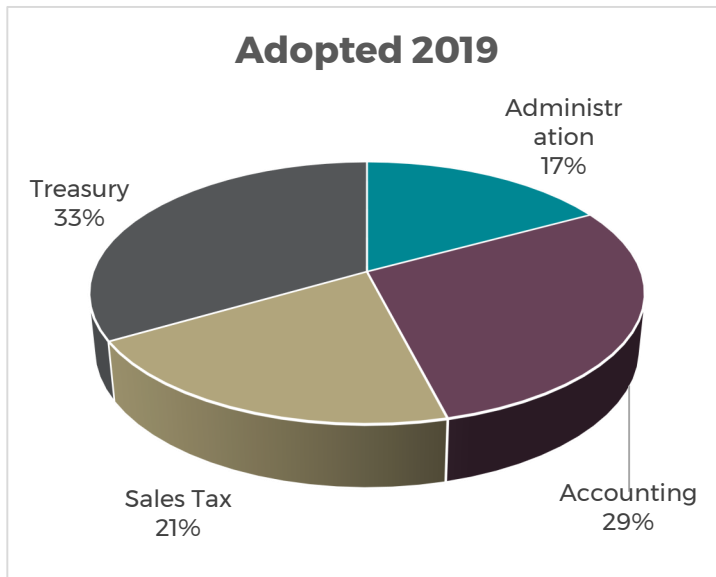
Adopted Budget by Category

	2017	2018	2018	2019	2020
	Actual	Amended	Estimated	Adopted	Adopted
Personnel	\$2,555,436	\$2,689,445	\$2,683,426	\$2,921,160	\$2,928,279
Contractual	\$640,916	\$718,008	\$700,747	\$729,049	\$771,824
Commodities	\$26,282	\$46,148	\$47,697	\$49,022	\$50,125
Capital Outlay	\$11,802	\$5,751	\$3,696	\$6,649	\$15,883
TOTAL	\$3,234,436	\$3,459,352	\$3,435,566	\$3,705,880	\$3,766,111

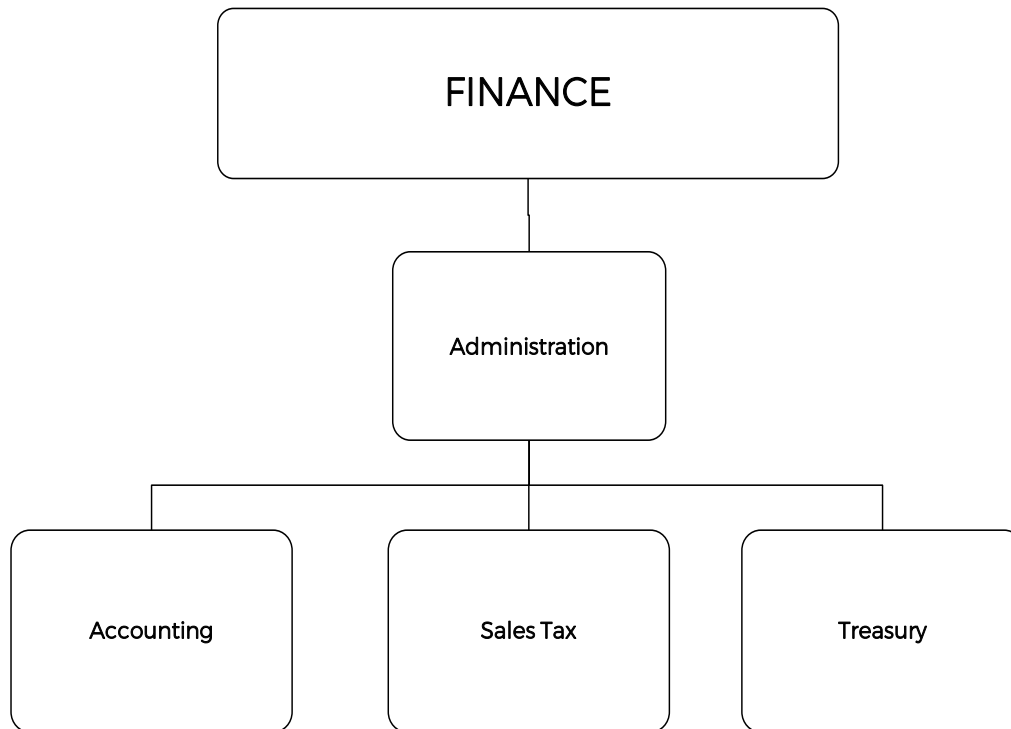
Adopted Budget by Division

	2017	2018	2018	2019	2020
	Actual	Amended	Estimated	Adopted	Adopted
Administration	\$583,614	\$607,134	\$584,542	\$631,976	\$642,362
Accounting	\$919,077	\$979,983	\$979,369	\$1,073,005	\$1,091,318
Sales Tax	\$666,945	\$723,116	\$722,316	\$763,932	\$762,932
Treasury	\$1,064,800	\$1,149,119	\$1,149,339	\$1,236,967	\$1,269,499
TOTAL	\$3,234,436	\$3,459,352	\$3,435,566	\$3,705,880	\$3,766,111

Total Budget by Division



Quick Fact: Retirement staff oversaw the conversion process for sworn Police employees choosing to move to the Fire and Police Pension Plan (FPPA) affiliated plan on October 2, 2017.



Staffing (Full-Time Equivalent Employees)

	2018	2019	2020
	Authorized	Adopted	Adopted
Administration	5.500	5.500	5.500
Accounting	11.000	11.500	11.500
Sales Tax	9.500	9.500	9.500
Treasury	9.000	10.000	10.000
TOTAL	35.000	36.500	36.500

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

Administration

Overview:

- Assists in the development of the City’s strategic financial goals and provides citywide financial management.
- Oversees the functions of the Finance Department and provides administrative support for all divisions.
- Manages and administers the City's defined contribution retirement plans.
- Assists staff with request for proposal and invitation to bid documents, including managing the City's electronic bid platform.
- Monitors/audits purchases for compliance with competitive purchasing policies and City Council approval.
- Handles inquires from vendors in regards to conducting business with the City.
- Handles disposal of City surplus through trade, sale, public auction, or donation.
- Assists in the acquisition of vehicles and heavy equipment purchased by the City.
- Monitors grant and contract compliance.

2019 Objectives:

- Hire a Third Party Administrator for the Retirement Medical Savings Account.
- Work with City Manager’s Office, and the City Attorney's office to provide a citywide training related to the update in the City’s purchasing code.
- Implement new software application to manage the work flow process of procurement and contract documents.
- Implement an updated grant policy to address changes made to the City and Federal government’s procurement policies.

2020 Objectives:

- Explore options for retirement income.
- Effectively and efficiently dispose of City surplus at public auction.
- Continue providing oversight and training on adherence to the City’s Grant and Federal Award Administration Policy.
- Update the City’s contract and grant policies as necessary to ensure compliance with all Federal and granting agency rules and regulations.

Adopted Budget by Category

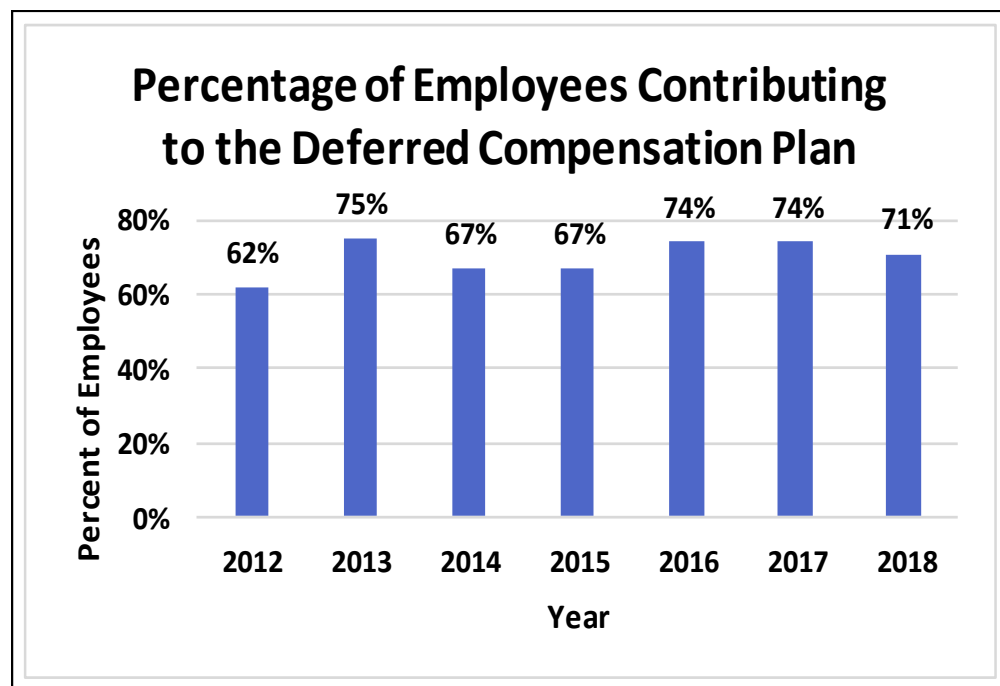
	2017	2018	2018	2019	2020
	Actual	Amended	Estimated	Adopted	Adopted
Personnel	\$554,238	\$565,066	\$544,266	\$584,930	\$580,231
Contractual	\$20,122	\$26,780	\$24,720	\$29,911	\$44,963
Commodities	\$7,361	\$11,768	\$12,360	\$13,485	\$13,485
Capital Outlay	\$1,893	\$3,520	\$3,196	\$3,650	\$3,683
TOTAL	\$583,614	\$607,134	\$584,542	\$631,976	\$642,362

2017/2018 Achievements:

- Continued implementation of the results of the 15-year vehicle replacement program.
- Transferred successfully the Police Pension Plan to the Fire and Police Pension Association of Colorado.
- Conducted Request for Proposal for record keeping services for the 401(a) and 457(b) plans.
- Provided oversight on the adherence to the City's Grant and Federal Award Administration Policy for 21 grants totaling more than \$2.9 million in 2017 and 22 grants totaling more than \$3.4 million as of August 1, 2018.
- Worked with the City Attorney's Office to implement a Title VI Plan to ensure the City remains in compliance with requirements under Title VI of the Civil Rights Act of 1964, 42 U.S.C § 2000d and related statutes.

Performance Snapshot...

Employee participation in the City's deferred compensation plan is slightly below the national average. In 2017, 74% of benefited employees voluntarily participated in the City's deferred compensation plan. Plan sponsor's annual study reported the national average participation rate for a defined contribution plan was 77% in 2017 compared to 40% in 2015. The national average has dramatically increased over the last few years due to many defined contribution plans automatically enrolling new employees. The auto enrollment feature was implemented in the City's deferred compensation plan mid-year in 2017.



Accounting

Overview:

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

2019 Objectives:

- Receive unmodified audit opinion from the City’s independent audit firm on its Comprehensive Annual Financial Report.
- Implement new governmental accounting standards for Postemployment Benefits Other Than Pensions.
- Deliver end user trainings on financial management system, accounting policies, and functional processes.
- Develop concept for operations manual.
- Implement pay provisions of new Fire Collective Bargaining Agreement.
- Conduct LEAN process improvement for Accounts Payable function.
- Improve the process for adding costs to fixed asset accounting records.
- Perform an analysis of the City’s collection procedures.
- Update and automate elements of the monthly revenue report.
- Develop and implement employee payroll self-service enhancements.
- Increase a 0.5 FTE Accountant to a 1.0 FTE assist with workload.

2020 Objectives:

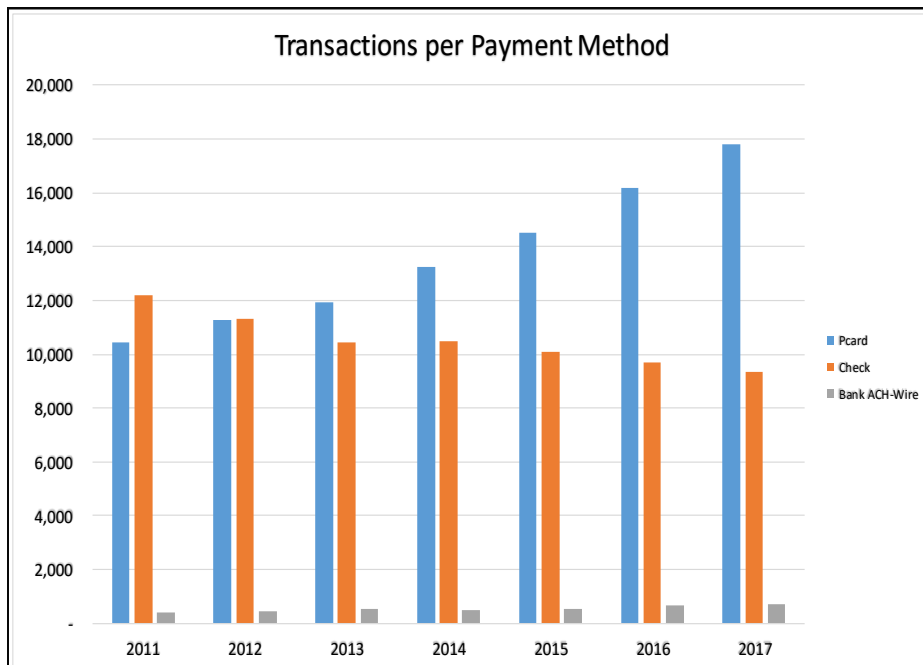
- Receive unmodified audit opinion from the City’s independent audit firm on its Comprehensive Annual Financial Report.
- Implement new governmental accounting standards for leases.
- Deliver end user trainings on financial management system, accounting policies, functional processes and procedures.
- Develop Accounting Division operations manual.
- Develop citywide collections policy and procedures.
- Evaluate expanding application of Automated Clearing House vendor payments.
- Solicit request for proposal and select new auditing services firm for the annual financial audit.
- Develop Accounts Payable Administrative Memorandum.

Adopted Budget by Category

	2017	2018	2018	2019	2020
	Actual	Amended	Estimated	Adopted	Adopted
Personnel	\$757,334	\$802,995	\$816,776	\$892,688	\$892,988
Contractual	\$158,388	\$174,154	\$160,533	\$176,258	\$185,070
Commodities	\$2,060	\$2,060	\$2,060	\$2,060	\$2,060
Capital Outlay	\$1,296	\$774	\$0	\$1,999	\$11,200
TOTAL	\$919,077	\$979,983	\$979,369	\$1,073,005	\$1,091,318

2017/2018 Achievements:

- Received clean financial audit opinions, meaning that there were no significant findings with the City's financials.
- Received Government Finance Officers Association (GFOA) achievement awards for excellence in financial reporting for 34th consecutive year in 2018.
- Applied new accounting standards for fair value measurements and tax abatements.
- Administered division's comprehensive document retention plan.
- Fulfilled significant financial data requests for sustainability and utility rate studies.
- Planned and tested major financial system and third party software upgrades.
- Implemented payroll provisions of the new Fire FLSA cycle and Police pension plan.
- Developed provisional pay process per the Fire Collective Bargaining Agreement..
- Automated budget revisions, W2s, and W4s, and implemented new fixed asset financial system application and accounting processes.
- Assisted with the TRAKiT and Club Profit point of sale system implementations.
- Established accounting for newly formed Economic Development and Human Resources Departments, and reorganizations of Parks, Recreation and Libraries, General Services, and City Manager's Office.
- Developed lead sheet report that identifies general ledger accounts with Comprehensive Annual Financial Report financial statement line items.
- Obtained updated OPEB valuation for the Retiree Health Program benefit.
- Evaluated and recommended updates to the monthly financial report.
- Implemented revised travel, business meals and mileage reimbursement policies.
- Delivered end user trainings on financial management system, accounting policies, and functional processes.
- Accounted for the conversion to a new ambulance billing service provider.
- Recruited and cross trained new accountants and accounting technicians.
- Continued critical functions documentation and cross training efforts.


Performance Snapshot...

Purchasing card (P-card) payments have increased an average of 9% each year. The City receives a rebate for the use of P-cards, so it is the preferred method of payment. For 2017, the City's rebate was \$82,000.

Sales Tax

Overview:

- Processes all City sales, use, admissions, and accommodations taxes.
- Performs routine audits of businesses in the City and enforces collection of City taxes.
- Provides taxpayer education to maximize compliance with the City's tax laws.
- Administers economic development agreements.
- Provides accounting, budgeting, and oversight services for all special districts.

2019 Objectives:

- Meet 2019 Audit/Enforcement Budget.
- Recruit, hire, and train new Accounting Specialist.
- Maintain sales/use tax delinquency rate below 2%.
- Continue to increase utilization of electronic filing by taxpayers.
- Continue to utilize technology to improve and streamline internal processes.
- Continue accounting responsibilities for North Metro Task Force and receive unmodified opinion for financial report.
- Provide accounting support to Downtown Westminster and Westminster Station as these new areas are developed.
- Continue enhancing FAST Filing application with design of Phase II.
- Monitor progress of Legislative Sales Tax Simplification Task Force and assess potential for participation in centralized sales tax filing system.

2020 Objectives:

- Meet the 2020 Audit/Enforcement Budget.
- Maintain sales/use tax delinquency rate below 2%.
- Continue to increase utilization of electronic filing by taxpayers.
- Continue to utilize technology to improve and streamline internal processes.
- Receive unmodified opinion North Metro Task Force financial report.

Adopted Budget by Category

	2017 Actual	2018 Amended	2018 Estimated	2019 Adopted	2020 Adopted
Personnel	\$650,671	\$703,946	\$703,646	\$740,757	\$740,757
Contractual	\$13,134	\$19,170	\$18,670	\$23,175	\$22,175
Commodities	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$3,139	\$0	\$0	\$0	\$0
TOTAL	\$666,945	\$723,116	\$722,316	\$763,932	\$762,932

2017/2018 Achievements:

- Collected over \$2.4 million in audit and enforcement revenue in 2017.
- Maintained low sales/use tax delinquency rated in both 2017 and 2018.
- Completed and launched redesign of new FAST Filing system, including transitioning of payment processing to third party processor.
- Continued to standardize administration and tracking of economic development agreements.
- Received unmodified opinion for 2016 and 2017 North Metro Task Force financial reports.
- Adopted uniform sales and use tax definitions as directed by the Colorado Senate Joint Resolution 14-038.
- Provided accounting and tax related support related to the Downtown Westminster and Westminster Station projects as redevelopment proceeded.

Performance Snapshot...

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



Treasury

Overview:

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

2019 Objectives:

- Provide financial and analytical support related to Downtown Westminster and Westminster Station Transit-Oriented Development projects.
- Provide ongoing administrative support for the City's purchasing card program.
- Present Westminster Economic Development Authority revenue forecasts to the City Manager's Office.
- Complete conversion for a new utility billing and cashiering system.
- Provide ongoing support to the Public Works and Utilities Department for the anticipated issuance of debt.
- Hired a 1.0 FTE Revenue Services Representative to assist with workload.

2020 Objectives:

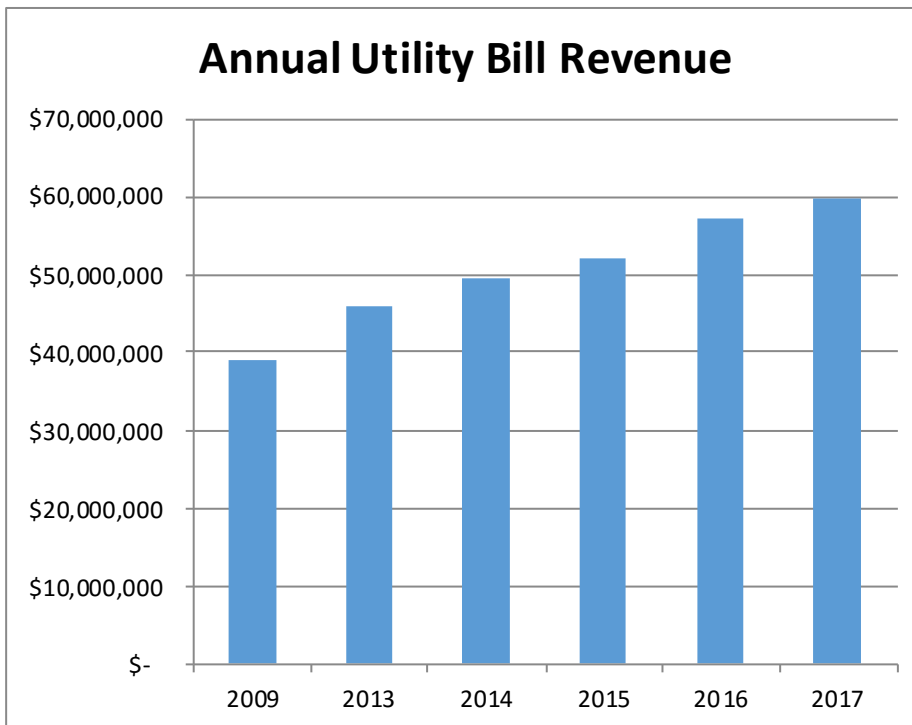
- Continue to provide financial and analytical support related to Downtown Westminster and Westminster Station Transit - Oriented Development projects.
- Continue to provide ongoing administrative support for the City's purchasing card program.
- Continue to provide Westminster Economic Development Authority revenue forecasts to the City Manager's Office.
- Provide ongoing support for the anticipated issuance of debt.
- Issue Requests for Proposals for financial contracts expiring in 2020.

Adopted Budget by Category

	2017	2018	2018	2019	2020
	Actual	Amended	Estimated	Adopted	Adopted
Personnel	\$593,193	\$617,438	\$618,738	\$702,785	\$714,303
Contractual	\$449,272	\$497,904	\$496,824	\$499,705	\$519,616
Commodities	\$16,861	\$32,320	\$33,277	\$33,477	\$34,580
Capital Outlay	\$5,474	\$1,457	\$500	\$1,000	\$1,000
TOTAL	\$1,064,800	\$1,149,119	\$1,149,339	\$1,236,967	\$1,269,499

2017/2018 Achievements:

- Entered into lease-purchase agreement with UMB Banc Leasing Corp in February 2017 in the amount of \$492,064 in the Golf Course Funds for the purchase of replacement golf carts.
- Released a new Request for Proposals for the printing and mailing services provided to Utility Billing.
- Completed Continuing Disclosure Report related to the City's bond compliance requirements.
- Filled vacancies and cross-trained Financial Analysts, Revenue Services Supervisor, Applications Specialist, and Revenue Services Representative positions.
- Implemented remote check deposit for Building and City Hall Cashier.
- Transferred all 2016 and 2017 requisitions for active debt issues into Laserfiche.
- Worked with Public Works and Utilities Department to review and recommend revisions to the Westminster Municipal code related to water and sewer.


Performance Snapshot...

This table shows the total dollar volume of transactions collected by Utility Billing over the past five years. In 2017, with approximately 33,000 utility accounts, Utility Billing processed approximately 420,500 utility bills and collected \$59,791,474 in revenue.



WESTMINSTER

FIRE

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

OVERVIEW:

- Operates six fire stations located throughout the City to quickly respond to fires, emergency medical calls, and other 911 calls for service.
- Staffs five fire engines, two ladder trucks, five advanced life support ambulances, and specialty apparatus as needed.
- Supports special teams within the Department and regional teams to respond to wildland and technical rescue/recovery events that require highly specialized training.
- Prepares for and responds to large scale emergencies in the City and region.
- Operates a full-service fire prevention bureau including plan review, fire code enforcement, business inspections, fire investigations, juvenile fire setter intervention, and fire and life safety public education.
- Supports community events such as car seat safety checks and citizen academies.

2019 Objectives:

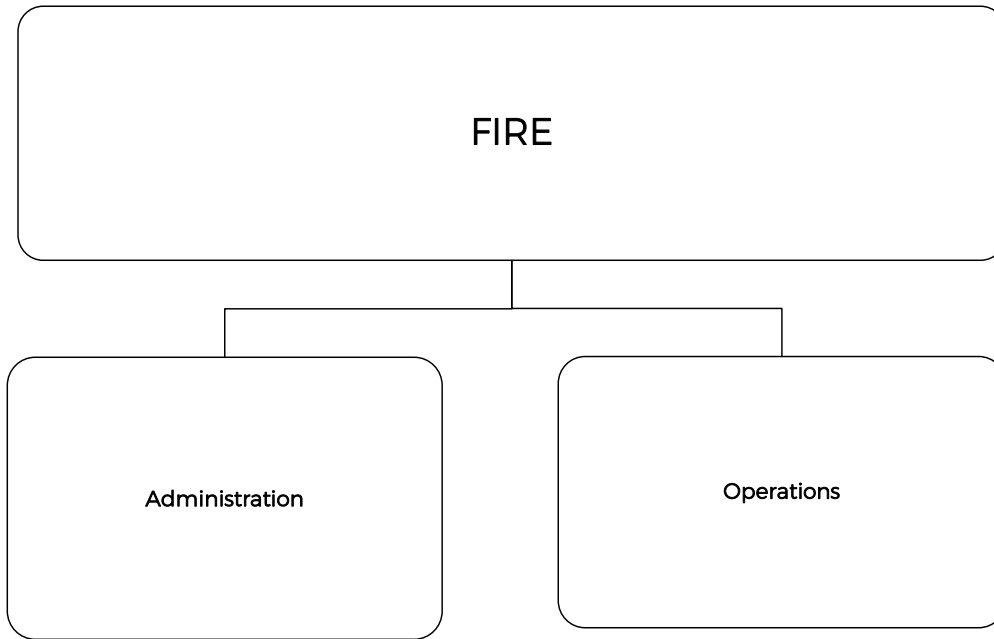
- Implement the Collective Bargaining Agreement (CBA) and establish the Labor Relations Committee.
- Identify replacement Records Management system.
- Achieve accreditation status with Commission on Fire Accreditation (CFAI).
- Install and implement CAD to CAD.
- Complete space studies and develop strategy to address solutions.

2020 Objectives:

- Implement new Records Management System (RMS)
- Negotiate new CBA for 2021/2022.
- Execute a new Self Contained Breathing Apparatus (SCBA) purchase.
- Certify all paramedics in Pediatric Advanced Life Support (PALS).
- Complete scheduled multiple vehicle replacements including fire engine, ambulance, and staff vehicles..

Adopted Budget by Category

	2017	2018	2018	2019	2020
	Actual	Amended	Estimated	Adopted	Adopted
Personnel	\$12,922,412	\$12,926,093	\$13,161,791	\$13,811,664	\$13,781,204
Contractual	\$1,516,249	\$1,550,281	\$1,076,603	\$1,724,732	\$1,869,999
Commodities	\$206,931	\$218,039	\$218,039	\$244,449	\$256,969
Capital Outlay	\$150,062	\$103,627	\$88,720	\$189,548	\$178,214
TOTAL	\$14,795,653	\$14,798,040	\$14,545,153	\$15,970,393	\$16,086,386



Staffing (Full-Time Equivalent Employees)

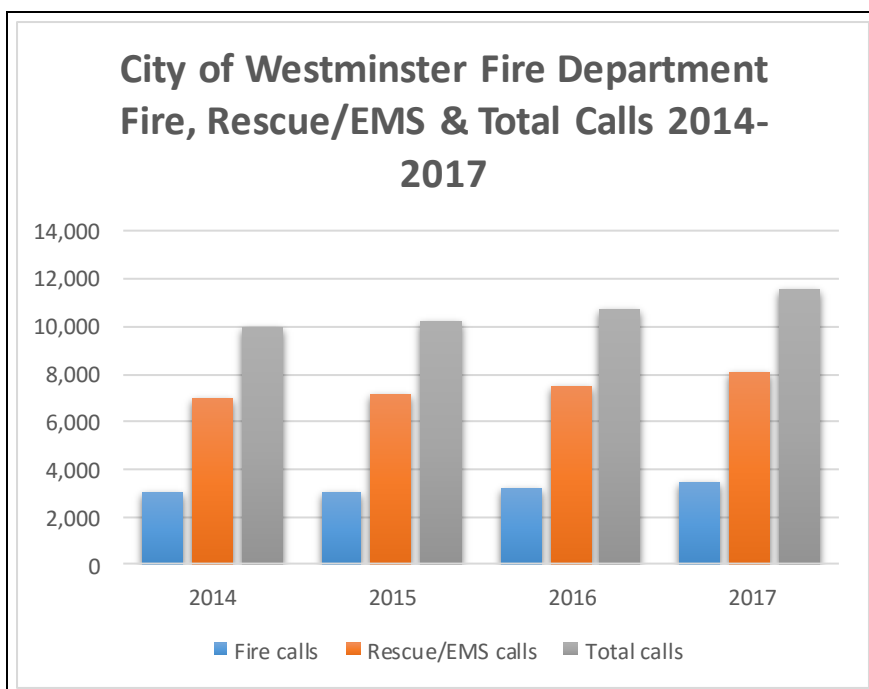
	2018	2019	2020
	Authorized	Adopted	Adopted
Fire Department	143.000	143.000	143.000
TOTAL	143.000	143.000	143.000



Quick Fact: The Fire Department responded to 1,730 vehicle accidents in 2017. These calls accounted for 15% of the total volume of call responses in 2017. On a positive note, vehicle accident responses actually decreased by 5% from 2014.

2017/2018 Achievements:

- Received federal Staffing for Adequate Fire & Emergency Response (SAFER) grant that allowed for new three new Firefighters in 2017.
- Implemented a Safety and Medical Officer (SAM) on all three shifts.
- Received approval for an ordinance that authorized collective bargaining for firefighters and negotiated the City's first collective bargaining agreement (CBA) using interest based bargaining that resulted in a two year contract that begins January 7, 2019.
- Achieved Class I status with the Insurance Services Organization (ISO), the highest rating possible, effectively lowering property insurance rates across the City.
- Worked with regional fire jurisdictions to obtain a UASI/NCR grant that will help fund a regionalized computer aided dispatch (CAD to CAD) operation greatly enhancing response times and automatic aid.
- Signed formal automatic aid agreements with the City of Thornton Fire Department, Arvada Fire Protection District, and Adams County Fire Protection District.
- Transitioned the firefighter's work schedule to a 48/96 work schedule.
- Joined the state-wide Firefighter Cancer Trust.
- Received Hazard Mitigation Grant for the creation of a hazard mitigation plan.
- Completed an All-Hazard Risk Assessment.
- Completed both a Citizen's Fire Academy and a Mature Adult Academy as part of the public outreach effort in both 2017 and 2018.
- Implemented a number of safety initiatives such as completing the issuing of two sets of bunker gear for firefighters, installing power loads in all the medic units, revamped the Safety Committee as part of the CBA, and purchased two Lucas CPR machines.
- Achieved over 3,300 friends and over 500,000 reaches through social media due to Emergency Management public outreach efforts.
- Enhanced the Peer Support Team efforts to foster emotional health and resiliency.
- Collaborated with Human Resources to foster inclusivity in recruitment processes. This resulted in hiring additional female, minority and military veterans.


Performance Snapshot...

The Fire Department continued to see increases in emergency calls from 9,968 calls in 2014 to 11,559 calls in 2017.



WESTMINSTER

GENERAL SERVICES

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

OVERVIEW:

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

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

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

Fleet Maintenance: Manages and maintains the City’s fleet of approximately 600 vehicles and pieces of equipment. The Division conducts vehicle and equipment maintenance and repairs, ensuring a proactive preventive maintenance program. Vehicle and equipment utilization, fuel management, acquisitions, and disposals are all managed or coordinated by the Division. Please refer to “Miscellaneous Funds” tab for Fleet Maintenance information.

Adopted Budget by Category

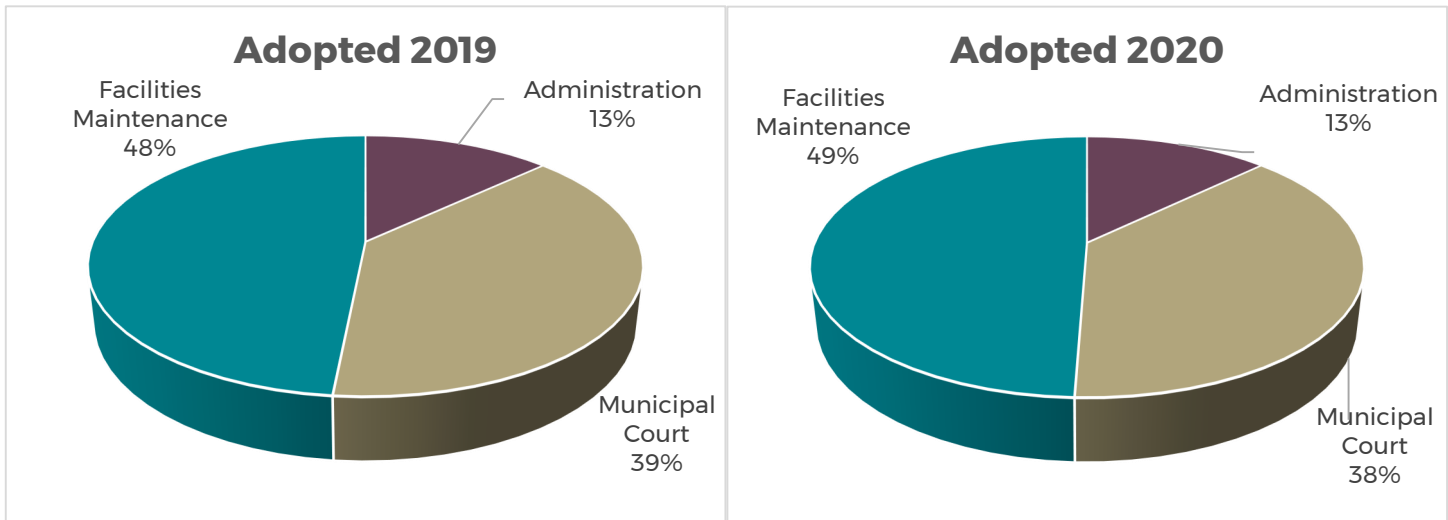
	2017	2018	2018	2019	2020
	Actual	Amended	Estimated	Adopted	Adopted
Personnel	\$4,308,161	\$2,913,228	\$2,812,317	\$3,088,014	\$3,168,368
Contractual	\$1,838,714	\$1,739,689	\$1,754,714	\$1,843,467	\$1,907,055
Commodities	\$331,167	\$292,951	\$296,515	\$280,864	\$288,350
Capital Outlay	\$7,850	\$10,133	\$8,000	\$325	\$325
TOTAL	\$6,485,892	\$4,956,001	\$4,871,546	\$5,212,670	\$5,364,098

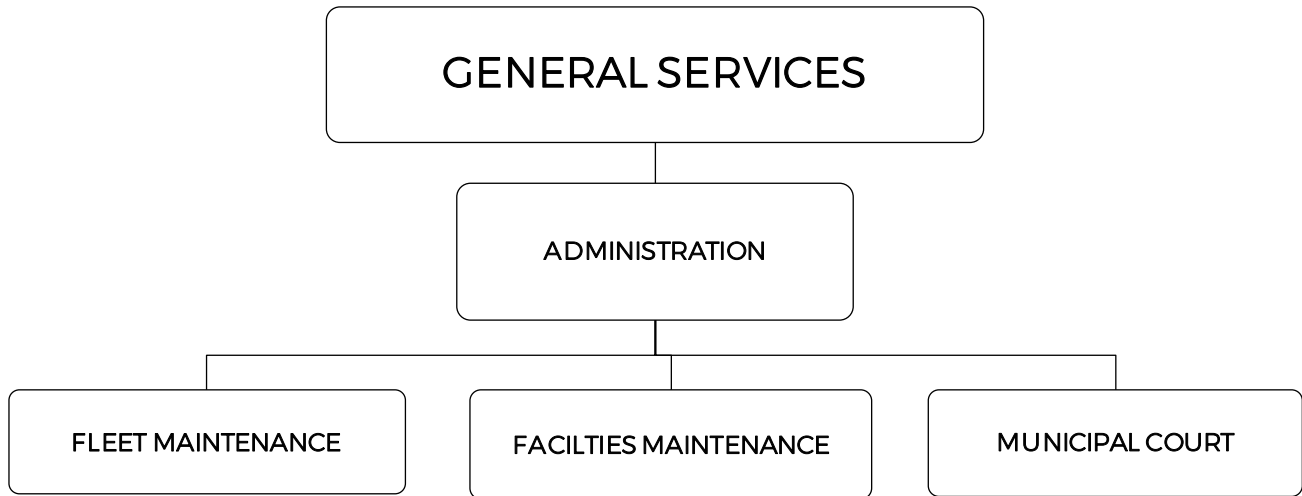
Adopted Budget by Division

	2017 Actual	2018 Amended	2018 Estimated	2019 Adopted	2020 Adopted
Administration	\$547,904	\$726,687	\$670,766	\$681,213	\$687,912
Human Resources	\$2,022,323	\$0	\$0	\$0	\$0
Municipal Court	\$1,912,382	\$1,921,256	\$1,920,945	\$2,006,759	\$2,025,876
Facilities Maintenance	\$2,003,283	\$2,308,058	\$2,279,835	\$2,524,698	\$2,650,310
TOTAL	\$6,485,892	\$4,956,001	\$4,871,546	\$5,212,670	\$5,364,098

In 2017, the Human Resources Division became a separate department

Total Budget by Division





Staffing (Full-Time Equivalent Employees)

	2018	2019	2020
	Authorized	Adopted	Adopted
Administration	7.616	7.616	7.616
Facilities Maintenance	13.000	14.000	15.000
Fleet Maintenance	10.000	10.000	10.000
Municipal Court	20.800	20.800	20.800
TOTAL	51.416	52.416	53.416

NOTE: Staffing totals include positions budgeted within the Fleet Maintenance and General Capital Improvement Funds.

Administration

Overview:

- Oversees General Services Administration, Facilities Maintenance, Fleet Maintenance, and the Municipal Court.
- Manages the City’s environmental compliance program.
- Houses the City Print Shop, Messenger and Operator functions.
- Leads Department strategic planning, citywide partnering, and implementation of organizational objectives.
- Oversees the Department’s legislative efforts.
- Directs and manages Department’s budget.
- Coordinates performance measurements of Department operations to ensure long-range planning and efficiency improvements.
- Leads continuous improvement efforts within the General Services Department.
- Partners with other Departments to improve citywide efforts at greater efficiency and improved internal and external service.

2019 Objectives:

- Enhance current environmental compliance program through the development of an Environmental Management System, increased training, and collaboration with other external agencies.
- Initiate at least two continuous improvement projects within each area of General Services: Administration, Court, Fleet, and Facilities.
- Develop key metrics to gauge performance in each Division.
- Improve Department’s efforts at data-driven decision making.

2020 Objectives:

- Continue to enhance the City’s environmental compliance program.
- Reevaluate key metrics to determine effectiveness and readjust if necessary.
- Continue to support organization initiatives.

Adopted Budget by Category

	2017	2018	2018	2019	2020
	Actual	Amended	Estimated	Adopted	Adopted
Personnel	\$486,689	\$633,011	\$577,090	\$606,030	\$607,030
Contractual	\$40,311	\$56,889	\$56,889	\$52,396	\$58,095
Commodities	\$20,720	\$34,654	\$36,787	\$22,787	\$22,787
Capital Outlay	\$184	\$2,133	\$0	\$0	\$0
TOTAL	\$547,904	\$726,687	\$670,766	\$681,213	\$687,912

2017/2018 Achievements:

- Reorganized department in 2017 with creation of new Human Resources Department, establishing Administration, Municipal Court, Facilities and Fleet Division as General Services' core focus areas.
- Welcomed a new General Services Director, Executive Assistant, and Environmental Analyst to the General Services Administration team.
- Worked to re-establish the General Services Administration team and welcome new members as part of the General Services/Human Resources reorganization.
- Trained numerous substitutes to provide consistent coverage for the Operator and Messenger functions that provide crucial internal and external customer service.
- Partnered with the Communication and Outreach Division of the City's Manager's Office to provide feedback on the City website based on calls received by the Operators.
- Established and led the Continuous Improvement Team, a citywide team focused on innovation and process improvement.
- Implemented cost saving strategies for the Messenger function.
- Implemented ways to measure Operator call volume based on recommendations from staff.
- The Print Shop completed 48,000 full colored items in 2017, a drastic increase from 2014 when no full color work was produced internally.
- Partnered with the Chief Sustainability Officer and the Stormwater program to support the City's commitment to environmental compliance and stewardship.

Performance Snapshot...

The Administration Division of General Services provides a number of critical internal and external services.

- *The City's main external telephone extension is staffed during business hours to quickly route calls from residents and businesses to the right department/individual and provide immediate answers to inquiries.*
- *The Print Shop provides internal citywide printing services for small posters, brochures, mailings and business cards.*
- *The Messenger provides mail and supplies delivery to over 20 facilities.*

Average daily call volume to Operator	200
Percentage of work requests completed in-house by Print Shop	99%
Miles saved per year as a result of route changes by the Messenger in 2018	1000

Municipal Court

Overview:

- Adjudicates adult and juvenile cases of ordinance, domestic violence, traffic, and parking violations.
- Assesses on a case by case basis the need for rehabilitative and punitive sentencing components.
- Provides sentences that may include treatment, therapy, community service hours, restitution, work release, or jail.
- Collects fines, fees, and restitution assessed as part of sentencing.

2019 Objectives:

- Continue to actively seek opportunities to identify areas of improvement in order to enhance effective service delivery.
- Continue to engage in communication and partnership with other municipal courts throughout the state, as well as other City departments and key justice partners.
- Embrace the use of available technology to enhance and streamline delivery of service.
- Develop a help center to provide resources and support to self-represented defendants.
- Implement security and facility upgrades.

2020 Objectives:

- Research a new case management system in preparation for transition towards electronic filing and paperless processing of cases.
- Continue to work collaboratively with other City departments and justice partners to identify areas of improvement with the objective to enhance effective service delivery.
- Continue to implement security and facility upgrades .

Adopted Budget by Category

	2017	2018	2018	2019	2020
	Actual	Amended	Estimated	Adopted	Adopted
Personnel	\$1,535,390	\$1,445,287	\$1,438,077	\$1,493,116	\$1,493,166
Contractual	\$358,891	\$456,228	\$461,696	\$500,471	\$519,370
Commodities	\$11,732	\$11,741	\$13,172	\$13,172	\$13,340
Capital Outlay	\$6,368	\$8,000	\$8,000	\$0	\$0
TOTAL	\$1,912,382	\$1,921,256	\$1,920,945	\$2,006,759	\$2,025,876

2017/2018 Achievements:

- Welcomed a new Presiding Judge, Tiffany Sorice, and a new Associate Judge, Candyce Cline.
- Implemented an entirely new docket system that separates criminal from traffic cases and juvenile from adult.
- Changed the two courtrooms to mirror each other's dockets. Cases are now assigned to a particular judge, prosecutor, and public defender, which has provided better quality of service and attention.
- Created and implemented new procedures in compliance with newly enacted legislation.
- Contracted two public defenders to provide legal services in order to comply with HB16-1309, which requires a Public Defender to be appointed to all in-custody cases at first appearance.
- Implemented a Friday Court in response to HB17-1338 and in partnership with other City departments to hear Domestic Violence cases when the defendant was arrested on Thursday on an outstanding Westminster warrant. These defendants would otherwise be released on Saturday if Westminster is their only hold.
- Contracted with three additional law firms to provide services of Alternate Defense Counsel in cases where a conflict with the public defender has been declared.
- Continued to work with the Adams County jail to conduct video appearances from the jail in order to reduce safety risks and costs associated with inmate transportation. The video equipment has been purchased and Court staff is in the process of testing the connection with the jail with the help of the IT Department. Court staff has engaged other City departments to discuss and develop procedures and guidelines to be followed when conducting appearances by video.
- Created a proposal that led to an agreement among municipalities in Jefferson County for bed space allocation at the Jefferson County jail. Westminster was allocated four additional bed spaces as a result of this collaborative effort.
- Began taking a proactive stance to utilize the services of pretrial agencies as an alternative bond option. These services may include monitoring such as GPS, in-home detention, and alcohol/drug screening.
- Continued to engage in communication and partnership with other municipal courts in the Denver Metro area in order to adopt best practices in response to legislative and social-economic changes.

Court cases filed

	2015	2016	2017
Criminal	2,835	2,529	2,226
Traffic	7,117	5,454	5,506
Parking	742	859	1,002
TOTAL	10,694	8,842	8,734

Performance Snapshot....

The number of criminal cases in Westminster has decreased over the last three years. Traffic tickets have decreased but are expected to increase in 2018 based on current trends. Parking tickets have increased over the last few years.

Facilities Maintenance

Overview:

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

2019 Objectives:

- Continue to implement space study projects to accommodate anticipated operational staff needs.
- Complete capital improvement projects, including the installation of new heating boilers at Countryside Recreation Center and new ceramic tile walls in the women’s locker room at City Park Fitness Center.
- Conduct a Request for Bids for elevator services, architectural services and project management services.
- Evaluate energy usage and look for options to reduce energy consumption in City facilities..
- Refine preventive and predictive maintenance management processes.
- Hire new 1.0 FTE Construction Projects Specialist to help implement maintenance projects.

2020 Objectives:

- Continue to implement space study projects to accommodate anticipated operational staff needs.
- Complete capital improvement projects, including the replacement of all rooftop units and cooling components in the HVAC system throughout City Park Recreation Center, replace 1/3 of HVAC heat pumps in City Hall, and replace carpet in the Public Safety Center training room.
- Continue to evaluate energy usage and look for measures that reduce energy consumption.
- Implement building automation systems in key facilities to increase energy and operational efficiency.
- Hire new 1.0 FTE Construction Projects Specialist to help manage workload.

Adopted Budget by Category

	2017	2018	2018	2019	2020
	Actual	Amended	Estimated	Adopted	Adopted
Personnel	\$714,115	\$834,930	\$797,150	\$988,868	\$1,068,172
Contractual	\$1,085,566	\$1,226,572	\$1,236,129	\$1,290,600	\$1,329,590
Commodities	\$203,602	\$246,556	\$246,556	\$244,905	\$252,223
Capital Outlay	\$0	\$0	\$0	\$325	\$325
TOTAL	\$2,003,283	\$2,308,058	\$2,279,835	\$2,524,698	\$2,650,310

2017/2018 Achievements:

- Finalized the Facilities Assessment, the results of which will be used to help forecast future infrastructure funding needs within City facilities.
- Completed a Request for Bids process for the citywide custodial services contract and the citywide solid waste and recycling services contract.
- Implemented security enhancements throughout City Hall and other City facilities.
- Completed numerous capital improvement projects, including a new roof at West View Recreation Center, replacement of elevator hydraulic jack at City Park Recreation Center, and new flooring at Walnut Creek Golf Preserve.
- Transferred four major facilities, City Hall, Public Safety Center, City Park Recreation Center, and City Park Fitness Center, to 100% renewable solar power through subscriptions to solar gardens.
- Continued to evaluate energy usage and look for measures that reduce energy consumption, such as LED lighting options and high efficiency HVAC equipment options.
- Partnered with a District Energy company to further explore and potentially implement a reduced energy district (RED) in Downtown Westminster.
- Implemented space study driven projects to accommodate additional staff in City Hall and other facilities, including the renovation of Human Resources area and City Clerk’s area of City Hall.
- Provided oversight for the operations and maintenance of the existing Downtown Westminster infrastructure.
- Continued to improve the Division’s use of data to help make effective operational decisions.

Performance Snapshot...

The Facilities Maintenance Division performs maintenance and repairs in 36 City facilities. The table represents the top 10 trade categories for work orders completed August 2017 through July 2018.

**Work Orders Completed—
August 2017 through July 2018:**

Mechanical (HVAC)	28%
Plumbing	12%
Electrical	12%
General Maintenance	11%
Door/Hardware/Locks	9%
Fire Protection	4%
Signs	4%
Bay Doors	2%
Interior Finishes	2%
Pest Control Services	2%



WESTMINSTER

HUMAN RESOURCES

The Department of Human Resources is a new internal services department that is a strategic partner with all City departments providing services to support the community's needs. The Department focuses on city-wide efforts to develop and implement a comprehensive strategy consistent with the City's mission and strategic objectives.

OVERVIEW:

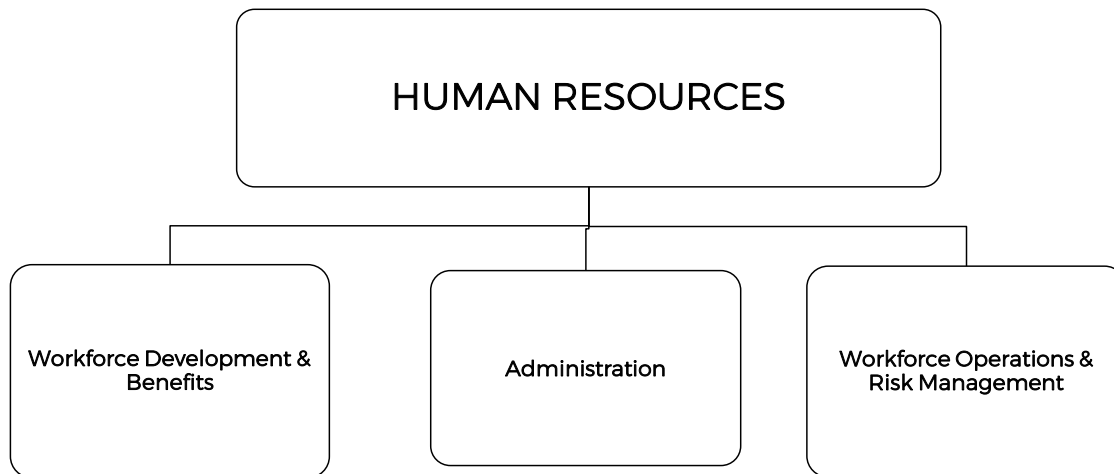
Administration: Interacts globally on formal employee relations efforts and supports both Human Resources Divisions in personnel recordkeeping, the department's budget, organization and workforce development, workforce operations, recruitment and pipeline programming, total compensation planning, budgeting and administration, workforce outreach and communications, risk management, performance measurement, and legislative and legal compliance. This team works with the City Personnel Board, the Inclusivity Board and the Employee Advisory Committee (EAC).

Workforce Development & Benefits: Interacts with the City to plan for, recruit and develop human capital as the City's primary resource. Takes the lead in coordinating employee recruitment and retention efforts, workforce development, and benefits planning and administration as part of a total compensation approach. Additional focuses include workforce outreach with formal volunteer, internship and pipeline programs, human resource legal compliance, as well as employee communications and appreciation initiatives. This division works with the City Healthcare Task Force.

Workforce Operations & Risk Management: Interacts with the entire organization on items related to personnel administration including taking the lead role to maintain employee information and updates. Oversees the Human Resources Information System (HRIS), coordinates pay compensation analysis and projections as part of a total compensation approach, maintains the department budget, ADA and wage legal compliance, and coordinates the risk management program.

Adopted Budget by Category

	2017 Actual	2018 Amended	2018 Estimated	2019 Adopted	2020 Adopted
Personnel	\$0	\$1,837,299	\$1,835,530	\$1,872,783	\$1,853,734
Contractual	\$0	\$392,767	\$393,283	\$540,599	\$467,139
Commodities	\$0	\$99,234	\$100,450	\$91,450	\$91,450
Capital Outlay	\$0	\$8,432	\$8,432	\$5,000	\$5,000
TOTAL	\$0	\$2,337,732	\$2,337,695	\$2,509,832	\$2,417,323



Staffing (Full-Time Equivalent Employees)

	2018 Authorized	2019 Adopted	2020 Adopted
Human Resources	24.800	24.800	24.800
TOTAL	24.800	24.800	24.800

NOTE: Staffing totals include positions budgeted within the Medical/Dental and Property and Liability Funds.

Administration

Overview:

- Oversees Human Resources Administration, Workforce Operations and Risk Management, and Workforce Development and Benefits groups.
- Leads department and citywide strategic planning efforts regarding human capital.
- Drives efforts to sustain the culture and values of the organization.
- Champions organizational change and development initiatives.
- Develops comprehensive compensation package and market-based pay plans.
- Facilitates organizational and employee relations efforts with departments.
- Provides organizational development consultation and project leadership to the Executive Leadership Team.
- Serves as the Staff liaison to the Personnel Board.
- Provides Human Resources support to Firefighter Collective Bargaining negotiation, as well as ongoing labor and management support.

2019 Objectives:

- Provide strategic planning to utilize limited resources to meet changing workforce needs.
- Communicate the City's comprehensive total compensation strategy.
- Support Employee Relations to maintain a respectful and fair workplace.
- Utilize data, metrics and analytics to support business decisions.
- Continue to focus on employee communications, and improve outreach to employees to ensure a better understanding of benefits, compensation and the role of Human Resources.
- Provide ongoing support of organizational development efforts to the Executive Leadership Team.
- Coordinate work across all Human Resources divisions.
- Embrace succession, leadership and process improvement initiatives.

2020 Objectives:

- Continue to work with leadership to develop a premier workforce that embodies the mission and values of the organization.
- Continue to proactively address inclusivity and foster an open environment.
- Continue utilizing Lean Black Belt Business Improvement Processes to enhance productivity and efficiency.
- Remain abreast of all changing Federal and State employment regulations and requirements.
- Support the Personnel Board.
- Continue ongoing support of organizational development efforts to the Executive Leadership Team.

2017/2018 Achievements:

- Successfully developed the newly created Human Resources Department as an individual and strategically poised new department within the City in order to continue to make human capital a priority (formally created in May 2017).
- Continued to support the City's mission and values within the Department and through organizational initiatives.
- Continued efforts to maintain the City's total compensation package, including providing competitive pay and benefits.
- Developed and implemented the 2017/2018 Pay Plan.
- Refined Comprehensive Compensation Communication (salary, benefits and work environment).
- Continued to provide support, coaching and counseling across the organization in regards to employee relations issues.
- Helped facilitate the development of the Fire Union Collective Bargaining Ordinance.
- Facilitated the creation of the first Firefighter Collective Bargaining Agreement.
- Developed strategies for assessing, promoting and recruiting mid and executive level professionals.
- Responded to aging workforce's effect on diminishing prospective and current employee pools through aggressive recruitment efforts, partnering with the Veteran's Administration, and implementing employee trainee programs in various departments.
- Participated on the Inclusivity Task Force and the implementation of the new Board.



Quick fact: 2017 continued to be a busy year for recruitment and hiring. The City had 9322 applicants, held 2243 interviews, and 475 new hires (including seasonals) during 2017. In a competitive job market, the City continues to focus on being an Employer of Choice and making strategic hiring decisions.

Workforce Development & Benefits

Overview:

- Administers a comprehensive, cost-effective, comprehensive benefits package, including a nationally recognized Wellness Program and on-site Employee Health clinic, all of which provide holistic support to health and well-being of employees.
- Leads department and citywide strategic planning efforts regarding human capital.
- Administers outreach efforts including the Internship and Volunteer Programs.
- Facilitates organizational change and development initiatives
- Drives efforts to sustain the culture and values of the organization.
- Champions organizational change and development initiatives.
- Administers an all-inclusive Employee Development and Training Program.
- Coordinates the Employee Recognition Action Team (ERAT) and citywide recognition efforts.
- Provides data analytics to other Departments and City Manager's Office for strategic planning, decision making and increasing operation efficiencies.

2019 Objectives:

- Continue employee recognition efforts.
- Support and drive organizational change initiatives.
- Drive efforts to sustain the culture and values of the organization.
- Continue to evaluate the performance management system and modify as necessary.
- Continue to focus on employee communications and enhance employees understanding of benefits, compensation, and the role of Human Resources in the organization.
- Continue to provide a comprehensive and sustainable benefits package.
- Continue to be a respectful, innovative and responsive Employer of Choice using best practices to appropriately meet changing workforce needs.

2020 Objectives:

- Complete benefit survey to ensure competitive and sustainable benefits.
- Continue succession management and leadership development efforts..
- Provide coaching and mentoring support.
- Continued employee recognition efforts.
- Continue work towards a lower healthcare cost trend.
- Comply with all benefit regulations.
- Continue to partner with departments on employee-related resources.
- Support and drive organizational change initiatives.
- Support volunteer efforts and high school intern programs, both internally and externally.

2017/2018 Achievements:

- Continued employee development through coaching and training initiatives.
- Conducted two Leadership Development Programs during 2018 due to interest and demand.
- Conducted extensive budget analysis and developed recommendations, especially related to benefits survey and benefits projections; developed the adopted benefits package for the Adopted 2019/2020 Budget.
- Focused on reporting efforts that demonstrate direct service delivery savings and savings with chronic care management through The Center for Healthy Living.
- Offered Compass Professional Health Services to support our consumerism and cost containment strategy with health care.
- Continued to lead a Healthcare Task Force to gather input from a cross section of employees on our benefits package.
- Offered the Total Compensation brochure that provides each employee a summary of his/her total compensation package that includes work environment, competitive market-based pay, and well-rounded comprehensive benefits. The report, individualized to each unique employee, shares the total cost of the benefits and salary provided to that individual employee for the current year.
- Efficiently managed open enrollment for employees through online systems and education.
- Responded to and complied with the Affordable Care Act regulations.
- Developed and offered more comprehensive coaching and mentoring programs and supported ongoing mentoring efforts, interns and volunteer outreach.
- Focused on strong communications with benefits and training/development efforts through COWNET, brochures, home mailings, everyone emails and employee staff meetings.
- Continued focused efforts with on-line learning and eLearning delivery.
- Continued Employee Recognition Efforts through ERAT.
- Conducted an Employee Opinion Survey with follow up focus groups.
- Hosted the Boards and Commission's Dinner.
- Increased community engagement through the development of volunteer opportunities that serve Westminster's diverse populations.
- Continued to support and promote the comradery of the citizens that donated their time and talents to Volunteer Westminster.



Quick fact: In 2017, Westminster received 5th place as the Healthiest Employer in America award. A commitment to providing an environment of health and overall well-being for employees continues to be a top priority for the City.

Workforce Operations & Risk Management

Overview:

- Manages and develops comprehensive compensation package and market-based pay plans, and makes pay recommendations for budget.
- Oversees all personnel administration functions.
- Oversees all Risk Management Functions, including Property/Liability and Worker's Compensation, and Safety Program.
- Ensures compliance with all employment regulations and record keeping functions.
- Administers and interprets policies, rules and procedures to ensure a work environment that is respectful, fair, and compliant with all laws and regulations.
- Implements technology solutions of Human Resources functions.
- Supports and manages electronic management of employee records.
- Acts as ADA Coordinator for the City, City liaison for the Firefighter Cancer Trust Fund benefit program, and manages the City's substance abuse awareness program.

2019 Objectives:

- Continue to be an Employer of Choice by offering competitive pay.
- Continue to recruit candidates that reflect the City's organizational values.
- Continue diversity efforts through inclusive recruitment processes.
- Implement a progressive on-boarding program for new employees.
- Continue to utilize technology to improve recruitment processes.
- Complete job audits and evaluate position/department needs as vacancies and needs arise.
- Support volunteer efforts and continue intern programs.
- Continue to provide labor relations and management support in collective bargaining negotiations.
- Continue to utilize LEAN processes to enhance productivity and efficiency.

2020 Objectives:

- Complete salary survey and market review to ensure a pay and benefits system that is sustainable and continues to attract and retain top talent.
- Continue with innovative recruiting efforts and the implementation of a quality on-boarding program that supports new employees and the culture of the organization.
- Continue to proactively respond to changing workforce needs.
- Continue to maintain a workplace that is respectful and fair, investigating employment-related ADA claims, Title VII discrimination claims.
- Continue to partner with departments on employee-related resources.
- Continue marketing the organization as an Employer of Choice to a diverse candidate pool.

2017/2018 Achievements:

- Continued to utilize and enhance advanced technology based systems in performance appraisals, job applications, time sheet reporting, and day to day human resource operations.
- Practiced and reinforced consistent application of City values by employees and supervisors.
- Conducted extensive budget analysis and developed recommendations, especially related to salary survey and pay projections; developed the adopted 2019/2020 Pay Plan.
- Continued thorough employee recruitment and selection processes, including Executive-level recruitments.
- Implemented a seasonal marketing campaign and temporary employee recruiting efforts, including streamlining the temporary employee application processes.
- Continued to develop a more comprehensive employee onboarding program for new hires.
- Refined applicant testing processes.
- Implemented a comprehensive high school internship program.
- Continued organizational communication efforts through the use of effective technology tools.
- Responded to federal changes to employment regulations.
- Partnered with CIRSA to bring to Westminster and fund the SIGMA Law Enforcement Health Initiative program for all Westminster sworn officers.



Performance Snapshot....
In Westminster, volunteers provide support to the community resulting in services being offered that might not otherwise be provided. In recent years, the City has found many volunteers are highly skilled and want to apply their expertise in the community. In addition, having opportunities for local interns helps develop and train the community as a whole for future success.

INFORMATION TECHNOLOGY

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

OVERVIEW:

- Establishes citywide strategic direction and standards for use of technology and provide centralized oversight and support.
- Assists departments with assessing technology needs and implementing technology solutions including building or buying applications for the City.
- Provides a secure full service data center, complete end user support, and web sites.
- Engineers and manage a high availability voice, video, and data network.
- Protects the City through focused cybersecurity services based on NIST Standards.

2019 Objectives:

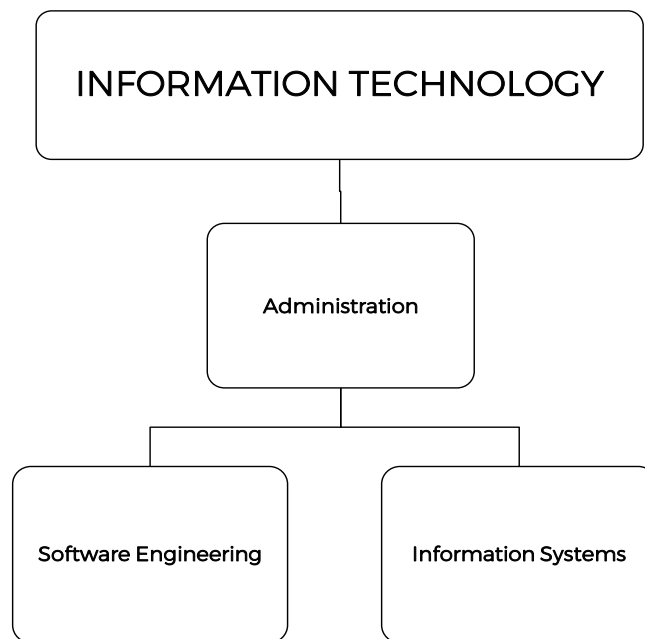
- Complete the implementation of an asset management and service request system for Public Works & Utilities and a contract and legal review service request system for the City Attorney's Office.
- Extend the City's internet bandwidth to accommodate the increase in cloud services and internet usage.
- Implement a fiber network infrastructure for Downtown Westminster.
- Enhance cybersecurity preparedness through NIST policy updates, third party security audits, and table top exercises.
- Upgrade the City's voice system.
- Increase an existing 0.5 Network Technician to 0.8 FTE to assist with workload.

2020 Objectives:

- Expand the VMWare virtual environment to include public safety servers.
- Analyze and enhance IT services to gain more value for the City.
- Assist the Municipal Court in evaluating the current court management market and potentially implement a new system.
- Assist the Police Department in implementing a new records management system and possibly a new CAD system.
- Implement tools to enhance performance monitoring and troubleshooting of all computer systems across the board.
- Consolidate database administration.

Adopted Budget by Category

	2017 Actual	2018 Amended	2018 Estimated	2019 Adopted	2020 Adopted
Personnel	\$3,117,428	\$3,316,622	\$3,316,922	\$3,535,572	\$3,535,572
Contractual	\$442,928	\$614,203	\$638,668	\$674,514	\$747,286
Commodities	\$31,511	\$34,900	\$34,900	\$34,900	\$34,900
Capital Outlay	\$141,170	\$218,300	\$192,800	\$200,000	\$191,000
TOTAL	\$3,733,038	\$4,184,025	\$4,183,290	\$4,444,986	\$4,508,758

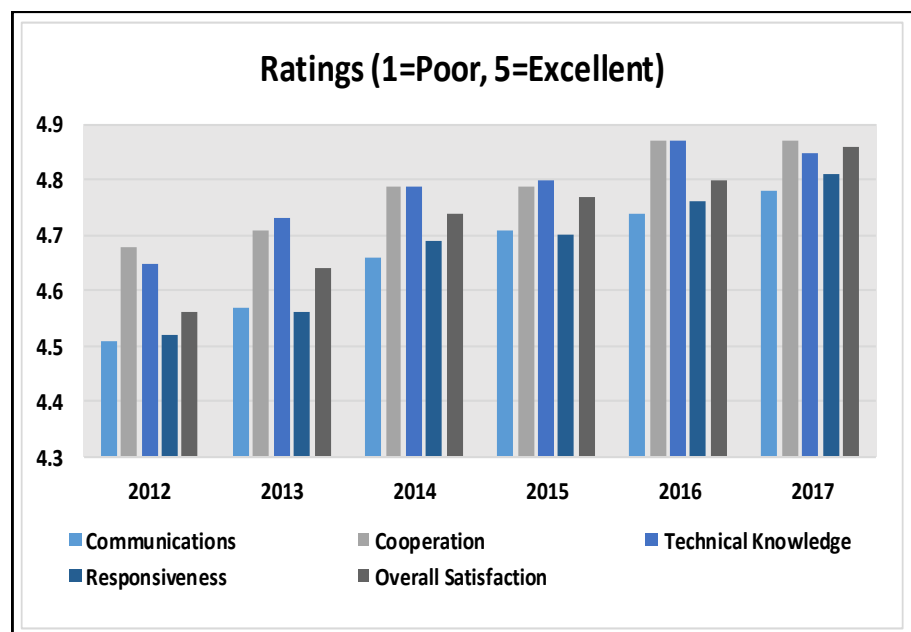


Staffing (Full-Time Equivalent Employees)

	2018 Authorized	2019 Adopted	2020 Adopted
Information Technology	32.000	32.300	32.300
TOTAL	32.000	32.300	32.300

Performance Snapshot....

The IT Department monitors the level of customer satisfaction by conducting monthly evaluations. Overall, ratings consistently exceed the goal of 4.1 or above, on a scale of 1 (poor) to 5 (excellent). Attracting outstanding employees, along with job specific training and tools needed to perform the job contribute to these outstanding results.



2017/2018 Achievements:

- Assisted Community Development in a complete upgrade of the City's Geographic Information System.
- Assisted the Police Department in implementing a property evidence application.
- Re-engineered the citywide fiber network to provide for high availability and enhance performance.
- Entered into an intergovernmental agreement with Adams County installing a cold data storage site at their facilities to enhance disaster recovery in exchange for conduit sharing in Westminster.
- Enhanced the viability and usefulness of the City's EnterpriseOne ERP system through a major tools and application upgrade.
- Migrated a majority of the City databases to cluster technology to reduce license cost and ease administration.
- Redesigned the City's public website for a contemporary look and enhanced usability.
- Implemented a major custom built mobile technology solution for the Standley Lake Park Rangers, increasing efficiency and productivity in the field.
- Assisted Parks, Recreation and Libraries in upgrading Rectrac to the newer Webtrac.
- Implemented support desk application Service Desk Plus to enhance IT service request processing and reporting.
- Assisted Finance, Fire, and Human Resources Departments in moving Fire personnel to a 48/96 FLSA cycle.
- Enhanced mobile device management through the implementation of the application JAMF.
- Developed and implemented the sales tax FAST filing system to enhance the ability to file sales tax online.
- Assisted the Streets Division with the migration of operations from Infralogix to Roadmatrix to enhance street repair and maintenance.
- Assisted Utility Billing in reviewing processes and developing changes to enhance and automate utility billing services.
- Upgraded the City's VMWare virtual platform to vSphere 6.5 gaining better functionality and efficiency.
- Enhanced Utility Billing payment options through the implementation of Paymentus online payments and migrating phone payments from Teleworks to Paymentus.
- Assisted Public Works and Utilities in selecting a Utilities Asset Management and Service Request system.



Quick Fact: Since 1988, the City has been installing fiber to connect city owned facilities to the City network. Today, there are more than 193 miles of fiber connecting 44 locations, saving \$1.3 million per year by avoiding data line leases and other associated expenses.



WESTMINSTER

PARKS, RECREATION, AND LIBRARIES

The Parks, Recreation, and Libraries Department creates exceptional opportunities for a vibrant community committed to nature, wellness, and literacy. The Department manages the parks, open spaces, libraries, recreation centers and programs, and special events.

OVERVIEW

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

Park Services: Performs all park, median, and right-of-way maintenance, and manages the City's two golf courses, athletic fields, and greenhouse.

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

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

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

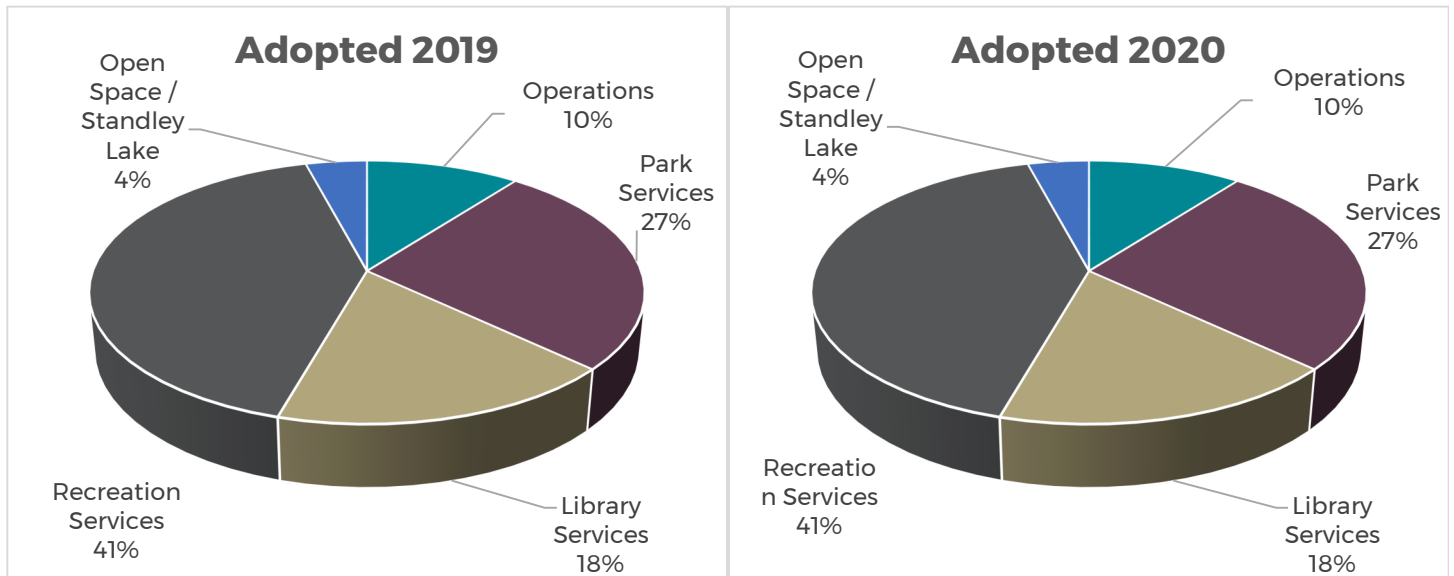
Adopted Budget by Category

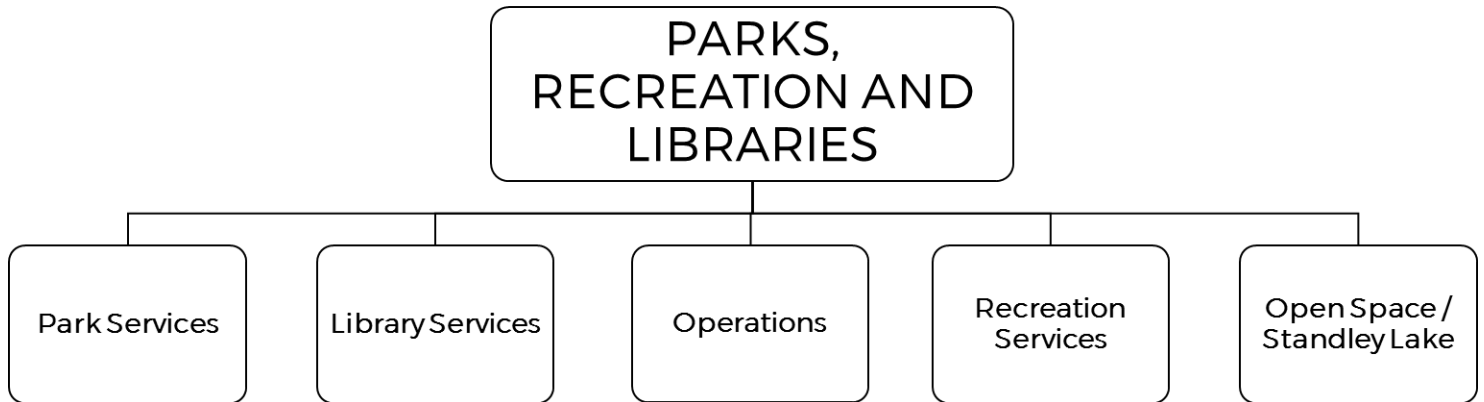
	2017	2018	2018	2019	2020
	Actual	Amended	Estimated	Adopted	Adopted
Personnel	\$10,864,194	\$11,064,171	\$10,792,544	\$11,506,444	\$11,498,360
Contractual	\$4,662,781	\$4,733,207	\$4,882,633	\$5,391,626	\$5,320,619
Commodities	\$1,320,328	\$1,322,632	\$1,279,706	\$1,610,241	\$1,618,741
Capital Outlay	\$69,747	\$35,900	\$35,900	\$288,200	\$113,900
TOTAL	\$16,917,050	\$17,155,910	\$16,990,783	\$18,796,511	\$18,551,620

Adopted Budget by Division

	2017	2018	2018	2019	2020
	Actual	Amended	Estimated	Adopted	Adopted
Operations	\$1,704,050	\$1,604,445	\$1,643,171	\$1,934,263	\$1,938,017
Park Services	\$4,337,628	\$4,266,545	\$4,305,996	\$5,194,700	\$4,919,186
Library Services	\$2,983,854	\$3,108,310	\$3,015,162	\$3,226,287	\$3,240,215
Recreation Services	\$7,226,558	\$7,465,718	\$7,349,140	\$7,671,493	\$7,682,751
Open Space / Standley Lake	\$664,961	\$710,892	\$677,314	\$769,768	\$771,451
TOTAL	\$16,917,051	\$17,155,910	\$16,990,783	\$18,796,511	\$18,551,620

Total Budget by Division




Staffing (Full-Time Equivalent Employees)

	2018 Authorized	2019 Adopted	2020 Adopted
Administration/Operations	12.500	12.500	13.500
Park Services/Golf	60.000	62.000	62.000
Library Services	41.975	42.175	42.175
Open Space/Standley Lake	5.000	5.000	5.000
Recreation Facilities	68.200	68.200	68.200
TOTAL	187.675	189.875	190.875

NOTE: Staffing totals include those positions funded by the Community Enhancement Program, Parks Open Space and Trails (POST), and Golf Course Funds. It excludes positions in the General Capital Improvement Fund (GCIF).

Operations

Overview:

- Strategizes methods to attract businesses, residents, and visitors to Westminster through unparalleled parks, recreation, and library services.
- Develops and manages the Parks, Recreation, and Libraries Department budget and provides a wide range of financial analysis for the Department.
- Supports and addresses personnel needs throughout the Department.
- Coordinates the Department’s marketing, outreach, and communication efforts.
- Provides administrative and clerical support functions for the Department.
- Responsible for long-range planning for all Department operations.
- Reviews and updates administrative policies and procedures for the Department.
- Leads City art and cultural initiatives, including procurement and maintenance of public art and the planning and management of historic properties.
- Manages the design and construction of capital improvement projects.
- Leads master planning efforts for the Department.
- Participates in the planning, acquisition, and development of new parks and trails.

2019 Objectives:

- Lead process to update Department’s Comprehensive Master Plan.
- Complete and begin implementation of the Art and Culture Study.
- Construct and open Phase 1 of the Westminster Station Park.
- Continue trail system enhancements, including wayfinding improvements.
- Continue to support Downtown Westminster development with phased approach to parks and public spaces.
- Study one or two historic properties to assess needs and potential activation.
- Finish stabilization of Metzger Farm.
- Enhance Westminster’s reputation for creative and-coordinated special events.
- Continue Westy Power!/ ¡PODER! program to increase youth engagement in

2020 Objectives:

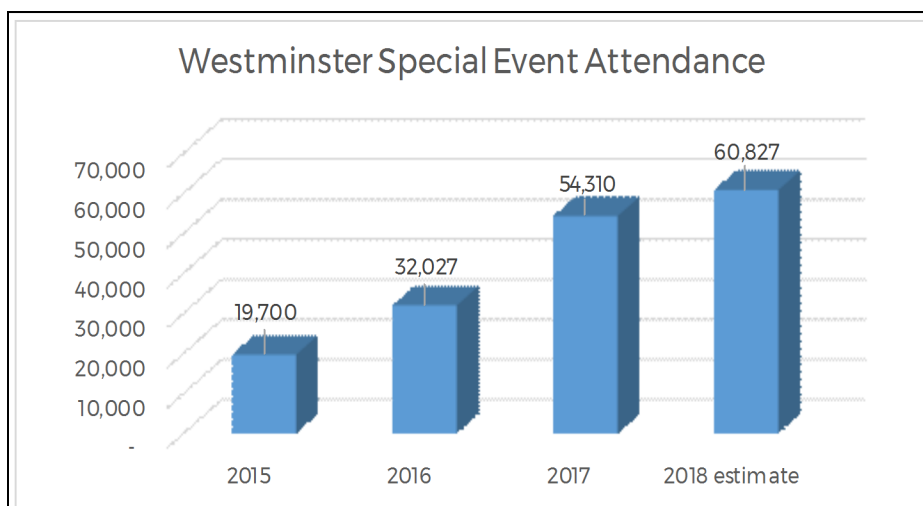
- Finalize the Department’s Comprehensive Master Plan and begin process for implementation.
- Implement automated digital dashboards to track objectives and key performance measures based on the Department’s Comprehensive Master Plan.
- Support the activation of public spaces at Downtown Westminster and Westminster Station.
- In partnership with the City and County of Broomfield, develop activation and interpretation plans for Metzger Farm.
- Continue planning efforts for Westminster Station Park and England Park Corridor.

Adopted Budget by Category

	2017	2018	2018	2019	2020
	Actual	Amended	Estimated	Adopted	Adopted
Personnel	\$1,202,474	\$1,187,037	\$1,215,450	\$1,353,853	\$1,350,091
Contractual	\$404,742	\$355,619	\$366,721	\$444,476	\$451,992
Commodities	\$96,834	\$61,789	\$61,000	\$135,934	\$135,934
Capital Outlay	\$0	\$0	\$0	\$0	\$0
TOTAL	\$1,704,050	\$1,604,445	\$1,643,171	\$1,934,263	\$1,938,017

2017/2018 Achievements:

- Supported staff development by sending 137 individuals to over 175 external professional development and training opportunities in 2017 and 2018.
- Completion of Downtown Westminster public plaza by October of 2018.
- Installed trail and irrigated turf in the central park of Downtown Westminster.
- Completed schematic designs for Westminster Station Park, with Phase 1 implementation starting in late 2018, utilizing \$506k in Adams County and \$350k in Great Outdoors Colorado (GOCO) grants.
- Converted the Big Dry Creek Trail to a dual-surface pathway, improving accessibility.
- Completed Wayfinding Design package; implementation to commence in late 2018.
- Implemented England Park Corridor improvements (removal of old shops) through Generation Wild/Westy POWER!;PODER! Grant.
- Commenced greenhouse expansion; completion is anticipated in 2019.
- Completed US 36 landscaping and downtown overlook.
- Updated numerous department ordinances and policies.
- Collaborated with regional partners on homelessness. Launched internal task force.
- Supported PRL staff in securing over \$2 million in grant funding in 2017 and 2018.
- Hosted 3-day Imagine Westminster event in Historic Westminster in conjunction with Economic Development and Community Development.
- Increased Special Event attendance from 32,027 in 2016 to 54,310 in 2017. Harvest Festival now a major regional event. Brew Fest named top 10 by the Westword newspaper. The Big Wonderful urban festival comes to Downtown Westminster in September and July 4th event attendance increased.
- Generated over 17 million advertising impressions for events alone in 2017.
- Exceed special event revenue budget by more than \$130,000 in 2017; 2018 is on track to exceed 2017.
- Eclipsed 11,000 followers on the Department's Facebook page during the summer of 2018.
- Received national recognition for the Standley Monster campaign .
- Participated in the design and development process of the new City website.
- Launched the Arts and Culture Study launched in Quarter 3 of 2017.


Performance Snapshot....

The Operations Division is responsible for Westminster's Special Events. Through imaginative additions and improvements to existing events,, attendance from 2015 to 2018 is expected to increase by 200%.

Park Services

Overview:

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

2019 Objectives:

- Continue water conservation efforts.
- Work to reduce turf on 10 acres as part of the turf reduction program.
- Covert 30% of hand held equipment to alternative fuels.
- Continue environmental stewardship efforts through Best Management Practices and improved cultural practices.
- Complete construction of new greenhouse and Operations Center at 72nd Avenue and Raleigh Street.
- Construct and open Westminster Station Park Phase I Nature Play Park.
- Plan future renovations of Squires, Wolff and Park 1200 parks.
- Implement new maintenance contractor of medians, right-of-ways, and various hard surfaces.

2020 Objectives:

- Continue citywide water conservation efforts.
- Reduce 20 acres of turf through the turf reduction program.
- Continue to convert hand held equipment to alternative fuels.
- Continue environmental stewardship efforts through Best Management Practices and improved cultural practices.
- Prepare to assume all maintenance responsibilities for Downtown parks.
- Complete a full parks irrigation system evaluation.
- Pursue automation/technology geared towards efficiency and sustainability.

Adopted Budget by Category

	2017	2018	2018	2019	2020
	Actual	Amended	Estimated	Adopted	Adopted
Personnel	\$1,732,360	\$1,775,872	\$1,707,001	\$1,823,574	\$1,824,661
Contractual	\$2,292,387	\$2,220,231	\$2,335,256	\$2,719,876	\$2,614,175
Commodities	\$243,135	\$258,442	\$251,739	\$411,350	\$411,350
Capital Outlay	\$69,747	\$12,000	\$12,000	\$239,900	\$69,000
TOTAL	\$4,337,628	\$4,266,545	\$4,305,996	\$5,194,700	\$4,919,186

NOTE: This table includes General Fund programming totals only.

2017/2018 Achievements:

- Completed new Top Spin Court.
- Recruited and filled seven new FTE' positions.
- Conducted Holiday Lighting Ceremony.
- Hosted Sparkler Tournament, which is a national youth fast-pitch softball tournament.
- Completed Tepper Field Renovation.
- Commenced construction of the Greenhouse/Operation Building.
- Completed the City Center Park sod project in Downtown.
- Started the City Hall median renovation.
- Implemented the Turf Reduction Program.
- Opened Center Park Plaza in Downtown.
- Adopted Wesley Chapel Preservation Plan.
- Implemented evapotranspiration (ET) based watering in parks.



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

Library Services

Overview:

- Enhances the literacy of the City of Westminster’s residents through programming and resources that further the ability to read, write, or offer competence in specific areas such as health and wellness, technology, and finance.
- Provides excellent in-house and online services, including a robust fiction and non-fiction collection, computer access, trainings, exceptional programming for all ages, professional staff, and beautiful spaces to collaborate and learn.
- Partners with community groups, governments, and businesses to expand the reach, impact, and quality of library services through collaborative programming and events.
- Engages and empowers residents by offering them resources, spaces for collaboration, and relevant programming that contributes to their commitment to the community.
- Reaches out to the community beyond physical locations to ensure free and equitable access to more of Westminster’s residents through additional access points for service, robust online services, and initiatives to attract non-users.

2019 Objectives:

- Continue implementation of the 2017-2021 Westminster Public Library Master Plan.
- Implement recommendations from an archival facility study, as funding allows.
- Pursue grants to enhance library services and operations.
- Update and refresh library buildings by replacing old and worn furniture.
- Explore acquiring library content streaming services such as Hoopla.
- Increase eBook collection and digital services while branding the Online Westminster Library.
- Enhance programming coordination between Adult and Youth Services.
- Coordinate joint programming and initiatives with surrounding libraries and other partners.

2020 Objectives:

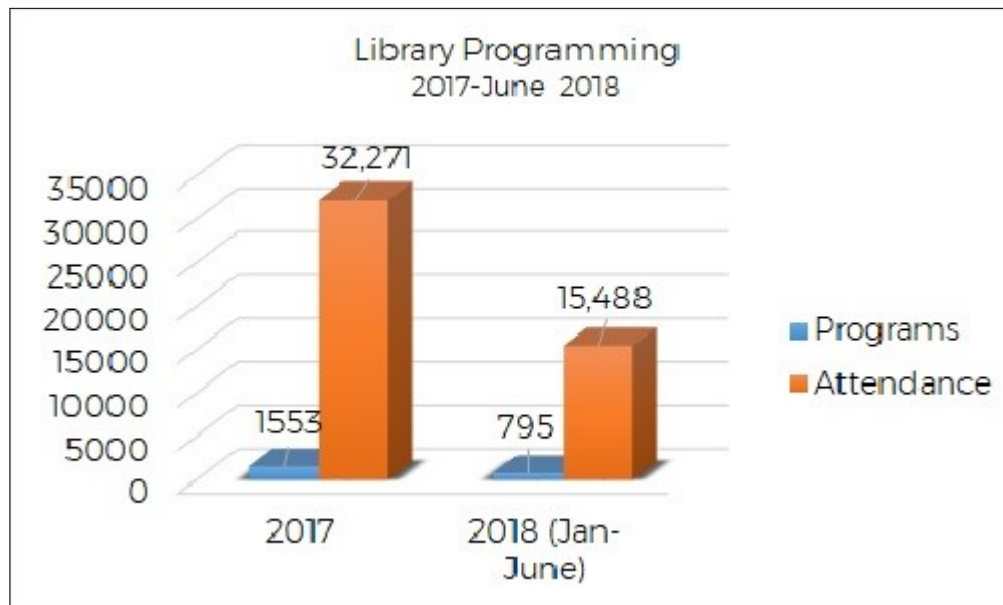
- Continue implementation of the 2017-2021 Westminster Public Library Master Plan.
- Pursue grants to enhance library services and operations.
- Update and refresh library buildings by replacing old and worn furniture.
- Upgrade library catalog software and associated web services.
- Upgrade computers to Windows 10.
- Host a major community event.
- Continue implementation of best practices for Youth Services and early literacy.

Adopted Budget by Category

	2017	2018	2018	2019	2020
	Actual	Amended	Estimated	Adopted	Adopted
Personnel	\$2,092,857	\$2,195,898	\$2,121,850	\$2,282,806	\$2,280,306
Contractual	\$414,700	\$432,372	\$434,372	\$445,885	\$457,213
Commodities	\$476,296	\$456,140	\$435,040	\$464,296	\$472,796
Capital Outlay	\$0	\$23,900	\$23,900	\$33,300	\$29,900
TOTAL	\$2,983,854	\$3,108,310	\$3,015,162	\$3,226,287	\$3,240,215

2017/2018 Achievements:

- Completed and began implementation of the 2017-2021 Westminster Public Library Master Plan.
- Started providing free, local faxing service.
- Completed the first phase of an archival facility study.
- Implemented mobile circulation software that allows library staff to checkout materials and manage library accounts outside of the library.
- Improved the search function in the Library's catalog to enhance patron experience.
- Eliminated an eight-month backlog in processing new materials through long-lasting process improvements and investments in technological efficiencies.
- Brought Inter-Library Loan processes and resources in-line with best practices.
- Developed Community Profiles to inform the collection development process in way that allowed for selections to better represent the Westminster community.
- Secured \$9,500 in grant funding to begin digitizing the *Westminster Window*.
- Initiated trainings with the Colorado State Library to ensure Youth Services programming was in line with current early literacy best practices.
- Launched a customer service campaign to improve the consistency with which staff provide high levels of customer service to patrons.
- Held a Mini-Comic Con event at Irving Street Library.
- Completed a space study of both libraries to examine how layouts and furniture at both libraries could be updated to meet expectations of current and future patrons.
- Identified new funding sources to enhance the library collection.
- Implemented staffing changes to more efficiently use available staff to provide services and develop future leadership.


Performance Snapshot...

Enhancing literacy through programming and resources that further the ability to read, write, or offer competence in specific areas such as health and wellness, technology, and finance is a core function of the Library. Example programs include READ Dogs, Bilingual Story Time, Citizenship Preparedness classes, as well as Music and Movement classes. The programs expand engagement with the community.

Open Space / Standley Lake

Overview:

- Enhances citywide mobility throughout the City's trail system.
- Creates opportunities for the public to connect with nature and each other through promotion of open space programs and exceptional volunteer programs.
- Maintains and enhances the urban forest inventory within the City.
- Provides water-based recreational opportunities at Standley Lake Regional Park.
- Collaborates with the Public Works and Utilities Department to support a high-quality water resource for the City of Westminster.
- Preserves and enhances natural resources within the City and acquires open space.
- Educates the public on important conservation measures.
- Operates Standley Lake Regional Park.

2019 Objectives:

- Continue to implement the Open Space Stewardship Plan.
- Begin a contract to treat 400 City-owned ash trees in preparation for the Emerald Ash Borer infestation.
- Resolve the flooding issue on the McKay Lake trail and increase parking lot size.
- Implement an annual maintenance schedule for Big Dry Creek Trail system.
- Continue with Trail Wayfinding program.
- Continue with Phase 1 of Standley Lake Loop Trail.

2020 Objectives:

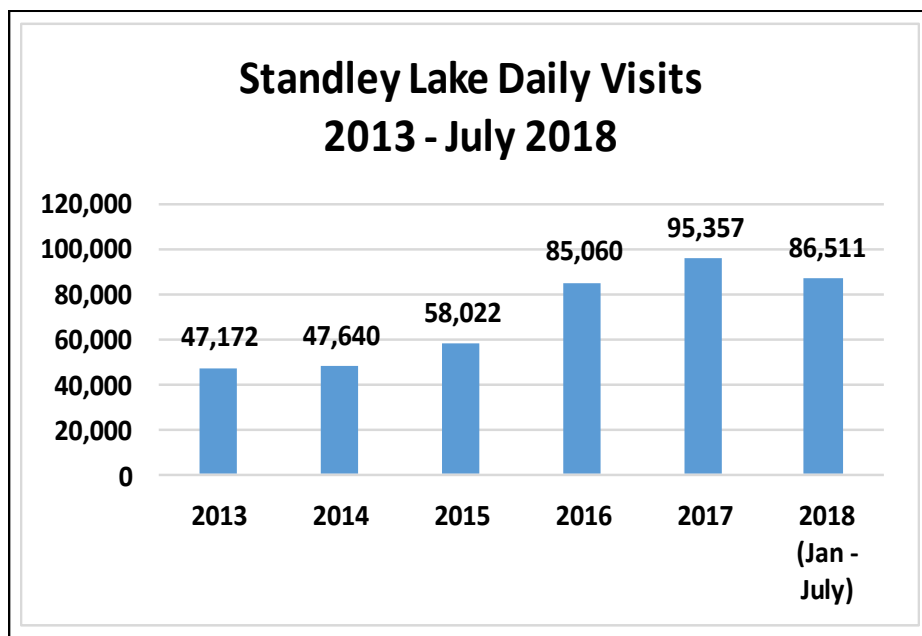
- Continue to implement the Open Space Stewardship Plan.
- Expand parking lots used to access open space.
- Improve irrigation systems within open space using green initiatives.
- Continue with Trail Wayfinding program.
- Continue with Phase 1 of Standley Lake Loop Trail.
- Expand Nature Education Programming to include all Open Space parks and recreation areas.

Adopted Budget by Category

	2017	2018	2018	2019	2020
	Actual	Amended	Estimated	Adopted	Adopted
Personnel	\$532,343	\$567,005	\$541,885	\$587,077	\$587,077
Contractual	\$107,479	\$113,296	\$103,929	\$137,100	\$138,783
Commodities	\$25,138	\$30,591	\$31,500	\$30,591	\$30,591
Capital Outlay	\$0	\$0	\$0	\$15,000	\$15,000
TOTAL	\$664,961	\$710,892	\$677,314	\$769,768	\$771,451

2017/2018 Achievements:

- Through the Tree Limb Recycling Program in 2017, 2,718 residents participated resulting in 150,000 cubic feet of tree branches being diverted from the landfill. Participation is up 15% in 2018.
- Constructed Windmill Community Garden was constructed in-house, which saved approximately \$50,000.
- Continued expansion of Adopt-a-Space program; Westminster High School Junior Reserve Officer Training Corps (ROTC) adopted Little Dry Creek Trail and Cotton Creek Elementary adopted Cotton Creek Park.
- Installed pollinator garden at Standley Lake in partnership with the Butterfly Pavilion.
- Installed eagle camera at Standley Lake, which provides live stream viewing of eagle nest.
- Received \$1.4 million from a GOCO grant to connect youth in the southern part of Westminster with the outdoors.
- Increased use of the paddle craft rental program at Standley Lake, which has increased an average of 15% annually in popularity since 2015.
- Continued to prevent the introduction of the zebra mussels at Standley Lake through the Aquatic Nuisance Species (ANS) Program.
- Constructed the Rocky Mountain Greenway Trail through Westminster and linked to City's trail system.
- Began the upgrade to the Big Dry Creek Trail that will make this trail a dual surface and accessible year-round trail.
- Initiated the trail wayfinding program that will provide an up-to-date directional sign system.
- Commenced the planning phase of Standley Lake Loop Trail.


*Performance
Snapshot...*

Since 2011, Standley Lake continues to see steady increases in daily visits. As of 2013, daily visits to the park of have averaged an increase of 20% annually.

Recreation Services

Overview:

- Provides accessible opportunities to the community to be active and improve health.
- Drives the economy by providing top-notch venues for events and tournaments.
- Provides programming that enriches lives, community, and promotes inclusivity.
- Effectively manages and operates the City’s seven recreations centers to offer the highest level of guest service possible within established budgets.
- Emphasizes quality maintenance and infrastructure upgrades for all facilities to address trends and to maintain quality and safety for guests.
- Partners with non-profit organizations to support and enhance outcomes through the provision of facilities and program partnerships.
- Provides quality educational and enrichment programs for youth, ranging from preschool to older adults, in a safe and enjoyable environment.

2019 Objectives:

- Continue the National Parks & Recreation Association Commit-to-Health program including partnership with Westminster Public Schools for the summer food service program and the free Never Play Hungry program.
- Partner with Scholars Unlimited to provide afterschool care at Harris Park Elementary.
- Partner with the Boys & Girls Club in Historic Westminster to support afterschool programming.
- Continue to work and focus on future grant and partnership opportunities.
- Support of Citywide special events
- Support the annual Rocky Mountain Youth Summit.
- Focus on staff development and training to offer the highest quality and best guest service possible.

2020 Objectives:

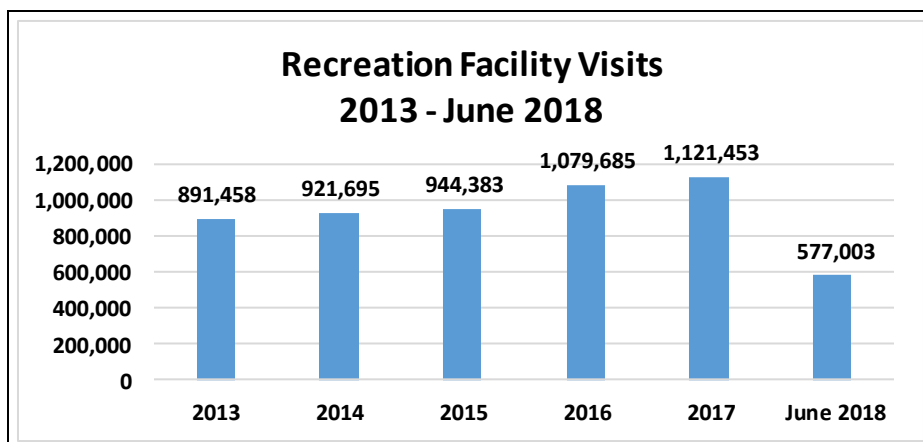
- Assess program, facility, and field rental fees in order to ensure affordability and long term financial sustainability.
- Work with Facilities Maintenance staff to plan for future needs related to infrastructure needs across all facilities.
- Engage partners to develop programs to meet the needs of all of Westminster.
- Identify partners to sustainably fund the recreation scholarship program.
- Evaluate Recreation Services to ensure relevance for the community.

Adopted Budget by Category

	2017	2018	2018	2019	2020
	Actual	Amended	Estimated	Adopted	Adopted
Personnel	\$5,304,160	\$5,338,359	\$5,206,358	\$5,459,134	\$5,456,225
Contractual	\$1,443,473	\$1,611,689	\$1,642,355	\$1,644,289	\$1,658,456
Commodities	\$478,925	\$515,670	\$500,427	\$568,070	\$568,070
Capital Outlay	\$0	\$0	\$0	\$0	\$0
TOTAL	\$7,226,558	\$7,465,718	\$7,349,140	\$7,671,493	\$7,682,751

2017/2018 Achievements:

- Entered agreement with Westminster Soccer to provide youth recreational soccer.
- Received the Healthy Out of School Time grant from the National Recreation and Parks Association, which allowed the City to provide the ***Never Play Hungry*** program and increase health education with families.
- Partnered with Westminster Public Schools for free lunches and increased number of lunches served over the summer months.
- Increased park and field rental in 2017 and brought in regional events such as Kids Obstacle Challenge, Denver Municipal Band Wind Festival, Australian Rules Football League regional tournament, Triple Crown Sparkler Tournament and the Trinidad & Tobago soccer team.
- Continued work with local medical providers for the Rx For Health program.
- Expanded hours of operation at the City Park Fitness Center based on guest request.
- Added additional child care hours to meet the needs of facility users at City Park Fitness Center and West View.
- Completed a variety of Capital Improvement Plan (CIP) projects across all facilities totaling over \$1 million in maintenance to ensure facility longevity and recreation relevance.
- Implemented a new Point of Service (POS) system to improve efficiency and functionality across the department resulting in improved services to guests.
- Eliminated the Resident ID card, allowing for easier access for all user and program registrants.
- Implemented continuous improvement trainings to improve program evaluation techniques, improve customer experience, and improve service delivery.
- Implemented a customer service evaluation program using Happy Or Not devices across the seven recreation centers.
- Achieved a five star rating at the Swim & Fitness Center preschool program from Colorado Shines which is a statewide quality assurance program.
- Awarded over \$125,000 in scholarships and reduced passes to those in need in our community.
- Partnered with the American Red Cross to open the Mature Adult Center as an emergency shelter for the victims of the Westbury Apartment fire in July of 2018.
- Supported the Youth Advisory Panel in planning and implementing the Rocky Mountain Youth Summit that saw over 100 participants across two days.


***Performance
Snapshot...***

In 2016 facility visits across the City's seven recreation centers broke the 1,000,000 million visit barrier, and usage at these levels continues to increase.



WESTMINSTER

POLICE

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

OVERVIEW:

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

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

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

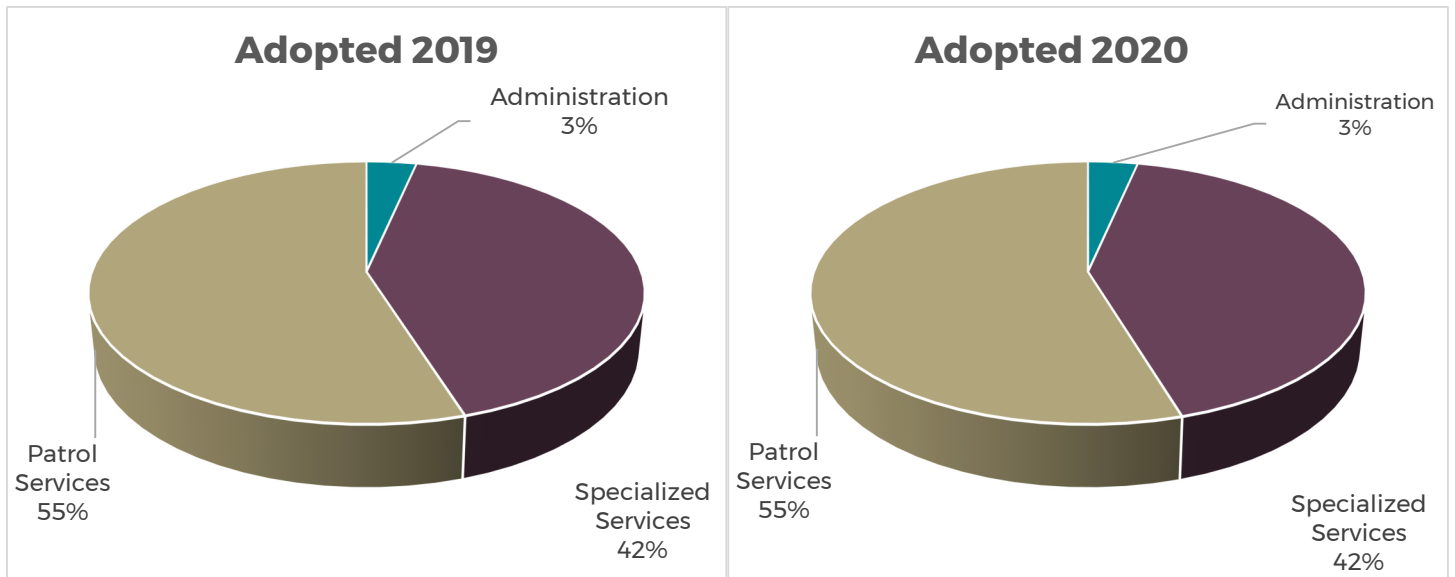
Adopted Budget by Category

	2017	2018	2018	2019	2020
	Actual	Amended	Estimated	Adopted	Adopted
Personnel	\$21,351,500	\$22,335,279	\$21,794,805	\$23,247,271	\$23,896,720
Contractual	\$2,629,700	\$2,818,611	\$2,438,056	\$2,524,107	\$2,621,860
Commodities	\$178,738	\$178,270	\$240,255	\$232,821	\$227,039
Capital Outlay	\$211,835	\$75,867	\$201,800	\$109,575	\$110,475
TOTAL	\$24,371,773	\$25,408,027	\$24,674,916	\$26,113,774	\$26,856,094

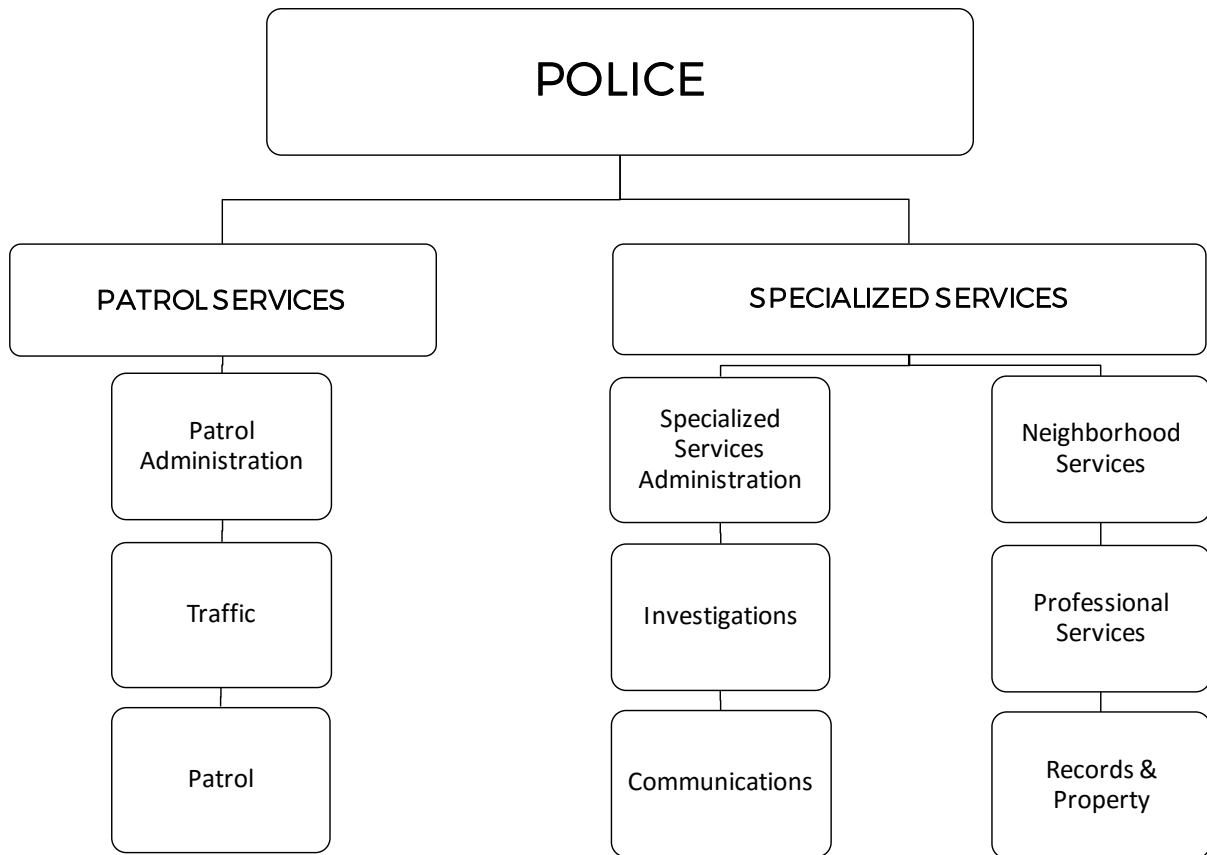
Adopted Budget by Division

	2017 Actual	2018 Amended	2018 Estimated	2019 Adopted	2020 Adopted
Administration	\$1,151,046	\$1,226,808	\$829,825	\$882,811	\$904,679
Specialized Services	\$9,738,817	\$10,263,124	\$9,991,273	\$10,893,063	\$11,265,742
Patrol Services	\$13,481,910	\$13,918,095	\$13,853,818	\$14,337,900	\$14,685,673
TOTAL	\$24,371,773	\$25,408,027	\$24,674,916	\$26,113,774	\$26,856,094

Total Budget by Division



Quick Fact: In 2017, the Dispatch Center became able to receive text messages through the 911 system. Dispatch also received a total of 49 Text-to-911, enhancing the public's capability to reach emergency services, when in need.


Staffing (Full-Time Equivalent Employees)

	2018 Authorized	2019 Adopted	2020 Adopted
Specialized Services	116.80	119.80	121.80
Administration	3.00	3.00	3.00
Patrol Services	145.80	150.00	155.00
TOTAL	265.60	272.80	279.80

Administration

Overview:

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

2019 Objectives:

- Ensure positive and cost-effective budget oversight and strategies for the Department’s operational budget, capital improvement projects and asset forfeiture funds.
- Research and administer viable grant funding for the Department.
- Manage and measure the Department’s identified performance goals and objectives.
- Monitor and respond to public safety related legislation.
- Continue administration of the last year as Host Agency of NMTF and work with the oncoming Host Agency for a smooth transition.
- Continue implementation of the recommendations from the Operations & Management Study from 2018.

2020 Objectives:

- Coordinate and develop the Department’s 2021 and 2022 budget.
- Continue oversight of the Department’s operational budget, capital improvement projects and asset forfeiture funds.
- Continue to identify viable grant funding.
- Continue to monitor and respond to public safety related legislation.
- Continue to monitor attrition and need for over hire within Department.

Adopted Budget by Category

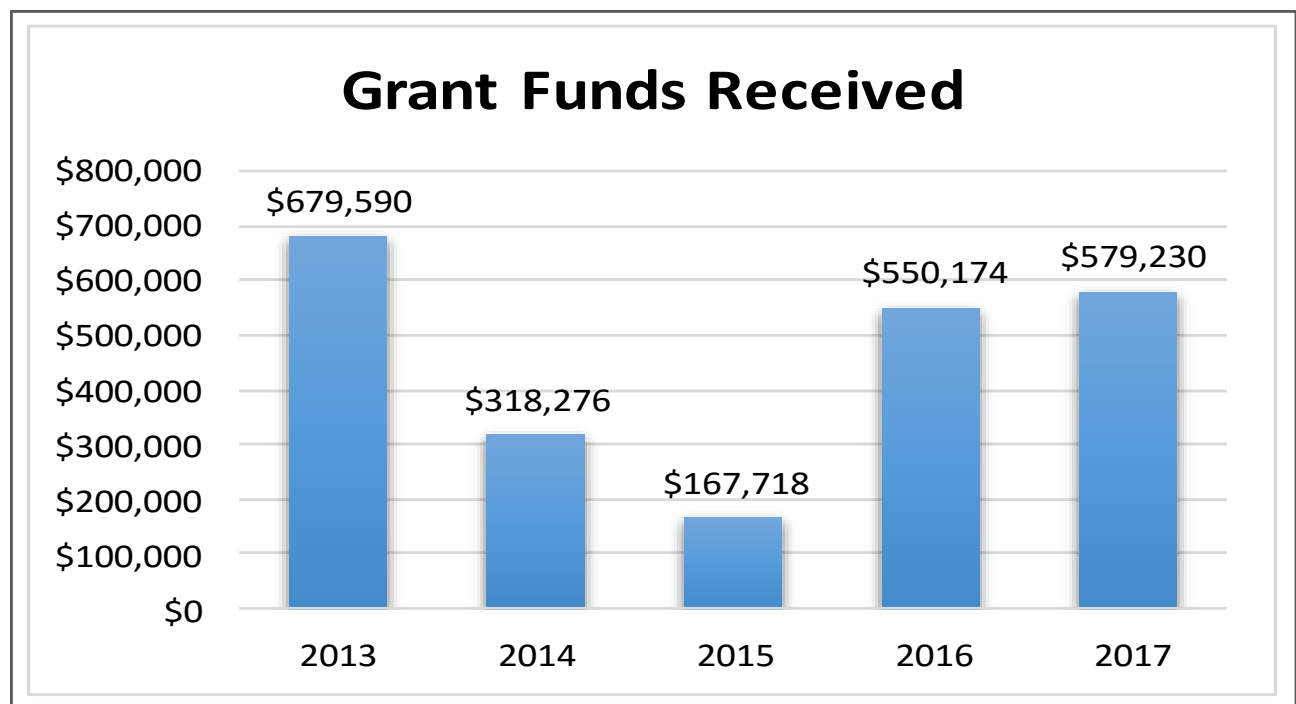
	2017	2018	2018	2019	2020
	Actual	Amended	Estimated	Adopted	Adopted
Personnel	\$332,295	\$338,334	\$378,849	\$390,530	\$391,400
Contractual	\$782,184	\$874,522	\$443,476	\$481,306	\$501,979
Commodities	\$7,040	\$13,952	\$7,500	\$10,000	\$10,000
Capital Outlay	\$29,527	\$0	\$0	\$975	\$1,300
TOTAL	\$1,151,046	\$1,226,808	\$829,825	\$882,811	\$904,679

2017/2018 Achievements:

- Completed an Operations & Management Study to assist in identifying opportunities, efficiencies, and future needs of the Department.
- Implemented sworn over-hire initiative to achieve authorized staffing levels.
- Obtained grant funding from state, federal and local entities that provided for salary, benefits, overtime reimbursement, equipment, supplies, training, community outreach programs and North Metro Task Force.
- Continued collaboration and participation with various multi-jurisdictional agencies and inter-departmental task forces and programs.
- Continued ongoing interaction and outreach with community groups, associations and programs.

Performance Snapshot...

Between 2013 and 2017, the Police Department was awarded approximately \$2.3 million in grant funding. This includes a large grant awarded in 2013 for a new Citywide Radio System capital Improvement project and large grants from the Rocky Mountain High Intensity Drug Trafficking Area as the Host Agency for the North Metro Drug Task Force.



Specialized Services

Overview:

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

2019 Objectives:

- Work towards advancements in technology to better serve citizens and improve personnel's efficiency.
- Maintain staffing levels where needed.
- Provide efficient and cost effective replacement to the current Records Management System (RMS).
- Restore full staffing for Animal Management Unit.
- Collaborate with Human Resources to effectively and efficiently recruit quality personnel.
- Hire 1.0 FTE Police Officer for Investigation due to workload.
- Hire 1.0 FTE Records Technician for Records and Property Section to assist with workload.

2020 Objectives:

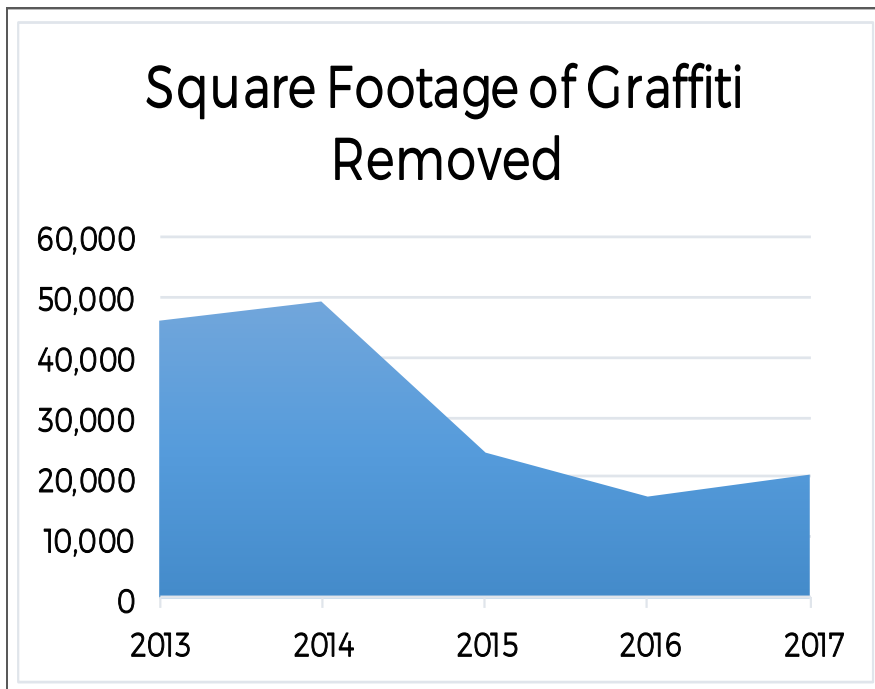
- Increase the clearance rate for assigned cases.
- Continue to maintain staffing levels where needed.
- Test, train and implement the new RMS.
- Continued involvement in community events.
- Improve Public Safety Center's security system and upgrade video system.
- Hire 1.0 Police Commander for Investigation to assist with special events.
- Hire 1.0 Police Office for Investigation due to workload.

Adopted Budget by Category

	2017 Actual	2018 Amended	2018 Estimated	2019 Adopted	2020 Adopted
Personnel	\$8,639,940	\$9,157,164	\$8,817,443	\$9,636,761	\$9,957,085
Contractual	\$940,790	\$993,215	\$1,017,785	\$1,102,119	\$1,156,256
Commodities	\$135,910	\$112,745	\$143,245	\$154,183	\$152,401
Capital Outlay	\$22,177	\$0	\$12,800	\$0	\$0
TOTAL	\$9,738,817	\$10,263,124	\$9,991,273	\$10,893,063	\$11,265,742

2017/2018 Achievements:

- Investigated numerous major cases to conclusion..
- Enhanced safety for the Court Officers at the Municipal Court.
- Reorganized the Records Unit to assist and maintain completing time sensitive workload.
- Continued to establish Victim Advocate Unit as a top notch unit through collaborate with other areas of the organization while ensuring victims get the attention needed.
- Implemented migrated data, and trained staff on new property and evidence records management system, QueTel.
- Maintained a high quality level of service in the Animal Management Unit, with overall calls for service increasing, including animal bites.
- Worked with Westminster Open Space, Standley Lake Rangers, and Colorado Parks and Wildlife, and held a community meeting/education on living with coyotes.
- Collaborated with Human Resources to foster inclusivity and diversity during the recruitment process.
- Hired a 1.0 FTE Criminalist and 1.0 FTE grant funded Court Victim Advocate to improve service levels and reduce workload.
- Installed Phase II Narrowbanding software on the radio system backbone, positioning the radio system for future growth and doubles the volume handling capability (bandwidth).
- Purchased new console furniture and computer monitors for Dispatch Center, making it more functional and ergonomic.
- Upgraded the telephone system in the Dispatch Center, improving communications capability.
- Implemented enhancements to the 911 system, permitting Text-to-911 capability.


Performance Snapshot....

In 2017, a total of 221 reports (13% increase compared to 2016) of public graffiti violations were received, which was a 13% increase compared to 2016.. The total number of square footage of graffiti removed on City property in 2017 was 20,562, which was a 19% increase compared to 2016. The City continues to be proactive in the pursuit and prosecution of individuals committing graffiti offenses.

Patrol Services

Overview:

- Prevents crime, enforces state Laws and Westminster Municipal Code Ordinances, apprehends criminal offenders, and responds to community calls for service.
- Enforces traffic laws, investigates traffic accidents, and provides traffic enforcement programs and traffic control for City events.
- Coordinates and administers traffic-related grant programs, such as Click-It or Ticket,
- Provides officers to patrol and investigate criminal activities that occur in the parks, recreation facilities, open space, and libraries.
- Manages and oversees the Special Weapons and Tactics Team, K-9 Program, School Resource Officer Program, and Citizens On Patrol Program.
- Coordinates the Special Enforcement Team, which includes anti-gang activities and specialized investigations.
- Responsible for the replacement schedules for vehicles and equipment.
- Manages and coordinates extra duty assignments for events and venues.

2019 Objectives:

- Replace retiring drug detecting K-9 with bomb detecting K-9.
- Continue to focus on outreach efforts by attending community based events.
- Focus on leadership development and succession.
- Manage current staffing levels and overtime expense.
- Continue directed patrols at houses and areas of ongoing criminal activity.
- Build and manage a more robust mental health response and comprehensive policy.
- Seek grant opportunities for equipment and resources to deter crime.
- Hire 5.0 FTE Police Officers in Patrol.
- Increase an Administrative Assistant 0.8 FTE to 1.0.

2020 Objectives:

- Train and become proficient on a new Records Management System.
- Continue community outreach programs.
- Manage overtime and current City events.
- Focus on the use of technology to build a City surveillance system that serves as a crime solving and deterrent tool.
- Continue working with Downtown teams on effective deployments.
- Hire an additional 5.0 FTE Police Officers in Patrol.

Adopted Budget by Category

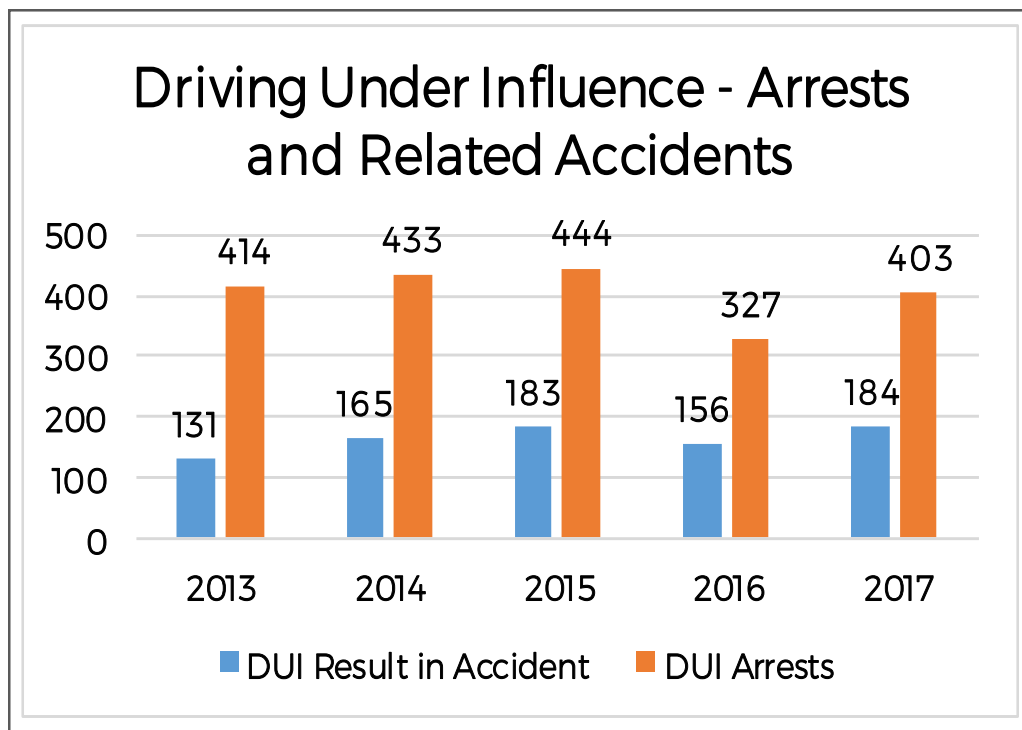
	2017	2018	2018	2019	2020
	Actual	Amended	Estimated	Adopted	Adopted
Personnel	\$12,379,265	\$12,839,781	\$12,598,513	\$13,219,980	\$13,548,235
Contractual	\$906,726	\$950,874	\$976,795	\$940,682	\$963,625
Commodities	\$35,788	\$51,573	\$89,510	\$68,638	\$64,638
Capital Outlay	\$160,131	\$75,867	\$189,000	\$108,600	\$109,175
TOTAL	\$13,481,910	\$13,918,095	\$13,853,818	\$14,337,900	\$14,685,673

2017/2018 Achievements:

- Built and administered the first Teen Police Academy with existing resources.
- Participated in 14 events with Unison properties as well as other community events.
- Acquired a fully armored rescue vehicle capable of performing tactical rescues and operations.
- Emphasized focus on traffic and DUI enforcement.
- Allocated a new officer to the Academy Charter School, and collaborated to receive 50% compensation for the position.
- Collaborated with Parks and Recreation to provide logistical support for many operations they have conducted.
- Achieved full hiring levels in the Patrol Division.

Performance Snapshot...

In 2017, officers arrested 403 DUI drivers. Of the total 3,070 accidents reported in the City of Westminster, 6% (or 184) were a result of a DUI. Patrol Services continues to focus on traffic enforcement and proactive DUI enforcement, increasing safety on City streets.





WESTMINSTER

PUBLIC WORKS AND UTILITIES

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

OVERVIEW:

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

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

Utilities Operations: Maintains approximately 550 miles of water lines, 25 miles of reclaimed water lines, 23 miles of raw water lines, 387 miles of sanitary sewer lines and 10 water storage facilities located within the City. The Division also maintains and operates two water treatment plants, as well as reclaimed and wastewater facilities.

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

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

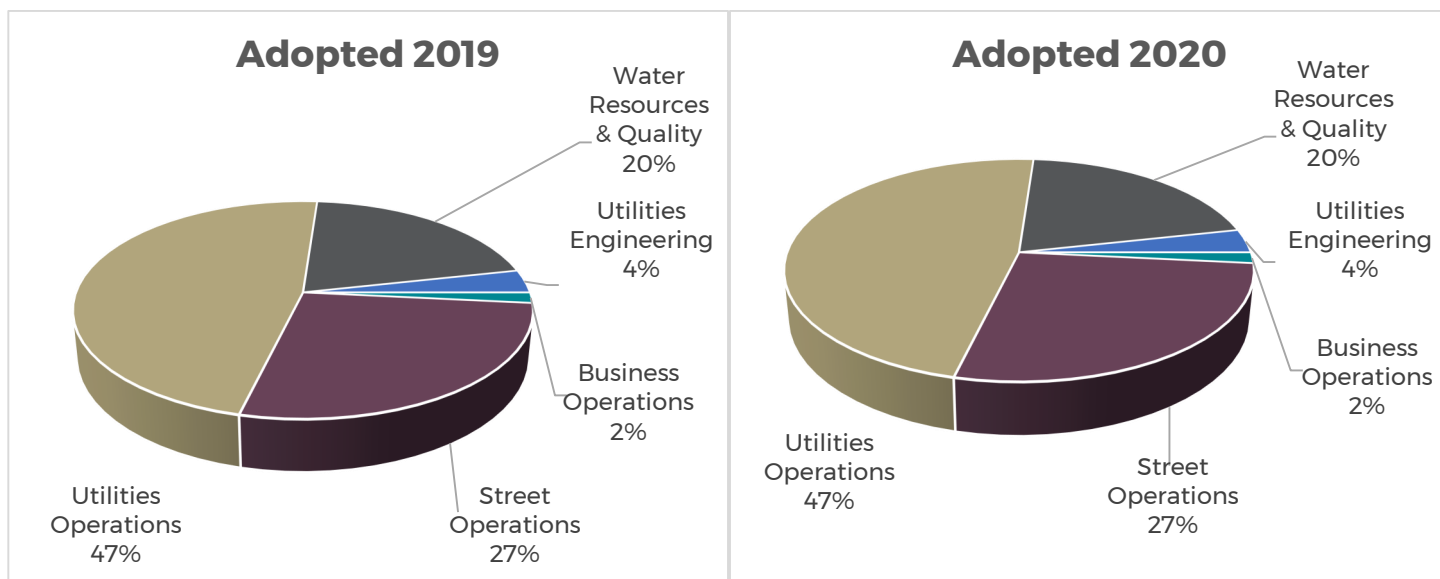
Adopted Budget by Category

	2017	2018	2018	2019	2020
	Actual	Amended	Estimated	Adopted	Adopted
Personnel	\$9,846,315	\$10,818,146	\$10,579,196	\$11,182,983	\$11,305,167
Contractual	\$19,706,236	\$23,214,611	\$20,693,245	\$23,759,349	\$24,094,466
Commodities	\$2,716,095	\$3,410,792	\$3,384,260	\$3,461,228	\$3,659,283
Capital Outlay	\$20,150	\$231,925	\$272,779	\$279,496	\$247,696
TOTAL	\$32,288,796	\$37,675,474	\$34,929,480	\$38,683,056	\$39,306,612

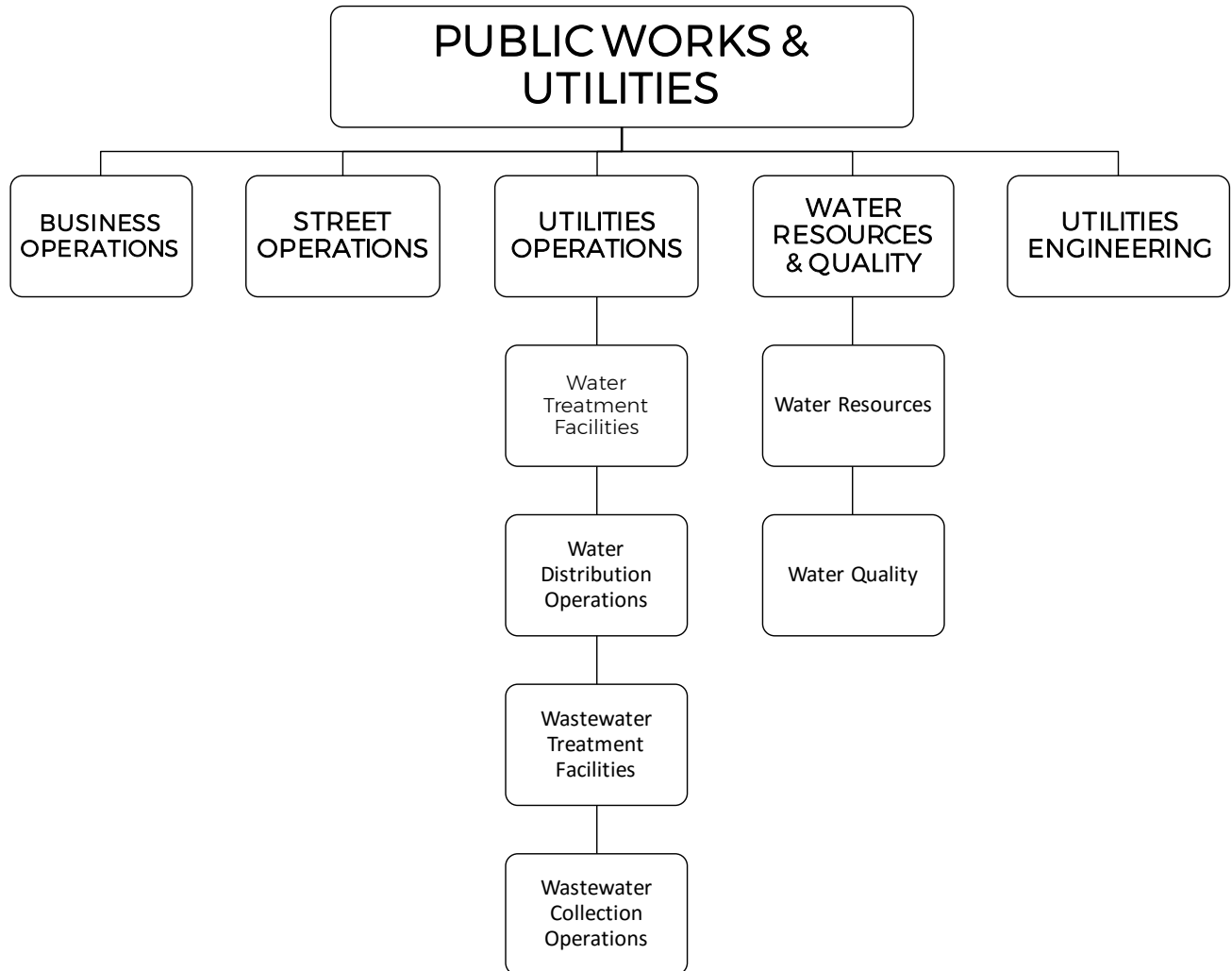
Adopted Budget by Division

	2017	2018	2018	2019	2020
	Actual	Amended	Estimated	Adopted	Adopted
Business Operations	\$453,179	\$605,485	\$589,175	\$615,423	\$617,087
Street Operations	\$9,213,800	\$10,012,233	\$9,918,820	\$10,641,451	\$10,706,011
Utilities Operations	\$14,647,591	\$17,870,809	\$16,463,758	\$18,357,521	\$18,612,181
Water Resources & Quality	\$6,817,393	\$7,900,019	\$6,711,612	\$7,724,282	\$8,025,559
Utilities Engineering	\$1,156,833	\$1,286,928	\$1,246,115	\$1,344,379	\$1,345,774
TOTAL	\$32,288,796	\$37,675,474	\$34,929,480	\$38,683,056	\$39,306,612

Total Budget by Division



Quick Fact: The City's water/wastewater utility infrastructure is currently valued at \$4 billion. The City's water rights are worth an additional \$1 billion.



Staffing (Full-Time Equivalent Employees)

	2018 Authorized	2019 Adopted	2020 Adopted
Business Operations	3.000	5.000	5.000
Streets Operations	26.000	27.000	28.000
Utilities Operations	90.500	96.500	96.500
Water Resources & Quality	18.000	16.000	17.000
Utilities Engineering	8.000	8.000	8.000
TOTAL	145.500	152.500	154.500

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

Business Operations

Overview:

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

2019 Objectives:

- Continue the design and construction of the Big Dry Creek Interceptor Sewer project.
- Continue implementation of the new pavement management system to ensure timely and appropriate street repairs funding and planning.
- Continue to educate our customers about the value of the water and wastewater services provided.
- Work with managers and staff to ensure that the appropriate tools, training, practices, and policies are provided to foster an engaged, committed, inclusive, and high-performing workforce.

2020 Objectives:

- Develop and recommend 2021/2022 water and wastewater rates and tap fees to City Council to maintain a financially sustainable Utility and government.
- Continue to educate our customers about the value of the water and wastewater services we provide.
- Continue to support the efficiency and interdepartmental coordination of the Department's infrastructure improvements and operations.
- Work with managers and staff to ensure that the appropriate tools, training, practices, and policies are provided to foster an engaged, committed, inclusive, and high-performing workforce.

Adopted Budget by Category

	2017 Actual	2018 Amended	2018 Estimated	2019 Adopted	2020 Adopted
Personnel	\$322,875	\$337,015	\$331,225	\$375,469	\$375,469
Contractual	\$127,061	\$256,820	\$247,950	\$236,644	\$238,308
Commodities	\$1,897	\$11,650	\$10,000	\$3,310	\$3,310
Capital Outlay	\$1,347	\$0	\$0	\$0	\$0
TOTAL	\$453,179	\$605,485	\$589,175	\$615,423	\$617,087

2017/2018 Achievements:

- Implemented a Cost of Service Study to review the City's rates and tap fees to continue to ensure financial fairness and equity for the City's residents and businesses.
- Continued to support the efficiency and interdepartmental coordination of the Department's infrastructure improvements and operations.
- Worked with managers and staff to ensure that the appropriate tools, training, practices, and policies are provided to foster an engaged, committed, inclusive, and high-performing workforce.
- Developed and recommended 2019 and 2020 water and wastewater rates and tap fees to City Council to maintain a financially sustainable Utility and government.
- Implemented Mobility Action Plan-Westminster recommendations to improve citizen, business, and visitor mobility, creating a beautiful, desirable, safe and environmentally responsible City.

Street Operations

Overview:

- Manages the City's \$357 million street system and infrastructure improvements, including pavement resurfacing, concrete replacement, line painting, street sweeping, traffic sign maintenance and bridge railing repainting.
- Utilizes the computerized Pavement Management System to inventory and monitor City streets; prepares the Five-Year Street Improvement Master Plan.
- Manages the Public Facility Parking Lot Management and Adopt-a-Street Programs.
- Provides snow and ice control to ensure safe conditions for the public.
- Maintains storm sewers and open drainage to minimize damage to property.
- Ensures the safety of all users of the City's street infrastructure network.

2019 Objectives:

- Utilize the pavement management system optimizing the street maintenance to improve pavement condition.
- Increase the overall pavement condition ratings of City facility parking lots through asphalt pavement rehabilitation.
- Provide efficient snow and ice control to assure safety for the public.
- Assist in the implementation of bike lanes throughout the City.
- Collaborate proactively with regional community members by offering local school districts the opportunity to use the City's asphalt and concrete contract pricing and de-icing material pricing.
- Maintain bridges and re-paint architectural pedestrian railings.
- Hire a 1.0 FTE Maintenance worker to expand the street operations crew, responsible for maintaining City roadways.

2020 Objectives:

- Continue all objectives, programs and initiatives outlined for 2019.
- Provide enhanced street maintenance activities in Downtown area as development occurs.
- Continue to assist, participate and support city wide events.
- Monitor activity with stormwater line inspection and televising program.
- Hire a 1.0 FTE Maintenance worker to expand the street operations crew, responsible for maintaining City roadways.

Adopted Budget by Category

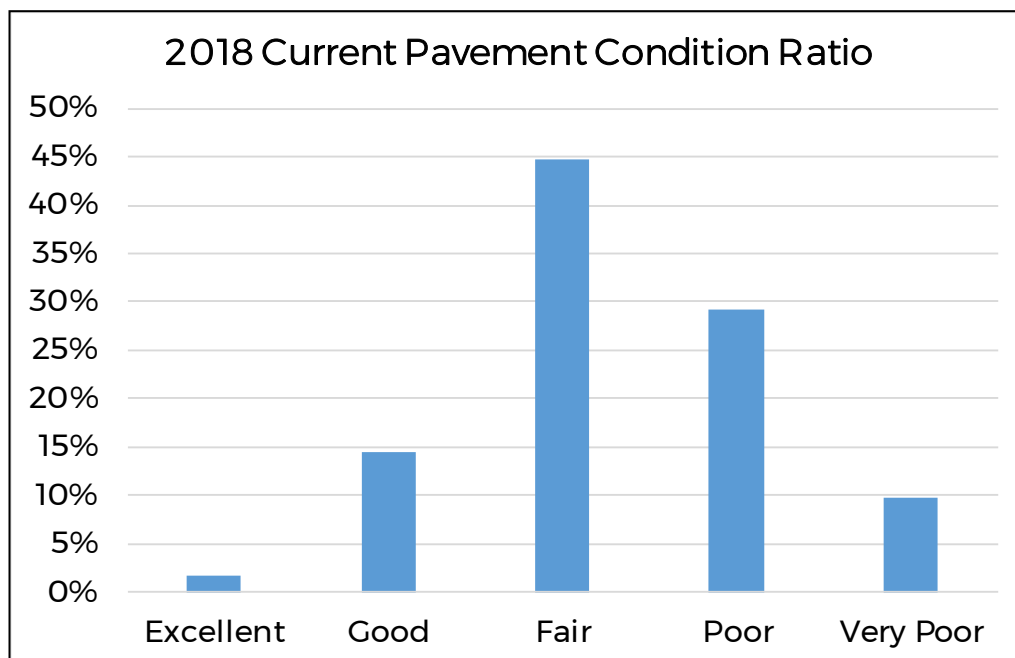
	2017	2018	2018	2019	2020
	Actual	Amended	Estimated	Adopted	Adopted
Personnel	\$1,501,654	\$1,623,945	\$1,648,337	\$1,768,184	\$1,820,803
Contractual	\$6,956,244	\$7,323,305	\$7,117,257	\$7,766,752	\$7,776,055
Commodities	\$755,020	\$1,064,983	\$1,111,046	\$1,106,515	\$1,109,153
Capital Outlay	\$882	\$0	\$42,180	\$0	\$0
TOTAL	\$9,213,800	\$10,012,233	\$9,918,820	\$10,641,451	\$10,706,011

2017/2018 Achievements:

- Implemented a new computerized pavement management system to efficiently manage the street network and expedite the creation of the Five-Year Street Improvement Master Plan.
- Improved pavement condition ratings of four City facility parking lots in 2017 and 2018 through a mill and overlay asphalt rehabilitation process.
- Maintained 1,126 lane miles of roadways throughout the City.
- Inspected approximately 30% of the City’s storm lines, televising and GPS data collecting, to identify the exact locations and condition of the pipe underground in 2017.
- Assisted in the implementation of 7 miles of new bike lanes on City roadways.
- Accomplished the Large Item Clean-up Program in 2017 and 2018.
- Maintained the established traffic control device tracking program.
- Replaced deteriorated curbs, gutters, sidewalks, and curb ramps in Legacy Ridge subdivision through the Major Concrete capital program.
- Provided efficient snow and ice control to assure safety for the public during 12 full crew deployments throughout the 2017/2018 snow season.
- Facilitated a cost sharing agreement between Target, The Shops at Walnut Creek, and the City of Westminster to accomplish reconstruction of badly deteriorated Reed Street Roundabout.

Performance Snapshot...

A pavement management program is used in the City to assign a pavement condition rating to each roadway in the City of Excellent, Good, Fair, Poor and Very Poor. The goal is to maintain 65% of all roads at a rating of Fair or better. The chart below reflects the current ratings, of which 62% is fair or better. Staff is working to maintain the condition rating with additional street operations crewmembers and additional future funding will be needed in order to prevent further declines in the pavement condition.



Utilities Operations

Overview:

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

2019 Objectives:

- Complete additional retrofits to connect customers to the reclaimed system.
- Deploy and train Staff for new CityWorks asset management system.
- Commence reclaimed maintenance program, such as valve maintenance and in-house dye testing.
- Continue to enhance the accuracy of the GIS data.
- Update the 811 utility locate program to accommodate the new State regulations passed in 2018.
- Add distribution piping to the reclaimed system.
- Replace approximately 8,000 feet of distribution water main.
- Reach 80% completion for State required backflow surveys.
- Ensure that 90% of Staff maintain achievement of State certifications.

- Hire a 1.0 FTE Equipment Operator, 1.0 FTE Maintenance worker and 1.0 FTE Utilities Technician (PACP) as a redundant wastewater system cleaning crew.
- Convert a temporary position to a 1.0 FTE Utilities Technician (Locator).
- Convert a temporary position to a 1.0 FTE Utilities Specialist (Reclaimed Inspector).

2020 Objectives:

- Refine the document management practices.
- Refine the reclaimed inspection process.
- Replace approximately 8,000 feet of distribution water main.
- Reach 90% completion for State required backflow surveys.
- Continue to ensure that 90% of Staff maintain achievement of State certifications.

Adopted Budget by Category

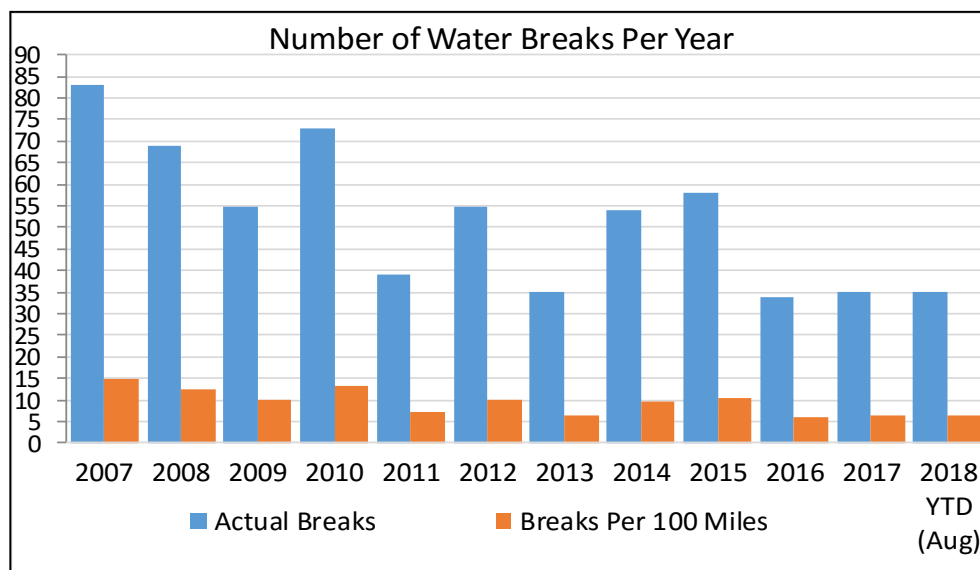
	2017	2018	2018	2019	2020
	Actual	Amended	Estimated	Adopted	Adopted
Personnel	\$5,675,330	\$6,360,057	\$6,224,069	\$6,690,705	\$6,726,789
Contractual	\$7,070,377	\$9,043,719	\$7,837,101	\$9,114,737	\$9,172,405
Commodities	\$1,886,240	\$2,256,583	\$2,192,789	\$2,274,558	\$2,467,891
Capital Outlay	\$15,644	\$210,450	\$209,799	\$277,521	\$245,096
TOTAL	\$14,647,591	\$17,870,809	\$16,463,758	\$18,357,521	\$18,612,181

2017/2018 Achievements:

- Passed a multiday extensive inspection of the City’s two drinking water plants and the entire distribution system inspection (Sanitary Survey) by the CDPHE. The survey inspectors were unable to find any regulatory violations or significant deficiencies in the City’s potable water systems.
- Awarded the 2018 “Director’s Award” by the AWWA’s Partnership for Safe Water Program for the City’s Semper Water Treatment Facility, a 44 MGD capacity conventional potable water treatment plant. This is a prestigious award within the industry that only a select few plants receive for excellent operation and maintenance based upon a rigorous peer review process.
- Implemented the new CityWorks asset management system, including process improvements for work flows such as Utility Billing, maintenance programs and inspections.
- Added of 2.5 FTE to bring the Fat, Oils, Grease and Grit inspection program in-house.
- Outlined reclaimed water operations program.
- Commenced document management system cleanup and training of staff.
- Deployed Sedaru software for mobile field inspections, water break management and water modeling.
- Retrofited PERA site to reclaimed system, 2nd largest connection of a non-pond customer.
- Identified and corrected 36 uncontrolled cross connections and our testing compliance was 99.2%.

Performance Snapshot....

A key indicator of a reliable water distribution system is the frequency of water main breaks per 100 miles of pipe per year. Over the past nine years, the City has experienced an overall downward trend in main breaks per 100 miles of pipe each year. This is due to aggressive water line replacement efforts through the capital repair and re-placement program. 2016 had 6.18 breaks per 100 miles of pipe, and 2017 had 6.3 breaks per 100 miles of pipe. These breaks are well below the industry standard of 15 breaks per 100 miles of pipe.



Water Resources and Quality

Overview:

- Completes long range water supply planning to ensure adequate water is available both now and in the future.
- Spearheads source water protection efforts including source water quality monitoring and evaluation along with participation in multi-jurisdictional protection programs.
- Operates the City’s raw water system through direct management of City-owned facilities as well as through partnerships in multi-owner facilities.
- Monitors drinking water quality to protect public health and to meet regulatory requirements.
- Manages water supply development projects including water rights purchases and reservoir development.
- Protects the environment and assists in operations optimization by providing lab services to the Big Dry Creek Wastewater Treatment Facility and participates in multi-jurisdictional programs aimed at monitoring and improving Big Dry Creek health.
- Protects the City’s \$1 billion water portfolio with its legal and engineering team.
- Monitor and participate in utility-specific regulatory and legislative processes.

2019 Objectives:

- Finalize the Drought Management Plan update.
- Finalize the Water Supply Plan Update with coordination with the Comprehensive Plan Update.
- Implement mitigation effort to minimize vulnerability to fire in the watershed.
- Complete Source Water Protection Plan update with partner agencies.
- Ensure first portion of the Wattenberg Reservoir is delivered in top quality condition and per design.

2020 Objectives:

- Complete major multi-year Farmer’s Reservoir and Irrigation Company (FRICO) water rights change case.
- Monitor and participate in State Regulation 38 Update on South Platte River stream standards.
- Initiate diligence cases for Cosmic agreement-related water cases and other water rights.
- Hire a 1.0 FTE Chemist to support the source water protection program, WATER 2025 capital project, and drinking water regulatory programs.

Adopted Budget by Category

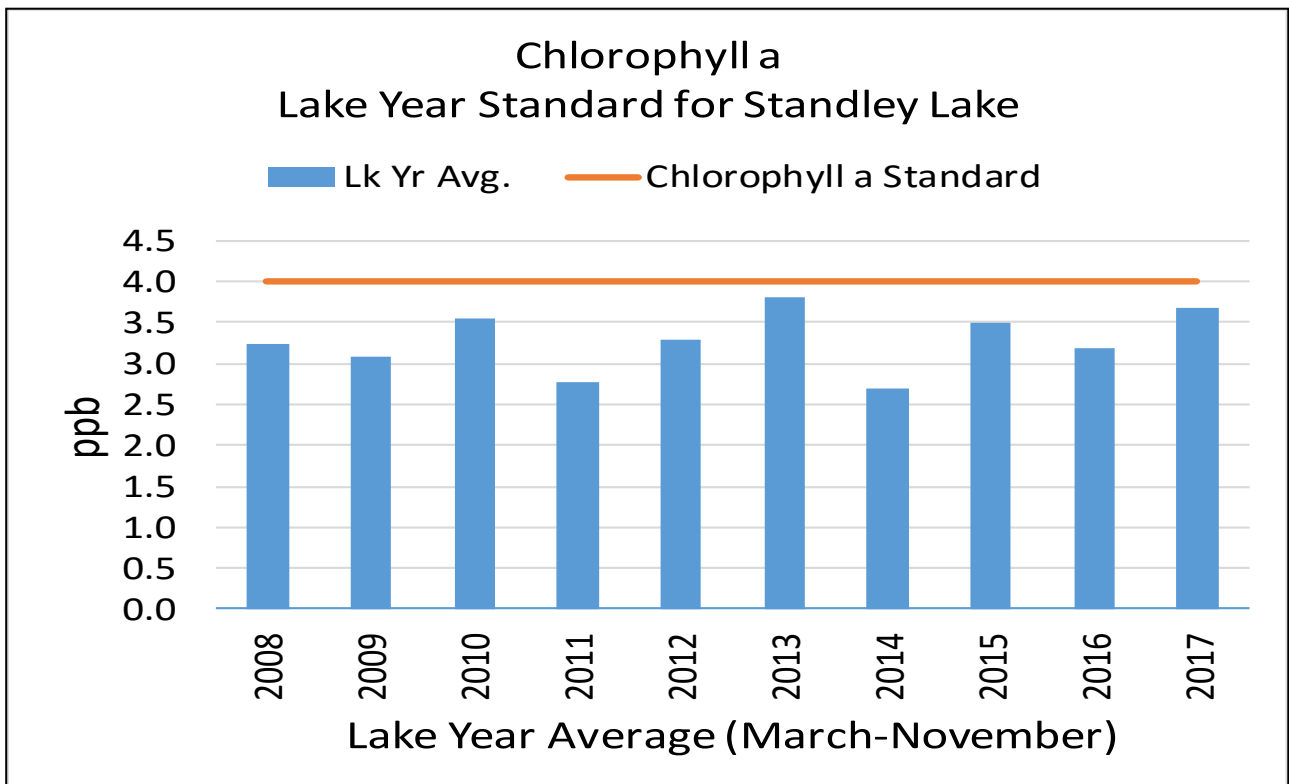
	2017	2018	2018	2019	2020
	Actual	Amended	Estimated	Adopted	Adopted
Personnel	\$1,278,530	\$1,314,793	\$1,231,034	\$1,108,769	\$1,142,250
Contractual	\$5,507,056	\$6,541,876	\$5,442,669	\$6,580,994	\$6,847,241
Commodities	\$30,322	\$33,875	\$28,609	\$32,544	\$33,468
Capital Outlay	\$1,484	\$9,475	\$9,300	\$1,975	\$2,600
TOTAL	\$6,817,393	\$7,900,019	\$6,711,612	\$7,724,282	\$8,025,559

2017/2018 Achievements:

- Completed a water rights change case for Brighton Ditch shares.
- Completed a water rights change case for a subset of FRICO shares.
- Met all distribution monitoring requirements.
- Completed all necessary regulatory monitoring at Big Dry Creek Wastewater Facility.
- Completed significant State audit of water rights accounting successfully.
- Completed the backbone modeling work for the Water Supply Plan in preparation for coordination with the Comprehensive Plan Update.
- Lead continuing efforts to monitor and protect the City's source water.

Performance Snapshot...

Chlorophyll a in Standley Lake is a key indicator of lake health and water quality. Source water protection programs help to ensure that this value stays below the standard of 4.0 parts per billion (ppb). The graph below shows good Chlorophyll a over the last decade.



Utilities Engineering

Overview:

- Directs long-term planning and engineering to determine improvements needed now and through City buildout and to detail implications for utility rates and fees.
- Implements capital projects to sustain the City's \$4 billion Utility and its thousands of raw water, drinking water, reclaimed water, and wastewater capital assets.

2019 Objectives:

- Design critical sewer lines to expand capacity for growth in the northern two-thirds of the City (re: 2018 Moratorium).
- Continue study and predesign phases of the WATER 2025 project to build a new water treatment facility.
- Improve biosolids disposal and restore aging equipment at the Big Dry Creek Wastewater Treatment Facility.
- Repair or replace 6,550 feet of high-priority sewer mains to improve service in the southern third of the City.
- Repair deteriorated sewer lines and manholes identified by the City's inspection program.
- Enhance reliability of the Semper High Service Pump Station, which provides the majority of the City's potable water supply.
- Implement replacement of all residential water meters over a two-year period.
- Replace aged, critical pumps and control equipment in the potable and reclaimed water treatment facilities.

2020 Objectives:

- Begin construction on the Big Dry Creek Interceptor Sewer system to expand capacity for the northern two-thirds of the City (re: 2018 Moratorium).
- Continue design phases of the WATER 2025 project to build a new water treatment facility to replace the aging Semper Water Treatment Facility.
- Repair and upgrade oldest parts of City's water treatment facilities, with focus on chemical and filtration systems.
- Replace three racks of membrane modules (filters) at Northwest Water Treatment Facility as part of regular maintenance.
- Replace high-priority water transmission main in Sheridan Boulevard, roughly from south of West 80th Avenue to West 74th Avenue.
- Continue using City engineers to complete about 37 smaller-scale projects that cover the entire variety of the utility's functional areas.

Adopted Budget by Category

	2017 Actual	2018 Amended	2018 Estimated	2019 Adopted	2020 Adopted
Personnel	\$1,067,926	\$1,182,336	\$1,144,531	\$1,239,856	\$1,239,856
Contractual	\$45,498	\$48,891	\$48,268	\$60,222	\$60,457
Commodities	\$42,616	\$43,701	\$41,816	\$44,301	\$45,461
Capital Outlay	\$793	\$12,000	\$11,500	\$0	\$0
TOTAL	\$1,156,833	\$1,286,928	\$1,246,115	\$1,344,379	\$1,345,774

2017/2018 Achievements:

- Completed a Raw Water Master Plan based on a detailed, internal and external condition assessment of the City's raw water pipelines and their corrosion protection systems.
- Repaired Zone 5 Pump Station.
- Improved redundancy in the Semper High Service Pump Station and completed the preliminary design for the Semper High Service Pump Station Repairs and Reliability Improvements Project.
- Constructed a new transmission main adjacent to the Promenade and replaced the transmission pipeline near West 92nd Avenue and Wadsworth Parkway, valves at Huron Street and West 120th Avenue, and the Alkire Street culvert.
- Rehabilitated the forcemains serving the West 95th Avenue and Federal Boulevard and the West 88th Avenue and Zuni Street lift stations.
- Completed the Water Treatment Facilities Improvements Project.
- Replaced the sewer and water mains in Sheridan Boulevard from West 88th Avenue to West 80th Avenue and from Sheridan Boulevard and West 80th Avenue to Raleigh Street and West 72nd Avenue, and began to replace the sewer main from West 72nd Avenue and Raleigh Street to West 64th Avenue .
- Replaced West 88th Avenue and West 104th Avenue water mains as well as aging sewer and water lines; made significant advancement on a pump station and two tanks in the Gregory Hill neighborhood; initiated relocating the Eaton Street Pump Station; and also initiated construction of the Sunset Ridge Elevated Tank as parts of the Pressure Zone 3 Expansion Project.
- Designed and bid the Big Dry Creek Wastewater Treatment Facility Solids Dewatering and Campus-Wide Improvements Project.
- Repaired the North Huron Street Lift Station.
- Replaced the West 80th Avenue and Clay Street Lift Station and its two force mains.
- Made significant progress on the replacement of Countryside Pump Station and repairs to Countryside Tank.
- Began preliminary design of Big Dry Creek Interceptor Sewer.
- Initiated WATER 2025 project to replace the nearly 50-year-old Semper Water Treatment Facility with a new facility.
- Completed the study and predesign of North Huron Street Interceptor Sewer.
- Completed improvements to the heating, ventilating, air conditioning (HVAC) systems at Semper and Northwest Water Treatment Facilities.

Performance Snapshot...

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



WESTMINSTER

SALES & USE TAX FUND

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

Sales and Use Tax Fund revenue accounts for approximately 68% of the City's General Fund revenues in 2019/2020. It is funded by the general Sales Tax of 3.0% plus an additional public safety Sales Tax of 0.6%.

The City's 0.25% Parks, Open Space and Trails (POST) Sales and Use Tax is accounted for in a separate fund that is outlined later in this section of the budget document.

The major portion of Sales and Use Tax expense is the transfer to the General Fund, budgeted at \$88,263,975 for 2019, a 9% increase over the 2018 year-end estimated transfer of \$81,011,252; in 2020, the transfer

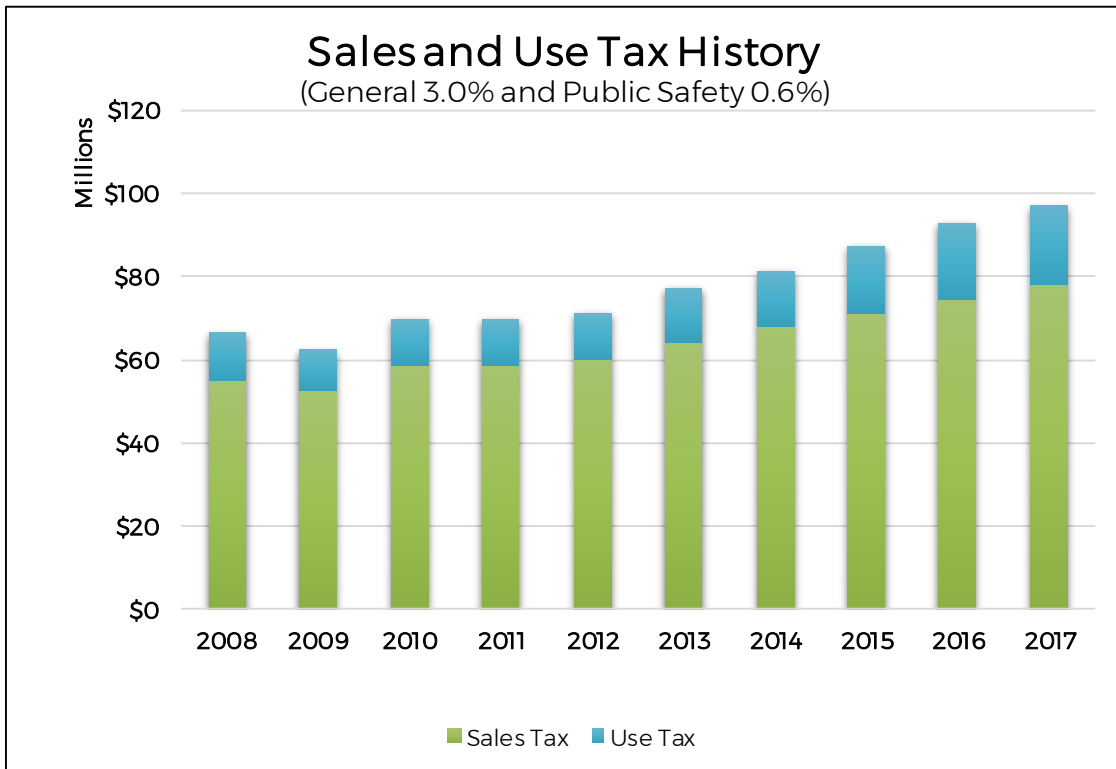
is budgeted at \$91,029,590, a 3.1% increase over 2019. The other expenses for this fund include transfer payments to the Debt Service Fund (\$1,350,000 each year in 2019 and 2020) to pay for Sales and Use Tax bonded debt and to the General Capital Improvement Program (\$6,310,000 in 2019 and \$5,241,000 in 2020) for pay-as-you-go capital improvements throughout the City. Other transfers include setting \$350,000 in 2019 and \$360,000 in 2020 to the General Reserve Fund to ensure the City maintains a 10% reserve for operating expenses. No transfers are budgeted for the General Fund Stabilization Reserve (GFSR) in 2019 or 2020.

Sales and use taxes serve as the primary revenue for the City of Westminster's operating budget. Growth is anticipated to be modest in the future, while costs for personnel, health insurance and other items continue to increase and place pressure on the organization and the services and programs delivered.

Adopted Budget by Category

	2017 Actual	2018 Amended	2018 Estimated	2019 Adopted	2020 Adopted
Transfer Payments to:					
General Fund	\$81,641,740	\$81,011,252	\$81,011,252	\$88,263,975	\$91,029,590
General Reserve	\$600,000	\$355,000	\$355,000	\$350,000	\$360,000
Capital Projects	\$7,032,000	\$5,659,555	\$10,281,561	\$6,310,000	\$5,241,000
Debt Service	\$3,900,000	\$1,350,000	\$1,350,000	\$1,350,000	\$1,350,000
GFSR	\$967,426	\$0	\$0	\$0	\$0
TOTAL	\$94,141,166	\$88,375,807	\$92,997,813	\$96,273,975	\$97,980,590

The following table shows a ten-year history of sales tax collections for general and public safety taxes.



The following table shows a more detailed comparison of general sales and use tax revenues, compared to public safety sales and use tax revenues, and other Sales and Use Tax Fund revenue, including interest income, and Payments In Lieu of Use Taxes (PILUT) from the Utility Fund in connection to capital construction projects. Carryover is also reflected in the table below, and specific to the Sales and Use Tax Fund, carryover typically is the result of prior year revenue collections exceeding budgeted revenue within the fund.

Sales and Use Tax Fund Revenues by Category

	2017	2018	2018	2019	2020
	Actual	Amended	Estimated	Adopted	Adopted
General Sales Tax	\$65,120,721	\$60,508,023	\$64,154,000	\$66,040,000	\$68,093,130
General Use Tax	\$15,414,761	\$11,735,000	\$12,932,500	\$12,680,000	\$12,327,500
Subtotal General	\$80,535,482	\$72,243,023	\$77,086,500	\$78,720,000	\$80,420,630
Public Safety Sales Tax	\$13,210,741	\$13,082,500	\$13,757,500	\$14,167,500	\$14,587,500
Public Safety Use Tax	\$3,138,944	\$2,410,600	\$2,875,600	\$2,499,500	\$2,459,250
Subtotal Public Safety	\$16,349,685	\$15,493,100	\$16,633,100	\$16,667,000	\$17,046,750
Interest	\$36,321	\$126,000	\$135,000	\$153,000	\$171,000
Utility Fund PILUT Transfers	\$390,465	\$513,684	\$513,684	\$733,975	\$342,210
Use of Fund Balance (carryover)	\$0	\$0	\$4,622,006	\$0	\$0
TOTAL	\$97,311,953	\$88,375,807	\$98,990,290	\$96,273,975	\$97,980,590

PARKS, OPEN SPACE, AND TRAILS (POST)

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

OVERVIEW

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

2019 Adopted Objectives:

- Continue to implement the Open Space Stewardship Plan.
- Prepare plan to treat 400 City-owned ash trees from Emerald Ash Borer.
- Implement an annual maintenance schedule for Big Dry Creek Trail system.
- Continue the Trail Wayfinding program.
- Hire 1.0 FTE Crewleader to assist with workload.
- Hire 1.0 FTE Park Naturalist for enhanced programming needs.

2020 Adopted Objectives:

- Continue to implement the Open Space Stewardship Plan.
- Improve irrigation systems in open space with an emphasis on conservation.
- Continue the Trail Wayfinding program.
- Expand the Nature Education Programming to include all open space, parks, and recreation areas.

NOTE: Additional information for the POST Fund is available in the Parks, Recreation, and Libraries section of this document.

Adopted Budget by Category

	2017	2018	2018	2019	2020
	Actual	Amended	Estimated	Adopted	Adopted
Personnel	\$907,452	\$1,644,589	\$1,296,866	\$1,912,669	\$1,983,231
Contractual	\$408,119	\$258,500	\$259,840	\$307,698	\$271,615
Commodities	\$134,325	\$121,755	\$110,755	\$206,955	\$211,955
Capital Outlay	\$128,058	\$141,000	\$160,000	\$209,000	\$170,000
Transfer to GCIF	\$3,492,797	\$3,456,026	\$3,456,026	\$3,088,205	\$2,610,700
Transfer to Golf Courses	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
Transfer to Debt Service	\$1,717,719	\$1,744,019	\$1,744,019	\$1,748,319	\$1,745,919
TOTAL	\$7,038,470	\$7,615,889	\$7,277,506	\$7,722,846	\$7,243,420

GOLF COURSE FUND

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

OVERVIEW:

- Enhances local economy as a critical regional draw for businesses and livability.
- Positively impacts land values by providing two championship golf courses.
- Provides superior customer service, value, programs, services, and environmental stewardship that reflect the community's values and ideals as a public recreation facility.
- Maintains both golf courses at the highest level, using the natural features of the properties to enhance the beauty and golf experience of the courses for all guests.
- Strengthens partnerships with the business community.

2019 Objectives:

- Continue environmental stewardship practices.
- Continue collaborative and educational Efforts with Front Range Community College and Colorado State University.
- Maintain Audubon International Signature Certification at Walnut Creek Golf Preserve.
- Achieve 78,500 rounds and \$3,600,000 in revenue.
- Implement new restaurant concessionaire contract.
- Start Legacy Ridge Golf Course irrigation renovation project.

2020 Objectives:

- Achieve 80,000 Rounds and \$3,700,000 in revenue.
- Continue Legacy Ridge Golf Course irrigation renovation project.
- Continue to host community-sponsored events, such as Movies in the Park and the Adult Egg Hunt.
- Continue environmental stewardship practices.
- Commence design phase of Walnut Creek Golf Preserve irrigation renovation.

Adopted Budget by Category

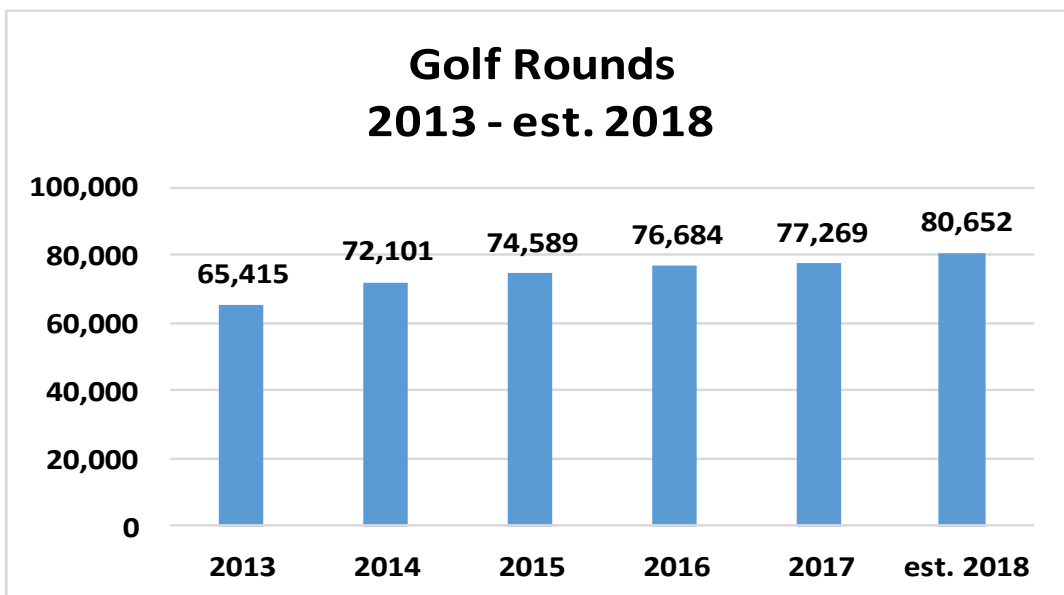
	2017 Actual	2018 Amended	2018 Estimated	2019 Adopted	2020 Adopted
Personnel	\$1,608,451	\$1,853,092	\$1,739,324	\$1,879,158	\$1,928,281
Contractual	\$783,412	\$1,544,875	\$1,514,369	\$1,665,710	\$1,523,645
Commodities	\$635,581	\$576,765	\$612,053	\$595,453	\$595,453
Capital Outlay	\$6,065	\$38,400	\$38,800	\$6,100	\$6,100
Debt Service	-\$1,926	\$0	\$0	\$0	\$0
Other Expenditures	\$698,705	\$0	\$0	\$0	\$0
Transfer Payments	\$372,863	\$44,910	\$44,910	\$0	\$27,044
Capital Imp Projects	\$159,117	\$226,000	\$226,222	\$201,000	\$130,000
TOTAL	\$4,262,268	\$4,284,042	\$4,175,678	\$4,347,421	\$4,210,523

2017/2018 Achievements:

- Completed re-branding of the Heritage Golf Course to Walnut Creek Golf Preserve.
- Recruited and filled five FTE positions.
- Hosted the following national and state tournaments: US Open Men’s Qualifier, American Junior Golf Association, Hale Irwin, U.S. Women’s Open Sectional, and the State Women’s Junior Amateur.
- Completed Legacy Ridge Gold Course kitchen renovation.
- Completed Walnut Creek Golf Preserve patio renovation project.
- Completed cart path replacement project at both courses.
- Completed Legacy Ridge Golf Course Irrigation renovation Request for Proposal and designer selection.
- Finalized replacement golf cart purchase.
- Completed the fifth consecutive year of record rounds and revenues.

Performance Snapshot...

The popularity of the City’s two municipal golf courses continues to grow. Since 2012, the City’s golf courses have averaged a 3.7% increase annually in the number of total golf rounds and 4.5% increase annually in revenues.



GENERAL RESERVE FUND

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

A transfer payment from the Sales & Use Tax Fund of \$350,000 in 2019 and \$360,000 in 2020 is budgeted to ensure the fund remains at 10% of total General Fund expenditures, which is the City practice.

The chart below reflects the actual and projected fund balances. There were no expenditures out of the General Reserve Fund in 2017. Staff does not anticipate making expenditures out of the fund in the remainder of 2018, 2019 or 2020.

Total Reserve Fund Balance

	2017 Ending Balance (Actual)	2018 Revised Ending Balance (Adjusted Budget)	2018 Ending Balance (Estimated)	2019 Estimated Ending Balance (Adopted Budget)	2020 Estimated Ending Balance (Adopted Budget)
Fund Balance	\$11,824,811	\$12,373,840	\$13,144,929	\$13,721,531	\$14,346,261
TOTAL	\$11,824,811	\$12,373,840	\$13,144,929	\$13,721,531	\$14,346,261

GENERAL FUND STABILIZATION RESERVE

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

When not in an economic downturn, the target amount of the General Fund Stabilization Reserve (GFSR) in any given year shall range from 5% to 10% of the total Sales and Use Tax Fund revenues for that year. In 2019, the GFSR is projected to be at 9.2% of Sales & Use Tax revenues. In 2020, the GFSR is projected to be at 9.3% of Sales & Use Tax revenues.

The chart below reflects the actual and projected fund balances. There were no expenditures out of the GFSR in 2017. Staff does not anticipate making expenditures out of the fund in the remainder of 2018, 2019 or 2020. There are no budgeted transfer payments from the Sales and Use Tax Fund to the GFSR in 2019 or 2020.

Total Reserve Fund Balance

	2017 Ending Balance (Actual)	2018 Revised Ending Balance (Adjusted Budget)	2018 Ending Balance (Estimated)	2019 Estimated Ending Balance (Adopted Budget)	2020 Estimated Ending Balance (Adopted Budget)
Fund Balance	\$8,670,671	\$8,784,327	\$8,796,770	\$8,946,592	\$9,117,155
TOTAL	\$8,670,671	\$8,784,327	\$8,796,770	\$8,946,592	\$9,117,155

UTILITY RESERVE FUND

In 2006, City Council adopted a set of fiscal policies for how the Utility Fund operates and manages water and wastewater rates, debt, repair and replacement, capital improvements, and reserves.

The Rate Stabilization Reserve (RSR) functions to offset revenue risk associated with low water demand years. If revenues do not materialize to fund expenses, the use of this reserve normalizes revenues without the need to increase rates. In years when revenues exceed expenses, the fund is replenished. The recommended minimum balance is 25% of projected rate revenue for the water utility and 10% of projected rate revenue for the wastewater utility. If the reserve goes above specific target amounts due to a string of years of abnormal revenue, options will include applying surplus to the Capital Projects Reserve or rate reduction. If the reserve is below the minimum level, rates could be increased with the goal of returning to the target level. A total of \$16,615,408 in 2019 and \$16,898,394 in 2020 is projected for the Rate Stabilization Reserve, which keeps the fund in compliance with Council's adopted policy.

The Capital Projects Reserve (CPR) functions as a source for new assets, replacement of existing assets, and emergency funding for repairs. The balance will be relatively high in some years and relatively low in periods of high investment. The minimum shall be \$3 million for water and \$2 million for wastewater. A maximum balance equal to 40% of the total adopted five-year Capital Improvement Program (CIP) funding is recommended. A portion of the Capital Projects Reserve will be utilized to offset CIP costs until the rate structure is adequate to cover ongoing repair and replacement costs for the overall utility. In 2019, \$26,445,602 is projected for the Capital Projects Reserve ending balance. In 2020, \$21,170,005 is projected for the ending balance, which keeps the fund in compliance with Council's adopted policy.

Total Reserve Fund Balances

	2017 Ending Balance (Actual)	2018 Revised Ending Balance (Adjusted Budget)	2018 Ending Balance (Estimated)	2019 Estimated Ending Balance (Adopted Budget)	2020 Estimated Ending Balance (Adopted Budget)
Rate Stabilization Reserve	\$15,230,966	\$15,482,139	\$16,615,407	\$16,898,392	\$17,220,552
Capital Projects Reserve	\$25,985,178	\$21,125,816	\$20,815,486	\$21,170,005	\$26,445,602
TOTAL	\$41,216,144	\$36,607,955	\$37,430,893	\$38,068,397	\$43,666,154

Adopted Budget by Category

	2017 Actual	2018 Amended	2018 Estimated	2019 Adopted	2020 Adopted
RSR Transfers	\$0	\$0	\$0	\$0	\$0
CPR Transfers	\$4,415,400	\$8,497,171	\$8,497,171	\$0	\$0
TOTAL	\$4,415,400	\$8,497,171	\$8,497,171	\$0	\$0

CONSERVATION TRUST FUND

The Conservation Trust Fund was created solely to manage the City's share of state lottery proceeds. The state limits the spending of these funds to the development or improvement of City parks, facilities, and libraries. The City's share is determined by population data and the existence of special recreation districts. The City continues to use these funds for trail, park, recreation facility and library purposes. In 2019 and 2020, projects to be funded by Conservation Trust funds include recreation facility maintenance, park renovations, and library technology improvements.

Adopted Budget by Category

	2017	2018	2018	2019	2020
	Actual	Amended	Estimated	Adopted	Adopted
Capital Projects	\$1,559,113	\$852,000	\$1,223,544	\$897,000	\$906,000
TOTAL	\$1,559,113	\$852,000	\$1,223,544	\$897,000	\$906,000

GENERAL CAPITAL OUTLAY REPLACEMENT FUND

This replacement fund finances the replacement of vehicles (except Utility Fund vehicles), computers, mobile devices, copiers, citywide radios and self contained breathing apparatus. Vehicle replacement funding in GCORF is provided by equipment rental charges to the General and POST Funds. PC replacement funding in GCORF is provided by PC replacement fees from all funds with PC assets. Use of GCORF levels capital outlay expenses in the operating budget and provides for ongoing capital-intensive replacement needs.

Implemented in 2014, Staff periodically update a 15-Year Vehicle/Equipment Replacement Plan to “smooth out” replacements to a manageable level, both from a budgetary and operational standpoint. There are 37 vehicles budgeted for replacement in 2019 and 34 vehicles budgeted for replacement in 2020.

With the adopted 2019/2020 Budget, an annual PC replacement fee of \$185 per desktop, \$365 per laptop, \$396 per mini laptop and \$293 per tablet device will be charged to each department per year.

Staff continues a consolidated budgeting approach for copier/multi-functional machine replacements. The budget includes \$27,868 in 2019 and \$27,497 in 2020 for these replacements. One new and two replacement machines are budgeted in 2019, and three replacement machines are budgeted in 2020.

In 2018, the City extended the GCORF to include the replacement of self contained breathing apparatus for Fire personnel and the City-wide radio network. Initial funding was provided through carryover.

Adopted Budget by Category

	2017 Actual	2018 Amended	2018 Estimated	2019 Adopted	2020 Adopted
Vehicles - General	\$970,765	\$845,411	\$845,411	\$736,130	\$947,678
Vehicles - PST	\$633,236	\$1,148,000	\$1,003,769	\$977,130	\$1,059,749
Leases - Fire Trucks	\$439,131	\$439,133	\$439,133	\$329,223	\$513,223
PC Replacement	\$279,343	\$348,000	\$315,878	\$487,877	\$494,685
Copier Replacement	\$49,060	\$76,578	\$76,578	\$60,000	\$27,497
Wildland Fire Truck	\$0	\$1,278	\$0	\$0	\$0
Vehicles - POST	\$319,126	\$107,500	\$94,832	\$86,660	\$48,801
Fire SCBA	\$0	\$231,514	\$0	\$0	\$0
Citywide Radio	\$0	\$500,000	\$0	\$0	\$0
TOTAL	\$2,690,661	\$3,697,414	\$2,775,601	\$2,677,020	\$3,091,633

STORM DRAINAGE FUND

OVERVIEW

- The Storm Drainage Fund was created in 2001 to provide resources for the City to comply with the requirements set forth in the state administered National Pollutant Discharge Elimination System (NPDES) permit, which is federally mandated to reduce stormwater pollution in accordance with the Clean Water Act of 1972.
- Managed as a component within the Utility Enterprise Fund.
- The Department of Community Development:
 - manages six program areas required by the NPDES permit
 - responds to emergency spills
 - manages the Household Hazardous Waste curbside pickup program
 - enforces stormwater code
 - administers the Storm Drainage Fund
 - calculates billing with the Geographic Information System (GIS),
 - provides technical expertise for the design and construction of drainage projects
 - manages capital projects and reinvestment in existing stormwater infrastructure
 - manages the floodplain within the City for the prevention of flood damage and compliance with Federal Emergency Management Administration and regulatory requirements.
- The Streets Division in the Public Works and Utilities Department cleans hundreds of storm sewer inlets, pipes and ditches and conducts street sweeping operations throughout the City every year.
- The Park Services Division in the Parks, Recreation and Libraries Department maintains drainageways and ponds throughout the City.
- Staff represents the City on the Colorado Stormwater Council and the Association of Flood Plain Managers.

2019 Objectives:

- Add new 2.0 FTE to assist with attaining a compliant and sustainable stormwater utility (Coordinator and Analyst positions).
- Design and construction seepage mitigation in Countryside neighborhood adjacent to Dry Creek Valley Ditch.
- Identify pilot project to demonstrate sustainable Low Impact Development techniques.
- Initiate project to stabilize Walnut Creek
- Conduct projects to stabilize areas of Big Dry Creek identified as high priority.
- Complete TV inspections of all city storm lines.
- Replace storm inlets in West 94th Ave.

2020 Objectives:

- Add new 2.0 FTE to assist with attaining a compliant and sustainable stormwater utility (Inspector positions).
- Continue to develop and execute program elements for compliance with revised NPDES permit, specifically related to development review, municipal facility operations, inspections and code enforcement.
- Complete design for Shaw Heights tributary improvements.
- Initiate design of second Westminster Station Water Quality pond.
- Develop long-term asset management strategy.

2017/2018 Achievements:

- Completed construction of City Park Channel capital improvements.
- Completed construction on Brittany Oaks localized flooding and detention pond improvements.
- Brought construction site inspection program into compliance with state permit requirements, with support from Wright Water Engineers as contractors.
- Completed work on Little Dry Creek regional drainage and park improvements.
- Constructed first Westminster Station Water Quality pond.
- Coordinated with the Urban Drainage and Flood Control District on the design, construction, and maintenance of regional drainageways, including invasive tree and weed removals.
- Completed projects to stabilize areas of Big Dry Creek identified as high priority.
- Managed floodplain for the prevention of flood damage and compliance with Federal Emergency Management Agency and other regulatory requirements.
- Obtained matching funds commitment from Urban Drainage and Flood Control District for capital projects.
- Hired a part time intern to help with closing gaps in NPDES permit compliance.
- Conducted projects to stabilized high priority segments of Big Dry Creek.

Adopted Budget by Category

	2017	2018	2018	2019	2020
	Actual	Amended	Estimated	Adopted	Adopted
Personnel	\$197,222	\$232,110	\$221,000	\$381,710	\$527,888
Contractual	\$556,223	\$692,146	\$733,480	\$1,109,306	\$995,705
Commodities	\$4,416	\$10,000	\$9,500	\$12,000	\$12,000
Capital Outlay	\$0	\$0	\$0	\$4,150	\$3,650
Other Expenditures	\$0	\$0	\$0	\$0	\$0
Transfer Payments	\$18,000	\$0	\$0	\$0	\$0
Debt Service	\$5,551	\$1,096,755	\$1,092,533	\$1,070,655	\$0
Capital Projects	\$3,037,114	\$2,512,000	\$2,512,000	\$2,427,000	\$3,139,000
TOTAL	\$3,818,526	\$4,543,011	\$4,568,513	\$5,004,821	\$4,678,243

FLEET MAINTENANCE FUND

OVERVIEW

- Maintains and repairs the City's fleet of approximately 600 vehicles and pieces of equipment.
- Provides vehicle and equipment replacement recommendations to the City Manager's Office based on vehicle condition, utilization, and operating/maintenance costs.
- Acquires and disposes of approximately 50 vehicles and pieces of equipment each year.
- Secures the City's fuel supply and monitors gasoline and diesel fuel consumption by the City's fleet.

2019 Objectives:

- Provide 90% fleet availability for delivery of service across the City.
- Achieve 75% early/on-time completion rate for preventative maintenance services.
- Reduce equipment downtime and road call repair requests.
- Incorporate information derived from the 15-Year Equipment Replacement Plan into 2019 equipment purchase decisions.
- Deploy a performance metrics dashboard that will be viewable to all of Fleet's customers via the City's Intranet.
- Engage neighboring municipal fleet operations and fleet industry groups to identify collaboration and partnership opportunities.
- Purchase 90% of the City's gasoline and 75% of the City's diesel fuel on fixed forward contracts.

2020 Objectives:

- Provide 95% fleet availability for delivery of service across the City.
- Achieve 80% early/on-time completion rate for preventative maintenance services.
- Continue to reduce equipment downtime and road call repair requests.
- Continue to incorporate information derived from the 15-Year Equipment Replacement Plan into 2020 equipment purchase decisions.
- Deploy a customer service center that will be available to all of Fleet's customers via the City's Intranet.
- Continue to engage neighboring municipal fleet operations and fleet industry groups to identify collaboration and partnership opportunities.
- Purchase 90% of the City's gasoline and 75% of the City's diesel fuel on fixed forward contracts.

Adopted Budget by Category

	2017	2018	2018	2019	2020
	Actual	Amended	Estimated	Adopted	Adopted
Personnel	\$670,875	\$784,007	\$779,007	\$847,968	\$877,463
Contractual	\$225,956	\$303,341	\$303,341	\$308,304	\$307,688
Commodities	\$1,047,661	\$1,708,650	\$1,469,988	\$1,664,798	\$1,725,050
Capital Outlay	\$5,243	\$21,200	\$7,200	\$10,525	\$0
Transfers - Water	\$282,403	\$0	\$0	\$0	\$0
Transfers - GCIF	\$931,300	\$0	\$0	\$0	\$0
TOTAL	\$3,163,438	\$2,817,198	\$2,559,536	\$2,831,595	\$2,910,201

2017/2018 Achievements:

- Achieved 90% fleet availability rate for delivery of services to the City.
- Attained 95% completion rate for preventative maintenance services.
- Updated the 20-Year Equipment Replacement Plan for the City's fleet of equipment.
- Conducted Request for Bids and secured long term contracts for auto body repair services and the purchase of tires, retread tires, and tire related services.
- Engaged with the fleet operations of the City of Boulder, City and County of Denver, City of Lakewood, and Douglas County to identify opportunities to collaborate and partner.
- Maintained Automotive Service Excellence (ASE) Blue Seal shop certification.
- Purchased 90% of the City's gasoline and 75% of the City's diesel fuel on fixed forward contracts.
- Implemented the Fuel System R&R capital improvement project. This account funds ongoing maintenance, repairs, and future replacement of the City's existing fueling infrastructure.
- Purchased and disposed of 63 pieces of equipment in 2017 and 56 pieces of equipment in 2018.
- Supported the City's vision of being one of the most sustainable cities in American by using GPS/telematics technology to reduce idling, adding electric and hybrid vehicles to the fleet, and engaging users in discussions on vehicle right-sizing.

Performance Snapshot...

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

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

Preventative Maintenance of City Vehicles & Equipment

	Early/ On-Time	Late	Not Completed
2016	46%	41%	13%
2017	58%	34%	8%
2018	62%	33%	5%

PROPERTY/LIABILITY AND WORKERS' COMPENSATION FUNDS

OVERVIEW

- Manages the property and liability, and workers' compensation programs to minimize potential liabilities to the City.
- Oversees the Safety and Loss Control Program and Safety Committee to prevent accidents and reduce the consequences if an accident should occur.

2019 Objectives:

- Continue SafeStart training for all benefited employees along with advanced practice sessions to promote and enhance employees' life safety.
- Utilize the SafeStart concepts and error reduction techniques to decrease injury and accident loss.
- Enhance business processes by developing an electronic reporting system for workers' compensation injury reporting that allows for more efficient tracking and records retention.
- Continue to control and contain property and liability losses and employee safety through tracking, monitoring and implementing programs to reduce the likelihood of repeat losses.
- Continue to develop the CDL/CMV (Commercial Driver's License/ Commercial Motor Vehicle) Task Force to enhance driving safety of City drivers.

2020 Objectives:

- Expand SafeStart training for all benefited and non-benefited employees along with advanced practice sessions to promote and enhance employees' life safety.
- Continue to utilize the SafeStart concepts and error reduction techniques to decrease injury and accident loss.
- Continue to respond to potential changes to Colorado Workers' Compensation law.
- Continue to control and contain property and liability losses and employee safety through tracking, monitoring and implementing programs to reduce the likelihood of repeat losses.

Adopted Budget by Category

	2017	2018	2018	2019	2020
	Actual	Amended	Estimated	Adopted	Adopted
Personnel	\$204,569	\$243,793	\$244,644	\$257,389	\$257,389
Contractual	\$2,396,293	\$2,069,953	\$2,118,859	\$2,189,620	\$2,189,620
Commodities	\$15,629	\$30,967	\$26,976	\$30,967	\$30,967
Capital Outlay	\$0	\$0	\$1,657	\$0	\$0
TOTAL	\$2,616,491	\$2,344,713	\$2,392,136	\$2,477,976	\$2,477,976

2017/2018 Achievements:

- Assisted General Services Staff in transition of the City's environmental compliance program, including public recycling and household hazardous waste programs, from Human Resources to new Environmental Analyst in GS.
- Oversaw advanced modeling of the Gasoline Recovery Project at the MSC, ensuring stability and minimal risk during transition to new environmental compliance Staff. Updated project status with the State to achieve authorization for minimal long-term site monitoring and possible closure.
- Partnered with CIRSA to bring to Westminster and fund the SIGMA Law Enforcement Health Initiative program for all Westminster sworn officers.
- Improved the City's Loss Control Standards compliance audit score with CIRSA from 65% in 2017 to 96% compliance in 2018 through efforts of the Citywide Safety Committee..
- Continued to help fund many valuable safety-related equipment and training for City workgroups through the Citywide Safety Incentive Program. Examples of items funded in 2017 and 2018 include, firefighter cancer prevention equipment, AED machines for City facilities and CPR training for Staff, LUCAS automated CPR devices for ambulances, and a hearing protection and advanced communication system for forestry Staff.
- Enhanced the City's driving safety policies and procedures.
- Continued successful administration of the property and liability program.
- Continued successful administration of the workers' compensation program.
- Continued to emphasize a citywide safety culture with management support and involvement across all City divisions and departments.

Performance Snapshot....

As a member of the Colorado Intergovernmental Risk Sharing Agency (CIRSA), the City is scored on loss control standards each year. A CIRSA loss control representative graded the City against loss control standards that all CIRSA members are required to comply with.

The City's 2018 CIRSA loss control audit score was 135 out of 140 points or 96 percent. This score allowed the City to be eligible for not only a safety award from CIRSA, but a loss control credit that is used to buy down the City's insurance premium, thereby saving the City money. The CIRSA loss control audit is comprised of numerous safety-related goals and programs related to such things as motor vehicle safety, work zone protection, safety inspections, lock out/tag out programs, and confined space entry. Focusing on training, safety programs and communication to keep our employees and the public safe helps achieve a high score on this audit and is another way the City makes Risk Management a priority.

WESTMINSTER ECONOMIC DEVELOPMENT AUTHORITY

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

WEDA currently consists of seven URAs: Holly Park, Mandalay Gardens, North Huron, South Sheridan, South Westminster, Westminster Center East Sub-Area and Westminster Center Urban Reinvestment Plan Area (WURP). The South Westminster URA is set to expire at the end of 2018. The preliminary 2018 incremental assessed valuation received from Adams County and Jefferson County for WEDA is \$123,103,296 and is used to calculate the estimated property tax increment of \$12,554,489 to be paid to WEDA in 2019. This same estimated valuation for 2018 plus anticipated changes in property value within the URAs was used to calculate the estimated property tax increment of \$13,378,540 to be paid to WEDA in 2020.

Total revenues, which include incremental tax revenues, miscellaneous revenues and transfers-in are estimated at \$13,079,988 for 2019 and \$13,904,467 for 2020. Projected expenditures, which include contractual obligations, property tax collection fees, debt service and transfers-out, are estimated at \$8,986,270 for 2019 and \$9,004,138 for 2020. Budgeted expenditures consists primarily of debt service and contractual obligation payments that are non-discretionary in nature. Failure to budget for these payments would put WEDA in violation of its legal commitments. The WEDA budget projects a substantial remaining fund balance. These funds are necessary in order to meet bond and loan reserve requirements and are not available for other purposes.

Adopted Budget by Category

	2017 Actual	2018 Adjusted	2018 Estimated	2019 Adopted	2020 Adopted
Contractual	\$910,717	\$947,143	\$755,021	\$799,422	\$816,784
Capital Projects	\$1,429,570	\$4,511,099	\$10,150,965	\$0	\$0
Debt Service	\$8,522,694	\$7,876,091	\$7,781,794	\$7,784,348	\$7,784,554
Other Expense	\$4,079,868	\$0	\$0	\$0	\$0
Transfers-out	\$2,491,510	\$2,134,787	\$976,654	\$402,500	\$402,800
TOTAL	\$17,434,359	\$15,469,120	\$19,664,434	\$8,986,270	\$9,004,138

DEBT SERVICE FUND

The Debt Service Fund was created to manage the City's repayment of long-term debt-financed projects. It accounts for the financial resources used for the payment of long-term non-enterprise fund debt, principal, interest and related costs. The debt service is funded primarily via transfer payments from the Sales & Use Tax and Open Space Sales & Use Tax Funds. The Fund includes debt payments associated with the following obligations in the 2019/2020 Budget:

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

In 2017, the Fund paid off the following obligation and it is not reflected in 2019 and 2020:

- 2007D Parks Open Space and Trails (POST) Revenue Bonds which were not refunded with the 2015 POST Revenue Refunding Bonds.

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

Adopted Budget by Category

	2017	2018	2018	2019	2020
	Actual	Amended	Estimated	Adopted	Adopted
Principal Payments	\$2,185,000	\$2,300,000	\$2,300,000	\$2,390,000	\$2,495,000
Interest Payments	\$1,131,719	\$1,052,969	\$1,052,969	\$958,469	\$849,569
Paying Agent Fees	\$800	\$1,700	\$1,700	\$1,950	\$4,450
TOTAL	\$3,317,519	\$3,354,669	\$3,354,669	\$3,350,419	\$3,349,019

CAPITAL IMPROVEMENT PROGRAM

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

The total CIP continues to reflect an effort to move forward on many capital improvement fronts to address the City's needs as well as enhance community quality of life. These improvements benefit existing and future citizens and businesses by rehabilitating, improving and enhancing community amenities. Throughout the 2019/2020 budget development process, Staff worked to strike a balance between capital and operating needs, and the CIP reflects these efforts.

The total CIP for general capital projects is substantially higher in 2019 compared to 2020, due to significant carryover funds being available due to expenditure savings in 2017 and revenues producing more than originally anticipated in 2017 (approximately \$8 million in carryover) are for use with general capital projects.

The total CIP for Utility Fund capital projects is substantially higher in 2019 compared to 2020, due to a planned bond issue in 2019 of approximately \$102 million. The bond issue is intended to fund \$67 million in water system projects and \$35 million in wastewater system projects.

The City's CIP is funded by multiple revenue sources, many of which have restrictions or limitations on their use. The presentation of the CIP is categorized by funding source. General capital improvements include projects funded by general revenues, projects funded by the City's voter-approved 0.6% Public Safety Tax, and projects funded by revenues specific to Parks, Recreation and Libraries. Utility Fund capital improvements include projects for the water, wastewater, and storm drainage systems, primarily funded by rates and fees.

General Capital Improvements Overview

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

A total of 94 general capital improvement projects are budgeted in 2019 at a cost of \$26,612,000. A total of 88 general capital improvement projects are budgeted in 2020 at a cost of \$19,245,000. All general capital improvement projects in 2019 and in 2020 will be funded on a "pay-as-you-go" basis and do not include the use of debt financing.

General Revenue-Funded Projects - The revenues that fund this category of projects include Adams County Road sales tax, interest earnings, cash-in-lieu payments for future

projects by developers, miscellaneous income, carryover and transfer payments from the Westminster Economic Development Authority (WEDA) and the Sales and Use Tax Fund.

- The Adams County Road sales tax is based on a 2006 voter approved extension of sales tax from 2009 through 2028, of which 0.2% is dedicated for transportation projects and a portion of which is shared back with municipalities. Funds are allocated proportionately based on population. These funds are restricted for use on road and bridge projects within the Adams County portion of Westminster.
- The funds from WEDA are due to a cooperative agreement the City and WEDA entered in June 2011 related to the Westminster Center East urban renewal area. The agreement provides for WEDA to repay the City for amounts previously advanced by the City to WEDA to further the implementation of the 2003 Westminster Center Reinvestment Plan and the 2009 Westminster Center Urban Reinvestment Plan for Downtown Westminster; it is projected that Westminster Center East will repay the City \$400,000 in 2019 and \$400,000 in 2020. No restrictions are placed on these funds since they are a reimbursement of costs previously incurred by the City that benefit the urban renewal area.
- The transfer from the Sales and Use Tax Fund is a combination of 3.0% general sales and use tax revenues and 0.6% public safety tax revenues. Only general sales and use tax revenues are used for projects within the category for general revenue-funded projects, and public safety tax revenues are used to fund projects in the following category.

Public Safety Tax Revenue-Funded Projects - As indicated in the preceding paragraph, 0.6% public safety tax revenues are used for projects supporting public safety purposes (i.e. police, fire, and municipal court facilities or projects). While only public safety tax revenues are used for public safety purposes, a portion of funding for public safety projects is reliant upon general revenues.

Parks, Recreation and Libraries Projects Revenue-Funded Projects - This category includes projects that benefit parks, recreation facilities, golf courses, trails, and libraries. Examples of revenues that fund this category of projects include park development fees, accommodations tax, Adams County attributable open space revenues, Jefferson County attributable open space revenues, lottery, carryover, and transfer payments from the Parks, Open Space & Trails (POST) and General Funds. Most projects in this category are budgeted in the General Capital Improvement Fund, with the exception of golf projects or projects funded by lottery revenues, which are budgeted in the Golf or Conservation Trust Funds, respectively.

- The City's accommodations tax applies to charges for hotel or motel rooms or accommodations in the City. These funds are used for park capital improvements via the Community Enhancement Program (CEP), which funds design, construction, and maintenance of City entryway signs, medians, rights-of-way, neighborhood enhancements, artwork, and special projects.
- Adams and Jefferson Counties' attributable open space revenues are a portion of the open space funds collected in Adams and Jefferson Counties that are automatically

dispersed to the City for use on open space programs and must be used within their respective counties on qualifying projects.

- Lottery funds are distributed to local governments from the Colorado Department of Local Affairs through the Conservation Trust Fund. Funds may be used for the acquisition, development, and maintenance of new conservation sites or for capital improvements or maintenance for recreational purposes on any public site.
- The City's 0.25% parks, open space, and trails (POST) sales tax funds may be used for acquiring, developing, enhancing, and maintaining: open space and parkland, extending trails, and enhancing and maintaining recreational facilities in the City.

Utility Fund Capital Improvements Overview

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

A total of 26 Utility Fund capital improvement projects are budgeted in 2019 at a cost of \$125,232,000, with \$102 million in projects being financed through a planned bond issuance. A total of 21 Utility Fund capital improvement projects are budgeted in 2020 at a cost of \$25,311,000 and will be funded on a “pay-as-you-go” basis and do not include the use of debt financing.

Water System Improvements – This category provides for repair, replacement, and improvements to the water distribution system. The revenues that fund this category of projects include residential, commercial, reclaimed and wholesale water sales, meter service fees, residential and commercial tap fees, and interest earnings. Money held in the Capital Project Reserve (CPR) also funds capital projects pursuant to policy whereby CPR funds will be utilized for ongoing repair and replacement for the overall utility. The use of these funds is restricted to water system capital projects. No CPR funds for water projects are planned to be utilized in 2019 or 2020. Additional information regarding the CPR is included within the Miscellaneous Funds section for the Utility Reserve Fund.

Wastewater System Improvements – This category provides for repair, replacement, and improvements to the wastewater collection system. The revenues that fund this category of projects include wastewater residential, commercial sales, interest earnings, and tap fees. Money held in the Capital Project Reserve (CPR) also funds capital projects, pursuant to policy whereby CPR funds will be utilized for ongoing repair and replacement for the overall utility. The use of these funds is restricted to wastewater system capital projects. No CPR funds are planned to be utilized for wastewater projects in 2019 or 2020. Additional information regarding the CPR is included within the Miscellaneous Funds section for the Utility Reserve Fund.

Storm Drainage Improvements - This category of projects is funded by a fee assessed against a property based on the “demand” a property places on the storm drainage system, as measured by runoff amount, impervious area or land use characteristics. Other revenues include interest earnings. These projects help the City comply with the require-

ments set forth in the state administered National Pollutant Discharge Elimination System permit, which is federally mandated for all counties, cities and other government agencies throughout the United States to reduce stormwater pollution in accordance with the Clean Water Act of 1972. These funds are restricted in that they must be utilized for storm drainage maintenance and improvements. The Stormwater fee funds the implementation of drainage improvements for flood control, the retrofitting of existing detention ponds for water quality, street sweeping activities for water quality purposes and the updating of the storm sewer system.

Capital Improvement Program Funding

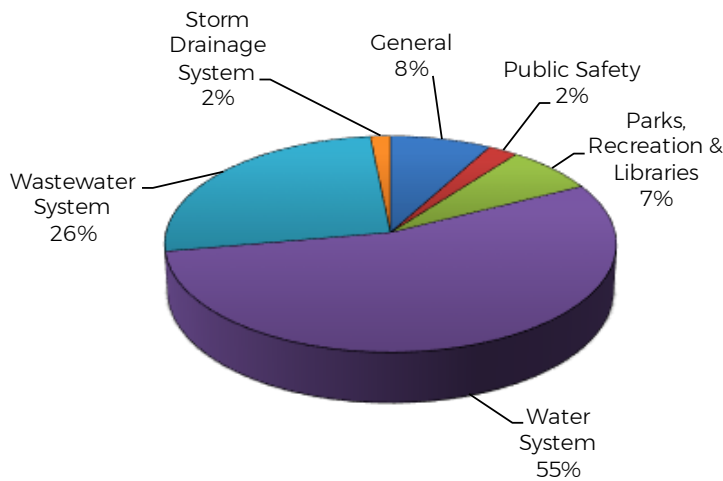
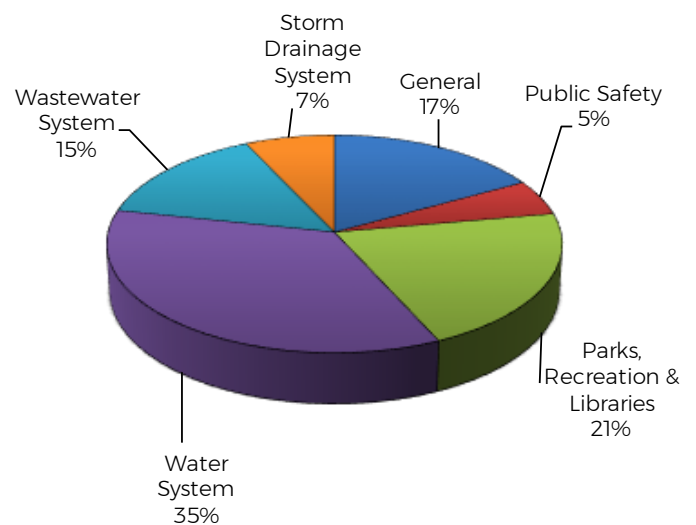
The City prepares a five year CIP during the budget process, however, only the first two years are approved during the budget process. The following table represents the adopted and recommended funding for 2019-2023:

Capital Improvement Program Detail

The remaining pages in this section provide Capital Improvement Program details for 2019-2023, including a project listing and project descriptions for 2019 and 2020, and ending with the five year 2019-2023 CIP.

Total Adopted CIP Budget by Project Funding Category

	2019 Adopted	2020 Adopted	2021 Rec.	2022 Rec.	2023 Rec.
General	\$12,175,000	\$7,546,000	\$8,828,000	\$8,426,000	\$7,185,000
Public Safety	\$3,595,000	\$2,350,000	\$2,340,000	\$3,040,000	\$3,440,000
Parks, Recreation & Libraries	\$10,842,000	\$9,349,000	\$9,947,000	\$10,191,000	\$9,854,000
Water System	\$83,045,000	\$15,645,000	\$11,349,000	\$40,422,000	\$131,736,000
Wastewater System	\$39,760,000	\$6,527,000	\$6,628,000	\$7,422,000	\$7,635,000
Storm Drainage System	\$2,427,000	\$3,139,000	\$2,623,000	\$3,846,000	\$3,336,000
TOTAL	\$151,844,000	\$44,556,000	\$41,715,000	\$73,347,000	\$163,186,000

Adopted 2019 CIP

Adopted 2020 CIP


GENERAL CAPITAL IMPROVEMENT PROJECTS

General Revenue-Funded Projects	2019 Adopted	2020 Adopted
Arterial Roadway Rehabilitation	\$1,215,000	\$1,288,000
Bicycle Master Plan Implementation	\$25,000	\$25,000
Bridge, Pedestrian Railing Repainting	\$900,000	\$600,000
Business Development Assistance (Westminster Station Area)	\$90,000	\$75,000
City Facilities Parking Lot Maintenance Program	\$140,000	\$145,000
City Facilities Parking Lot Major Rehabilitation and Reconstruction	\$154,000	\$250,000
City Facility Energy Improvement (Project Coordinator)	\$40,000	\$121,000
City Hall & Facilities Space Renovations	\$750,000	\$300,000
City Hall HVAC Work	\$360,000	\$250,000
City Telephone System Upgrades	\$93,000	\$0
Citywide Bridge Maintenance and Repair	\$250,000	\$250,000
Citywide Learning Management & Tracking Software	\$50,000	\$0
Citywide Sidewalk and Curb Ramp ADA Inventory	\$100,000	\$75,000
Comprehensive Plan Update	\$65,000	\$0
Downtown Westminster Roadway/Alley	\$1,700,000	\$350,000
Downtown Westminster City Participation Account	\$0	\$300,000
Downtown Westminster Harlan Street Mobility Plan Implementation	\$508,000	\$0
Downtown Westminster Sheridan Underpass	\$900,000	\$675,000
Facilities Major Maintenance	\$550,000	\$450,000
Federal Boulevard Multi-Modal Study	\$150,000	\$150,000
Federal Parkway Improvements - West 120th to West 122nd Avenue	\$1,355,000	\$200,000
Fuel System Repair and Replacement (R&R)	\$25,000	\$25,000
Geographic Information System (GIS) Upgrades	\$30,000	\$30,000
Internally Illuminated Street Name Sign Replacement	\$200,000	\$0
JD Edwards System Upgrade	\$60,000	\$60,000
Maintenance of City-Owned Developable Properties	\$40,000	\$25,000
Major Concrete Replacement Program	\$300,000	\$300,000
Microsoft Software Upgrades	\$0	\$120,000
Miscellaneous Community Development (CD) Construction Projects	\$190,000	\$50,000
Municipal Services Center Heated Storage Bay Floor Maintenance	\$180,000	\$0
Network Expansion and Upgrades	\$50,000	\$25,000
New Street Light Program	\$35,000	\$35,000
New Street Lights at Cottonwood Villas	\$0	\$25,000
Quiet Zone Construction - West 72nd Avenue, Lowell Boulevard and Bradburn Boulevard	\$0	\$100,000
Railroad Crossing Surface Replacement Program	\$65,000	\$70,000
Real Estate/Economic Development Strategic Fund	\$500,000	\$200,000
School Mobility Improvements	\$40,000	\$20,000
Sidewalk Connection Improvements	\$150,000	\$75,000
Small Business Capital Project Grant Program	\$50,000	\$30,000
South Westminster Revitalization	\$250,000	\$50,000

	2019 Adopted	2020 Adopted
Sustainability & Planning Implementation	\$40,000	\$0
Traffic Mitigation Program	\$25,000	\$25,000
Traffic Signal Camera Replacements	\$100,000	\$100,000
Traffic Signal Pole Replacements	\$400,000	\$400,000
Transit Improvements	\$0	\$50,000
Transportation Master Plan	\$50,000	\$40,000
U.S. Highway 36 Off-Ramp Safety Improvements	\$0	\$87,000
West 100th Avenue and Simms Intersection Improvements	\$0	\$100,000
Total General Revenue-Funded Projects	\$12,175,000	\$7,546,000

	2019 Adopted	2020 Adopted
Air Compressor Upgrades at Fire Stations	\$0	\$40,000
CAD/RMS Software Upgrades	\$140,000	\$140,000
CAD/RMS Software Replacement	\$750,000	\$725,000
Fire Station Concrete/Asphalt Program	\$100,000	\$0
Fire Station Emergency Generator Project	\$50,000	\$50,000
Fire Station Major Modifications	\$60,000	\$40,000
Fire Station Major Renovations	\$75,000	\$75,000
Municipal Court Building and Security Upgrades	\$150,000	\$100,000
New Municipal Court Facility	\$2,000,000	\$1,000,000
Public Safety Center Interview Rooms - Audio/Video Upgrade	\$90,000	\$0
Public Safety Center Building Infrastructure	\$50,000	\$50,000
Public Safety Center Carpet Replacement	\$30,000	\$30,000
Public Safety Facilities' Maintenance (FM)	\$100,000	\$100,000
Total Public Safety Tax Revenue-Funded Projects	\$3,595,000	\$2,350,000

	2019 Adopted	2020 Adopted
Aquatics Major Maintenance (FM)	\$365,000	\$502,000
Arts and Culture Implementation/Public Art Management	\$50,000	\$0
City PRL Parking Lot Major Rehabilitation and Reconstruction	\$275,000	\$275,000
City Park Recreation Center (CPRC) Aquatic Mechanical Repair	\$200,000	\$200,000
City Park Repair and Maintenance	\$245,000	\$30,000
Community Enhancement Program	\$2,713,000	\$2,725,000
Concrete Repair/Replacement	\$110,000	\$110,000
Construction Crew Maintenance/Repair	\$60,000	\$60,000
CPRC Cooling System Replacement	\$750,000	\$0
Downtown Westminster Parks	\$74,000	\$135,000
England Park Corridor (Westy Power!/iPODER!)	\$250,000	\$0
Golf Course Improvements	\$248,000	\$212,000
Historic Properties Assessment/Implementation/Maintenance	\$50,000	\$0
Landscape Architect II/ Project Manager	\$97,000	\$102,000

Capital Improvement Program



	2019 Adopted	2020 Adopted
Legacy Ridge Golf Course (GC) Cart Path Replacement	\$0	\$75,000
Legacy Ridge GC Clubhouse Renovation	\$150,000	\$0
Legacy Ridge GC Irrigation System Replacement	\$500,000	\$461,000
Library Furniture Replacement	\$80,000	\$80,000
Library Materials Acquisition	\$100,000	\$50,000
Library Repair and Maintenance	\$65,000	\$65,000
MAC Maintenance and Updates	\$53,000	\$0
Metzger Farm	\$100,000	\$50,000
Minor Median Maintenance	\$50,000	\$50,000
Open Space Land Acquisition	\$257,000	\$175,000
Open Space Repair and Maintenance	\$300,000	\$300,000
Park 1200 Renovation	\$0	\$150,000
Park Irrigation System Renovation	\$450,000	\$450,000
Park Maintenance (JCOS)	\$530,000	\$557,000
Park Operations Facilities Repair and Maintenance	\$25,000	\$25,000
Parks and Recreation Comprehensive Plan Update	\$100,000	\$0
Parks Renovation Program	\$500,000	\$450,000
Parks Facilities Maintenance (FM)	\$75,000	\$75,000
Playground Surface Maintenance	\$150,000	\$150,000
Pottery Studio Replacement/Maintenance	\$120,000	\$110,000
Recreation Facilities Major Projects & Long Term Planning	\$100,000	\$100,000
Recreation Facilities Improvements	\$250,000	\$250,000
Recreation Facilities Maintenance (FM)	\$500,000	\$700,000
Recreation Facilities Security Cameras	\$100,000	\$0
Trail Development	\$300,000	\$250,000
Transfer to Golf Course Fund	\$200,000	\$200,000
Tree Mitigation Program	\$50,000	\$50,000
Walnut Creek Golf Preserve Cart Path Replacement	\$0	\$75,000
Wayfinding	\$50,000	\$40,000
Wesley Chapel Cemetery Improvements	\$200,000	\$0
Westminster Sports Center Repair and Maintenance	\$0	\$60,000
Total Parks, Recreation and Libraries Revenue-Funded Projects	\$10,842,000	\$9,349,000
TOTAL GENERAL CAPITAL IMPROVEMENT PROJECTS	\$26,612,000	\$19,245,000
UTILITY FUND CAPITAL IMPROVEMENT PROJECTS		
Water System Projects	2019 Adopted	2020 Adopted
Comprehensive Water Supply Plan Objectives	\$8,500,000	\$1,500,000
High Service Pump Station Repair and Replacement (R&R)	\$5,850,000	\$0
In-House Engineering Projects	\$810,000	\$150,000
Northwest Water Treatment Facility (NWTF) Ongoing Membrane Equipment Replacement	\$0	\$900,000

	2019 Adopted	2020 Adopted
Payment In Lieu of Use Tax (transfer to S&U Tax Fund)	\$176,000	\$231,000
Residential Water Meters Replacement Phase 2 of 2	\$7,500,000	\$0
Sheridan Water Main Repair - South of 80th Avenue	\$0	\$8,000,000
Water & Reclaimed Treatment Facilities Critical Pump, Variable Frequency Drive, Control Valve R&R	\$3,250,000	\$0
WATER 2025	\$56,750,000	\$0
Water Capital Outlay Replacement Program	\$209,000	\$864,000
Water Treatment Facilities Chemical Systems & Tanks R&R & Filtration-Related Chemical Equipment Replacement	\$0	\$4,000,000
Total Water System Projects	\$83,045,000	\$15,645,000
Wastewater System Projects	2019 Adopted	2020 Adopted
2019 Interceptor Sewer Repair & Replacement - South & East City	\$3,500,000	\$0
2019/2020 Citywide Trenchless Sewer & Manhole Repairs	\$500,000	\$0
Big Dry Creek Wastewater Treatment Facility Biosolids & Dewatering Improvements	\$750,000	\$0
Big Dry Creek Interceptor Sewer R&R and Capacity Increase	\$33,850,000	\$5,947,000
In-House Engineering Projects	\$150,000	\$180,000
Payment In Lieu of Use Tax (transfer to S&U Tax Fund)	\$570,000	\$100,000
Wastewater Capital Outlay Replacement Program	\$440,000	\$300,000
Total Wastewater System Projects	\$39,760,000	\$6,527,000
Storm Drainage System Projects	2019 Adopted	2020 Adopted
94th and 96th Avenues Storm Inlet Replacements	\$254,000	\$0
Asset Inventory and Condition Assessment	\$242,000	\$308,000
Big Dry Creek Stabilizations	\$270,000	\$832,000
Dry Creek Valley Ditch Maintenance	\$10,000	\$10,000
Maintenance Eligible Channel Improvements	\$150,000	\$150,000
Miscellaneous Storm Drainage Improvements	\$350,000	\$300,000
Payment In Lieu of Use Tax (transfer to S&U Tax Fund)	\$39,000	\$35,000
Shaw Heights Tributary Improvements	\$350,000	\$350,000
Special Storm Drainage Studies	\$0	\$250,000
Storm Drainage Capital Outlay Replacement Program	\$42,000	\$84,000
Storm Drainage Pipe Cleaning, GPS Locating & Inspection	\$70,000	\$70,000
Walnut Creek Stabilizations	\$650,000	\$500,000
Westminster Station Area - West Basin Water Quality Pond	\$0	\$250,000
Total Storm Drainage System Projects	\$2,427,000	\$3,139,000
TOTAL UTILITY FUND CAPITAL IMPROVEMENT PROJECTS	\$125,232,000	\$25,311,000
GRAND TOTAL CAPITAL IMPROVEMENT PROJECTS	\$151,844,000	\$44,556,000

GENERAL CAPITAL IMPROVEMENT PROJECTS

General Revenue-Funded Projects

Arterial Roadway Rehabilitation

Adopted 2019 = \$1,215,000

Adopted 2020 = \$1,288,000

This ongoing project consists of resurfacing the existing pavement for a smoother ride, elimination of rutting and resealing the surface of the roadway. Improvements to the existing pavement on major arterials will extend the life of the pavement and offset the high cost of repairs with a long-term savings being realized over time due to the elimination of rutting and weak areas. At least two arterial roadways per year are intended for resurfacing the existing pavement for a smoother ride. Projects for 2019 include 112th Avenue from Sheridan Boulevard to Westminster Boulevard, and 92nd Avenue from Westminster Boulevard to Wadsworth Parkway. Projects for 2020 include Sheridan Boulevard from 92nd Avenue to 96th Avenue, and 100th Avenue from Wadsworth Parkway to Simms Street.

Bicycle Master Plan Implementation

Adopted 2019 = \$25,000

Adopted 2020 = \$25,000

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

Bridge, Pedestrian Railing Repainting

Adopted 2019 = \$900,000

Adopted 2020 = \$600,000

The City is responsible for maintaining the architectural enhancements and pedestrian railings of 17 large scale bridges throughout the City, and this ongoing project funds the painting and repair of these bridges. The 2019 project includes the bridge on Federal Boulevard over U.S. Highway 36, handrails and/or fencing on 120th Avenue (west of Interstate 25 at the off ramp), and at 136th and 144th Avenues (west of Interstate 25 along the service underpasses). The 2020 projects include the Huron Street Bridge over Big Dry Creek, handrails and/or fencing on Huron Street (north of 130th avenue), 128th Avenue (east of Harmony Parkway), and along Federal Parkway, north of 122nd Avenue.

Business Development Assistance (Westminster Station Area)

Adopted 2019 = \$90,000

Adopted 2020 = \$75,000

This ongoing project assists business development in the Westminster Station Area in support of the redevelopment vision for this area. Project funds may be accessed for businesses that advance innovation, creative industries, cultural resources, and local restaurants. This is a grant-based financial assistance tool intended to fill a gap and offset start-up costs associated with capital improvements. Examples of uses of project funding may include tenant finish work in new construction or the adaptive reuse and renovation of existing buildings, as well as landscape and property improvements. This project is similar in nature to the City's existing Small Business Capital Grant Program, but is strategically focused on the Westminster Station Area.

City Facilities Parking Lot Maintenance Program**Adopted 2019 = \$140,000**
Adopted 2020 = \$145,000

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

City Facilities Parking Lot Major Rehabilitation and Reconstruction**Adopted 2019 = \$154,000**
Adopted 2020 = \$250,000

This ongoing project funds the overlay or reconstruction of 24 City facility parking lots. A comprehensive pavement evaluation of all City facility parking lots was done in 2013 and found 27 of the 104 parking lots have deteriorated to the point where low-cost, preventive maintenance is no longer beneficial. Four of the 27 lots were completed in 2016-2018, leaving 20 lots that require overlay, and 3 that require total reconstruction. Project funding in 2019 is intended for overlay at the City Park Recreation Center. 2020 project funding is intended for reconstruction at the Legacy Ridge Golf Course, concrete pavement reconstruction at the Public Safety Center secure lot, and maintenance of the lot at the Swim & Fitness Center.

City Facility Energy (Project Coordinator)**Adopted 2019 = \$40,000**
Adopted 2020 = \$121,000

Funding for this ongoing project supports the Facilities Energy and CIP Coordinator salary. The focus of work performed includes general improvements to facility energy systems, and studies into possible alternatives to typical grid energy. The amount budgeted for 2019 is less than the anticipated expenditures, due to an accumulated balance within the associated project account, derived from prior year budget savings.

City Hall and Facilities Space Renovations**Adopted 2019 = \$750,000**
Adopted 2020 = \$300,000

This ongoing project will address the space constraints driven by new staffing housed at City Hall. It includes funding for multiple small renovation projects (design and construction), movers, and furniture for City Hall (design and purchase). The project, primarily affecting City Hall, but will include several other facilities, is expected to take multiple years, and occur in a phased manner based on construction logistics. In addition to the funding requests for 2019 and 2020, approximately \$2,500,000 has been previously appropriated to this project, with another \$1 million in the out-years of the five year CIP.

City Hall HVAC Work**Adopted 2019 = \$360,000**
Adopted 2020 = \$250,000

This project replaces 28 aging HVAC heat pumps throughout City Hall. The project in-

cludes insulating condenser water piping to allow the system temperature to be reduced below the dew point to operate as efficiently as possible with the intended design. The heating/cooling units are near the end of their useful lives and will require replacement over the next few years. Replacements will be spread out over a three year period to minimize impact on operations; the total cost estimate for the project is approximately \$850,000.

City Telephone System Upgrades

Adopted 2019 = \$93,000

Adopted 2020 = \$0

This project is will upgrade all interconnected phone systems at City facilities to the latest hardware and software versions. This will provide options to deploy newer technologies that will provide a savings on monthly recurring charges for various phone lines. This upgrade will also benefit the City in troubleshooting and receiving proper support for current systems with common software version platforms.

Citywide Bridge Maintenance and Repair

Adopted 2019 = \$250,000

Adopted 2020 = \$250,000

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

Citywide Learning Management & Tracking Software

Adopted 2019 = \$50,000

Adopted 2020 = \$0

This project provides initial funding towards a centralized, citywide learning management and tracking software, where a common learning management system may benefit multiple departments, rather than each department attempting to implement their own software. This project is managed in the Human Resources Department and not intended to meet all learning management and tracking needs, as some departments may have specific requirements regarding their training software needs, such as the Police Department.

Citywide Sidewalk and Curb Ramp ADA Inventory

Adopted 2019 = \$100,000

Adopted 2020 = \$75,000

This ongoing project is intended to complete an inventory of existing sidewalks and curb ramps throughout the City to determine the compliance with standards set forth by the Americans with Disability Act (ADA), and to help inform an actionable transition plan for purposes of increasing compliance with ADA.

Comprehensive Plan Update

Adopted 2019 = \$65,000
Adopted 2020 = \$0

The scope of this project entails updating the Comprehensive Plan, to include an economic and market assessment and resource and fiscal impact analysis; as well as addressing the Community Development Department Audit through updates to land development standards and procedures including Title 11 Westminster Municipal Code; replacement of Design Guidelines; and creation of graphics and illustrations for department customers. Retention of facilitator expertise is expected as part of these efforts. 2019 funding is intended for coordination of public engagement efforts, plan coordination and project management efforts between the Comprehensive, and related plans, such as the Transportation & Mobility, Parks and Recreation, Comprehensive Water Supply, and Sustainability Plans. In addition to the 2019 funding request, approximately \$411,000 has been previously appropriated to this project.

Downtown Westminster Roadway/Alley

Adopted 2019 = \$1,700,000
Adopted 2020 = \$350,000

This project is intended to fund the remaining roads, alleys and streetlights for Downtown Westminster. The first phase of construction installed most of the roadway network, except for Benton Street and connecting roads, the public alleys that will bifurcate larger blocks and the remaining street lights to serve Downtown Westminster. In addition to the funding requests for 2019 and 2020, approximately \$2 million has been previously appropriated to this project, with another \$2.5 million in the out-years of the five year CIP.

Downtown Westminster City Participation

Adopted 2019 = \$0
Adopted 2020 = \$300,000

This ongoing project provides funding for certain soft costs in support of capital development activities in Downtown Westminster. Examples of costs funded by this project include professional consulting services, legal and administrative fees to facilitate successful build-out of the downtown. Consultant services supported by this project include retail and office strategy, finance strategy, marketing and architectural rendering/site planning, property appraisals, support for real estate transactions, professional cost estimators, and miscellaneous funding for items such as signage. Legal and administrative fees cover real estate counsel and drafting and negotiation of development agreements, letters of intent, purchase and sale agreements, finance agreements, and assistance with closing documents. Project funds are transferred from the City to the Westminster Economic Development Authority where the funds are managed. In addition to general funding sources supporting this project, funds are also generated through supplemental appropriations in connection to leases and common area maintenance charges within Downtown Westminster. No funding is budgeted for 2019 as Staff anticipate current project balances, along with future supplemental appropriations, will be sufficient to fund activities in 2019.

Downtown Westminster Harlan Street Mobility Plan Implementation

Adopted 2019 = \$508,000
Adopted 2020 = \$0

This project is intended to construct improvements to Harlan Street between West 88th Avenue and West 91st Way to support the Downtown Mobility Plan. The improvements include resurfacing the roadway, implementing Americans with Disabilities Act (ADA) Ramp updates, and restriping to include a travel lane in each direction, a center left turn lane, bike lanes and parallel parking.

Downtown Westminster Sheridan Underpass

Adopted 2019 = \$900,000
Adopted 2020 = \$675,000

This project is intended to serve as the local agency match for a future federal grant to construct a pedestrian/bicycle/transit tunnel underpass that will create a seamless connection for transit and bikeway users on the U.S. Highway 36 commuter trail. In addition, this project includes the widening of Sheridan Boulevard to a six-lane facility. In addition to the funding request for 2019 and 2020, \$400,000 has been previously appropriated to this project and another \$825,000 is included in the 2021 out-year of the five year CIP. Total cost for this project (including funding from potential grant sources) is approximately \$8.5 million.

Facilities Major Maintenance

Adopted 2019 = \$550,000
Adopted 2020 = \$450,000

This ongoing project funds various projects relating to the typical maintenance of the existing General Fund facilities. These funds provide time for design, purchase, coordination, and implementation. Planned projects for 2019 include the replacement of a heater in the warm storage carwash bay, and the replacement of a section of roof at the Municipal Services Center (MSC) administration building. Planned projects for 2020 include the replacement of carpet and bay doors at the MSC administration building, and the replacement of an exhaust fan in the fleet storage area.

Federal Boulevard Multi-Modal Study

Adopted 2019 = \$150,000
Adopted 2020 = \$150,000

This project is intended to conduct a multi-modal transportation study in partnership with Adams County to establish a vision for multi-modal improvements on Federal Boulevard. The scope will include multi-modal infrastructure design, bicycle and pedestrian safety, land use, and redevelopment opportunities. Further, the study will identify environmental constraints and place emphasis on linkages to adjacent neighborhoods.

Federal Parkway Improvements - West 120th to West 122nd Avenue

Adopted 2019 = \$1,355,000
Adopted 2020 = \$200,000

This project will complete the widening of Federal Parkway beginning north of 120th Avenue and ending at 122nd Avenue. Completed improvements will include two north and southbound lanes, north and southbound bike lanes, a left turn lane and right turn lanes up to 122nd Avenue. The lanes will then transition to just one northbound and south-

bound lanes north of 122nd Avenue. In addition to the funding requests in 2019 and 2020, \$920,000 has previously been appropriated to this project, with additional funding recommended of \$600,000 in the 2021 out-year of the five year CIP. Funding for this project was due in part to a citizen request.

Fuel System Repair and Replacement (R&R)**Adopted 2019 = \$25,000****Adopted 2020 = \$25,000**

This ongoing project is intended to provide funding for the long term maintenance, repair, and replacement of the City's fueling infrastructure. The City has three fueling sites for the City's fleet of equipment. Each of these sites contain above ground fuel storage tanks, fuel dispensing systems, and fuel management system kiosks.

Geographic Information Systems (GIS) Upgrades**Adopted 2019 = \$30,000****Adopted 2020 = \$30,000**

This ongoing project provides funding for the enhancements to the City's GIS program. The GIS program continues to update and enhance the City's geospatial data resources and is accessible through web-based, mobile and desktop applications to both the public and to City staff.

Internally Illuminated Street Name Sign Replacement**Adopted 2019 = \$200,000****Adopted 2020 = \$0**

This project is intended to provide initial funding towards the replacement of internally illuminated street name signs throughout the City. The City currently has 294 internally illuminated signs at intersections, and project funding is intended to replace certain illuminated signs with new LED-illuminated signs at 25 key intersections. The intent of this project is to ultimately replace a total of 100 illuminated signs with new LED-illuminated signs, with the remaining 194 illuminated signs to be replaced by highly reflective non-illuminated street name signs, a strategy that will reduce the ongoing maintenance and electric needs for illuminated street name signs. The total estimated costs for replacing all 294 illuminated street name signs is approximately \$500,000 and is recommended to be funded over multiple years.

JD Edwards System Upgrade**Adopted 2019 = \$60,000****Adopted 2020 = \$60,000**

This ongoing project provides for ongoing JD Edwards EnterpriseOne Enterprise Resource Planning (ERP) application upgrades and enhancements, and is necessary to maintain and improve the City's ability to effectively use JD Edwards for the foreseeable future. The JD Edwards ERP is the City's financial and human resources software system.

Maintenance of City-Owned Developable Properties**Adopted 2019 = \$40,000****Adopted 2020 = \$25,000**

This ongoing project is intended to fund the maintenance and basic property management costs associated with the City's inventory of developable properties, managed by

the Economic Development Department. This inventory includes both vacant land, as well as properties with improvements. The project is not intended to cover properties that have been acquired for open space, parks, rights-of-way, infrastructure, or other municipal purposes. Examples of maintenance activities include mowing, trash removal, emergency repairs to any structures for safety, posting or removal of signs, and fencing for safety and security. The developable properties are not intended to be permanent City assets with an ongoing operational budget, but held for a limited time during which the assets are evaluated for development.

Major Concrete Replacement Program

Adopted 2019 = \$300,000

Adopted 2020 = \$300,000

This ongoing project funds the replacement of deteriorated curbs, gutters, sidewalks, curb ramps and crosspans throughout the City. This is in addition to the minor concrete replacement program, managed by the Streets Division's operating budget. 2019 project locations include the Westbrook and Home Farm subdivisions, and 2020 project locations include The Ranch and Waverly Acres/Hyland Village subdivisions.

Microsoft Software Upgrades

Adopted 2019 = \$0

Adopted 2020 = \$120,000

This ongoing project provides for future Microsoft Exchange, SharePoint and Office application upgrades. The project is necessary to ensure feature updates, security enhancements, patches and technical support remain current for these applications.

Miscellaneous Community Development (CD) Construction Projects

Adopted 2019 = \$190,000

Adopted 2020 = \$50,000

This ongoing project provides funding for the maintenance of City-owned brick walls, wood fences, and minor construction/maintenance work within public rights-of-way and other public lands. In 2019, \$115,000 of the budgeted funding is intended for use on the third phase of the West 120th wall repair. The remaining \$75,000 in 2019, along with the \$50,000 is intended for wall repairs on 72nd Avenue.

Municipal Services Center Heated Storage Bay Floor Maintenance

Adopted 2019 = \$180,000

Adopted 2020 = \$0

This project is intended to fund the application of an epoxy floor coating on the existing concrete floor within the heated storage building for the Public Works & Utilities Department trucks located at the Municipal Services Center. The existing concrete flooring is showing distress, cracking, crumbling, and rebar due to the age of the concrete and the extreme truck traffic on it every day, all year. The epoxy coating will allow a water barrier, slip, stain, and corrosion resistant, high-quality flooring to be installed over the existing concrete, eliminating the need to completely remove the existing concrete floor.

Network Expansion and Upgrades

Adopted 2019 = \$50,000
Adopted 2020 = \$25,000

This ongoing project is intended to fund opportunities to expand and enhance the City's voice and data infrastructure in tandem with other projects underway. The strategy of this project is to have funds available to take advantage of proposed fiber and conduit build-outs within the City at a fraction of the cost to the City. These opportunities would add to, upgrade, and extend services to existing and new facilities.

New Street Light Program

Adopted 2019 = \$35,000
Adopted 2020 = \$35,000

This ongoing project provides funding for the installation of individual street lights in warranted locations usually as requested by residents or neighborhoods throughout the City. Funding for this project was due in part to citizen requests. Planned 2019 installations include street lights at 134th Avenue and Pecos, 134th Avenue and Osage Street, and on the 9100 block of Vrain Street. Planned 2020 installations include street lights on the 3400 block of West 82nd Avenue and on the 9100 block of King Street.

New Street Lights at Cottonwood Villas

Adopted 2019 = \$0
Adopted 2020 = \$25,000

This project is intended to provide funding for new street lights for the Cottonwood Villas development to provide safety to the residents and improve the lighting. At the time of the development, street lights along North Huron Street, Melody Street and West 121st Avenue were not required. Over the last 40 years as other developments were built around Cottonwood Villas, they were required to place standard light poles and now there appears to be a void of lighting in this area. In addition to the requested funding in 2020, another \$25,000 is recommended in the 2021 out-year of the five year CIP. Funding for this project was due in part to citizen requests.

Quiet Zone at West 72nd Avenue, Lowell Boulevard and Bradburn Boulevard

Adopted 2019 = \$0
Adopted 2020 = \$100,000

The project will meet Federal Railroad Administration (FRA) requirements to silence train horns, creating Quiet Zones at grade crossings of the BNSF Railway at Lowell Boulevard, W. 72nd Avenue and Bradburn Boulevard. The crossings are less than ¼ mile from each other, therefore FRA requires them to be established at the same time. Funding from the Denver Regional Council of Governments (DRCOG) in the amount of \$800,000 was approved in October 2017 for this project in fiscal years 2018 and 2019, significantly reducing the total cost to the City.

Railroad Crossing Surface Replacement Program

Adopted 2019 = \$65,000
Adopted 2020 = \$70,000

The ongoing project provides for the replacement of railroad crossing surfaces at 2 crossing locations with concrete crossing pad materials. The 2019 project includes the 80th Avenue railroad crossing, where the existing pads are 21 years old, an older style concrete,

and have been rated as poor. The 2020 project is the 112th Avenue railroad crossing that is contingent upon the final widening project of 112th Avenue from Westminster Boulevard to the west at the Broomfield City Limit. Staff will coordinate the replacements project with Burlington Northern Santa Fe (BNSF) Railway.

Real Estate/Economic Development Strategic Fund

Adopted 2019 = \$500,000

Adopted 2020 = \$200,000

This ongoing project was established for purposes of funding the acquisition of real property that supports strategic development objectives. Acquisitions may include critical parcels needed for assembly of a project that is essential in advancing the vision for a target area. Project funds may also be used for key economic development investments related to the recruitment/retention of businesses outside the Downtown Westminster area that are consistent with City objectives.

School Mobility Improvements

Adopted 2019 = \$40,000

Adopted 2020 = \$20,000

This ongoing project is intended for the implementation of infrastructure improvements, such as striping crosswalks, installing sidewalks, and flashing beacons to improve safety conditions for children to walk to school. This ongoing program will improve conditions for students in all three Westminster public school districts, including Adams 12, Jefferson R-1, and Westminster Public School Districts.

Sidewalk Connection Improvements

Adopted 2019 = \$150,000

Adopted 2020 = \$75,000

This ongoing project is intended to provide sidewalk connection improvements at various locations throughout the City to deliver additional pedestrian, bicycle and transit connectivity. Additional funds will go towards the construction of new sidewalks and improvements of existing sidewalks in Westminster south of 80th Avenue. Special attention will be placed to missing sidewalk sections along Federal Boulevard and Lowell Boulevard. The forthcoming Federal Boulevard Multi-Modal Study will also help inform future efforts and identify additional projects. Funding for this project was due in part to citizen requests.

Small Business Capital Project Grant Program

Adopted 2019 = \$50,000

Adopted 2020 = \$30,000

This ongoing project provides financial assistance to encourage the growth of existing businesses in Westminster with 50 or fewer employees. The program is designed to pay for one-time project related costs. Qualifying projects generally include tangible asset costs, office furnishings, specialized equipment, software purchases, IT equipment, capital improvements and machinery.

South Westminster Revitalization

Adopted 2019 = \$250,000
Adopted 2020 = \$50,000

This ongoing project is intended help stimulate the revitalization of Historic Westminster. Traditionally, these funds have been directed to support events, maintenance of city-owned properties in the area, watering, and construction projects. The current goal is to work with residents and businesses to continue the revitalization and redevelopment efforts for the area by supporting events that attract new visitors to the area, developing key projects that will attract more private investment, and maintaining the current city-owned assets.

Sustainability & Planning Implementation

Adopted 2019 = \$40,000
Adopted 2020 = \$0

This ongoing project is intended to provide funding for a variety of sustainability implementation projects, such as the standardization of trash and recycling bins at City facilities for both staff and the public, the installation of electric vehicle charging stations at City facilities, and potentially start-up funding for a business sustainability program.

Traffic Mitigation Program

Adopted 2019 = \$25,000
Adopted 2020 = \$25,000

This ongoing project is intended to provide funding for a program to address resident and business concerns for speeding or safety. Examples of project activities include speed studies, installation of flashing beacons or other signs and street striping.

Traffic Signal Camera Replacements

Adopted 2019 = \$100,000
Adopted 2020 = \$100,000

This ongoing project is intended to fund traffic signal camera replacements throughout the City. The City's 114 traffic signals include various types of vehicle detection. These types can be radar, induction loops or cameras. Traffic Engineering has been moving towards video detection at all signals. Some of the existing cameras are nearing 20 years old and have been failing at times. Funding for this project will allow strategic replacement of the cameras and utilize innovations with new cameras. As the City continues to improve infrastructure to be accessible to all types of mobility, Staff can use cameras that detect bicycles and pedestrians. These types of cameras are typically \$20,000 to \$25,000 for an intersection.

Traffic Signal Pole Replacements

Adopted 2019 = \$400,000
Adopted 2020 = \$400,000

This ongoing project is intended to fund traffic signal pole replacements throughout the City. Staff has updated the corroded signal pole replacement priority list for 2019 that indicates 72 poles are in need of replacement during the next four years. Traffic Engineering recommends the replacement of 18 signal pole replacements every year through 2022, when it is estimated that all of the poles on the current priority list would be replaced with poles fabricated using the City's paint over galvanized specification.

Transit Improvements

Adopted 2019 = \$0
Adopted 2020 = \$50,000

This ongoing project is intended to provide bike share amenities, bike racks, and multiple projects relating to the maintenance of bicycle facilities throughout the City. Projects may include improvements to bring bus stops to Americans with Disabilities Act (ADA) compliance and placement of upgraded bus stop amenities in Downtown Westminster, Westminster Station, Orchard Town Center and other locations with high transit ridership, establishing first and last mile service.

Transportation Master Plan

Adopted 2019 = \$50,000
Adopted 2020 = \$40,000

This ongoing project will update the City's Roadway Master Plan and combine other transportation and mobility related documents into a Transportation Master Plan that sets the Transportation and Mobility vision, including clear implementation timeframes and funding opportunities. This project also will be used for future implementation activities.

U.S. 36 Highway Off-Ramp Safety Improvements

Adopted 2019 = \$0
Adopted 2020 = \$87,000

This project is intended to fund safety improvements at Federal Boulevard, Sheridan Boulevard, and Church Ranch Boulevard on westbound ramps along U.S. Highway 36. In addition to the 2020 funding requests, \$88,000 is also recommended in the 2021 out-year of the five year CIP.

West 100th Avenue and Simms Intersection Improvements

Adopted 2019 = \$0
Adopted 2020 = \$100,000

This project is intended to construct improvements to the intersection with the goal of creating more efficient and safer movements for all modes of transportation. A roundabout design will be analyzed for this project given the existing roadway alignments and existing right-of-way. The construction also anticipates the installation of sidewalks, bike lanes, and fence along an adjacent park entrance. Funding for this project was due in part to citizen requests. Additional funding is recommended in the out-years of the five year CIP, with total estimated costs for this project exceeding \$3.4 million.

Adopted 2019 Total General Revenue-Funded Projects - \$12,175,000
Adopted 2020 Total General Revenue-Funded Projects - \$7,546,000

Public Safety Tax Revenue-Funded Capital Improvement Projects

Air Compressor Upgrades at Fire Stations

Adopted 2019 = \$0
Adopted 2020 = \$40,000

This project will replace a high pressure air compressor, necessary for filling self-

contained breathing apparatus (SCBA). The locations of the City's six fire stations sets them into three distinct response areas. Air bottles are checked every day for proper pressures and are refilled regularly. Funding for this project will eliminate the practice of driving to other fire stations across town, a practice that is impractical and inefficient in both Staff time and transportation costs. Fire Station 4 serves as the North location and is critical to maintain this filling location for SCBA. Timing of this project is aligned with the anticipated replacement of all Fire Department SCBA in 2020 or 2021.

Computer Aided Dispatch/Records Management System Software Upgrades**Adopted 2019 = \$140,000****Adopted 2020 = \$140,000**

This ongoing project accumulates funds needed to support the 3-4 year upgrade requirements for Public Safety applications (WebRMS, Mobile for Public Safety, CAD and records management). These upgrades will ensure ongoing product support and enhancements.

Computer Aided Dispatch/Records Management System (CAD/RMS) Software Replacement**Adopted 2019 = \$750,000****Adopted 2020 = \$725,000**

This project will replace the current Records Management System (RMS) and may also include an integrated Computer Aided Dispatch (CAD) system. The current RMS system was implemented in 2001, was built on old Microsoft technology, and is no longer supported by Microsoft. Because of this, the current system will no longer be able to receive updates, patches, fixes, or security solutions. The project to replace the RMS system was previously attempted, but ultimately was not implemented as the agreement between the City and selected vendor was terminated due to challenges with the implementation. Additional funding is included in the out-years of the five year CIP, with total costs for the replacement of the RMS and CAD system may exceed \$2 million.

Fire Station Concrete/Asphalt Program**Adopted 2019 = \$100,000****Adopted 2020 = \$0**

This ongoing project provides funding for replacement of deteriorated concrete curb, gutter, sidewalk, and driveways along with asphalt paving adjacent to the six fire stations. Funding in 2019 is intended to address needs at Fire Station 1.

Fire Station Emergency Generator Project**Adopted 2019 = \$50,000****Adopted 2020 = \$50,000**

This project includes the study and evaluation of emergency generator load capacities, current loading, reliability, electrical upgrade needs assessment, and a generator replacement plan for the current six emergency generators located at each of the six fire stations. In addition to the 2019 and 2020 funding requests, approximately \$238,000 has previously been appropriated to this project, with another \$50,000 recommended in the 2021 out-year of the five year CIP.

Fire Station Major Modifications

Adopted 2019 = \$60,000
Adopted 2020 = \$40,000

This ongoing project funds major modifications to all fire stations not covered by Facilities Maintenance. Examples of projects include electrical upgrades to accommodate installations of new air compressors, upgrades to day rooms, painting (interior, exterior and bays), flooring maintenance, mud jacking, and new cabinets.

Fire Station Major Renovations

Adopted 2019 = \$75,000
Adopted 2020 = \$75,000

This project is intended to initiate a study to evaluate Fire Department fire station operations as it relates to facility space needs, and location for fire stations, administration and training facilities. Current fire stations (with the exception of Station 2) range from 30 years to over 50 years in age. There are a number of issues that need to be addressed but assistance is needed to identify the scope of the work that needs to be done at each location and prioritization to address these needs.

Municipal Court Building and Security Upgrades

Adopted 2019 = \$150,000
Adopted 2020 = \$100,000

This ongoing project is intended to enhance overall security at the Municipal Court building and provide a more comfortable and welcoming environment for staff and the public. The project started in 2014 following the recommendations of a security assessment of the building conducted by the National Center for State Courts (NCSC). Over the past three years, the focus of this project has been building safety and security. Beginning in 2019, the project with focus on improvements in building functionality and aesthetics.

New Municipal Court Facility

Adopted 2019 = \$2,000,000
Adopted 2020 = \$1,000,000

Funding for this project is intended to serve as a pay-as-you-go financing mechanism towards the future construction of a replacement municipal court facility, or similar alternative, such as the acquisition and renovation of an existing facility. In addition to the funding requests for 2019 and 2020, approximately \$2.9 million previously been appropriated to this project, and another \$1 million - \$1.5 million per year is included in the out-years of the five year CIP.

Public Safety Center Interview Rooms - Audio/Video Upgrade

Adopted 2019 = \$90,000
Adopted 2020 = \$0

The project is intended for the purchase of equipment, installation and maintenance for high definition audio/recording equipment for the eight Police Department interview/interrogation rooms. This equipment would bring the Police Department's current equipment in line with industry standards and provide the city a state of the art system that includes high definition cameras, large data storage, backups and catastrophic data loss prevention. The project will integrate all eight interview rooms into one system.

Public Safety Center Building Infrastructure

Adopted 2019 = \$50,000
Adopted 2020 = \$50,000

This ongoing project was established as the Public Safety Building (built in 2001) is aging and is in need of ongoing maintenance, specifically with internal components such as equipment, furniture, aesthetics, and the security system. The scope of the project is not intended to fund major maintenance needs, such as those items addressed through the Public Safety Facilities' Maintenance (Facilities Maintenance) project.

Public Safety Center Carpet Replacement

Adopted 2019 = \$30,000
Adopted 2020 = \$30,000

This ongoing project provides for the replacement of carpet at the Public Safety Center. Only certain sections of carpet are replaced at the facility each year on a rotating basis, rather than replacing all carpet within the facility at one time.

Public Safety Facilities' Maintenance (Facilities Maintenance)

Adopted 2019 = \$100,000
Adopted 2020 = \$100,000

This ongoing project supports multiple projects relating to typical maintenance of the existing Public Safety Center (PSC) and Fire Station facilities. Examples of planned projects for 2019 include the replacement of the hot water boiler and storage tank at the PSC, and assistance with concrete replacement at Fire Station 1. For 2020, planned projects include the replacement of windows throughout Fire Stations 3 and 6, and the replacement of overhead doors in the bay area.

Adopted 2019 Total Public Safety Tax Revenue-Funded Projects - \$3,595,000
Adopted 2020 Total Public Safety Tax Revenue-Funded Projects - \$2,350,000

Parks, Recreation and Libraries Revenue-Funded Projects**Aquatics Major Maintenance (Facilities Maintenance)**

Adopted 2019 = \$365,000
Adopted 2020 = \$502,000

This ongoing project is for various projects relating to the typical maintenance of the aquatics facilities related to the age and consistent use of the facilities. These funds are requested in 2019-2020 to take advantage of expected facility closures and minimize costs of the projects. Staff believes there will be adequate time for coordination and implementation. Examples of typical maintenance activities include the replacement of circulation pumps, filters, ultra violet maintenance and pump pit upgrades.

Arts and Cultural Implementation/Public Art Management

Adopted 2019 = \$50,000
Adopted 2020 = \$0

This project is intended to provide initial funding towards the maintenance of the 127 existing art installations within the City. As additional funding becomes available, this project is also intended to support the commissioning of other art installations within the City.

City PRL Parking Lot Major Rehabilitation and Reconstruction

Adopted 2019 = \$275,000
Adopted 2020 = \$275,000

Funding for this project represents the portion of City Parking Lot Major Rehabilitation and Reconstruction project costs funded by Parks, Recreation & Libraries (PRL) revenues for use on PRL parking lots. Project funding in 2019 is intended for overlay at the City Park Recreation Center. 2020 project funding is intended for reconstruction at the Legacy Ridge Golf Course and maintenance of the lot at the Swim & Fitness Center.

City Park Recreation Center (CPRC) Aquatic Mechanical Repair

Adopted 2019 = \$200,000
Adopted 2020 = \$200,000

This project is for the replacement and upgrade of aquatic mechanical systems at the City Park Recreation Center for the deep pool, main pool including the lazy river, and leisure pool with the play structure. Replacement parts would update the current equipment to a more efficient, higher quality, and more reliable system.

City Park Repair and Maintenance

Adopted 2019 = \$245,000
Adopted 2020 = \$30,000

This ongoing project is intended for renovation and improvement projects at City Park and the Westminster Promenade. Planned projects in 2019 and 2020 include pump station improvements at City Park that irrigates all City Park and Christopher Fields, a new large shade structure at Christopher Fields, and gateway/signage upgrades. Projects at the Promenade include Promenade Lake/Fountain Lighting repairs.

Community Enhancement Program

Adopted 2019 = \$2,713,000
Adopted 2020 = \$2,725,000

This ongoing project funds a variety of Community Enhancement Program projects throughout the City in the categories of Travel Ways, Neighborhood Enhancement Grants (\$50,000 available annually), City Amenities, Staffing, Maintenance Contracts and General Maintenance. Key travel way projects for 2019 and 2020 include the Sheridan Bridge and 92nd Avenue plantings, wayfinding and signage, and Eaton Street medians. Key amenity projects in 2019 and 2020 include art installations (specific locations TBD) and a Jumbo Tron for Downtown Westminster digital art and movies. Ongoing activities supported by this funding include salaries for Park Services and Design Development Staff; maintenance contracts for the Promenade, medians, and right of way areas; and general maintenance that is not outsourced including such as Forestry and the greenhouse.

Concrete Repair/Replacement

Adopted 2019 = \$110,000
Adopted 2020 = \$110,000

This ongoing project funds minor concrete repairs throughout the entire park system as through an annual maintenance program.

Construction Crew Maintenance/Repair

Adopted 2019 = \$60,000
Adopted 2020 = \$60,000

This ongoing project provides funding for an in-house construction crew. The construction crew is dedicated to capital projects where it is more cost effective to implement projects with Staff, rather than through contracted services. Having this crew in-house increases flexibility and staff capacity to perform infrastructure and capital construction projects within the City.

City Park Recreation Center (CPRC) Cooling System Replacement

Adopted 2019 = \$750,000
Adopted 2020 = \$0

This project will replace cooling condensers and associated evaporator coils and piping on the three main building cooling systems at the City Park Recreation Center. In addition to the funding request in 2019, \$75,000 has previously been appropriated to this project.

Downtown Westminster Parks

Adopted 2019 = \$74,000
Adopted 2020 = \$135,000

The plans for the Downtown Westminster include three major parks including Central Park, East Park, and South Park. Each of these parks will be developed using a phased approach as the Downtown business/residential units come on line for development. These are high use parks, and amenities will be extensive to satisfy user and program needs. In addition to the funding requests for 2019 and 2020, approximately \$16.8 million has previously been appropriated to this project. Another \$300,000 is recommended in 2021 and in 2022 out-years of the five year CIP, with another \$500,000. Total project costs for all Downtown Westminster at build-out exceed \$40 million and will be slowly funded over time. Staff continues to evaluate cost efficient ways to accomplish the implementation of high quality parks.

England Park Corridor (Westy Power!/iPODER!)

Adopted 2019 = \$250,000
Adopted 2020 = \$0

This project is intended for the renovation and redevelopment of parks and open space along the England Park Corridor. A conceptual master plan completed in 2017 includes a new playground, expanding the Westminster Community Garden, public art, sports courts, expansion of the England Park Greenhouse Center, improved bike and pedestrian connectivity, improvements to Little Dry Creek and more. Funding is intended to serve as match for grant applications in addition to the Great Outdoor Colorado INSPIRE grant awarded in December 2017. Approximately \$671,000 in City funds has previously been appropriated to this project.

Golf Course Improvements

Adopted 2019 = \$248,000
Adopted 2020 = \$212,000

This ongoing project will allow maintenance and renovation at the City's golf courses. Projects in 2019 include the replacement of wood fences around maintenance yards at

both City golf courses. As funding allows, planned upgrades to the security components, including key card access systems and new video monitoring systems are also anticipated at both golf courses in 2019 and 2020. Historically, this project also allows funds to be accumulated over time for major renovation and repair projects that will be necessary at the golf courses.

Historic Properties Assessment/Implementation/Maintenance

Adopted 2019 = \$50,000
Adopted 2020 = \$0

This ongoing project will enable the City to develop a formal strategy and provide the funding necessary to properly manage the City's historic properties. The plan will not only identify and prioritize how the properties are maintained, but also how the spaces can be activated for public use. The City of Westminster currently owns (or jointly owns) ten sites that carry a historic designation. Most of these sites have historic structures on them, ranging from barns to houses.

Landscape Architect II/Project Manager

Adopted 2019 = \$97,000
Adopted 2020 = \$102,000

Funding for this ongoing project supports the Landscape Architect II salary. This position focuses on trail planning and development, park master planning and implementation, grant acquisition and grant administration. Where feasible, project design, planning, construction documentation, and contract administration is coordinated internally by this position. Larger projects may require greater resources, in which case this position facilitates and oversees consultant design work.

Legacy Ridge Golf Course Cart (GC) Path Replacement

Adopted 2019 = \$0
Adopted 2020 = \$75,000

This project replaces various sections of the cart path throughout the Legacy Ridge Golf Course to enhance safety and aesthetics. In addition to the 2020 funding request, \$70,000 has previously been appropriated to this project.

Legacy Ridge Golf Course Clubhouse Renovation

Adopted 2019 = \$150,000
Adopted 2020 = \$0

This project will renovate the Pro Shop and office area inside the Legacy Ridge Clubhouse that is 25 years old and in need of updates. Planned improvements include updated flooring, new merchandise displays, and additional space for the Pro Shop. The current office was originally designed in 1994 to accommodate one staff member, is currently shared by three golf professionals, and is in need of an updated configuration to improve the functional nature of the space.

Legacy Ridge Golf Course Irrigation System Replacement

Adopted 2019 = \$500,000
Adopted 2020 = \$461,000

This project will replace and upgrade the entire irrigation system for Legacy Ridge Golf Course, a system that is 25 years old. In addition to the funding requests in 2019 and

2020, approximately \$1.2 million has previously been appropriated to this project, with another \$507,000 in the recommended 2021 out-year of the five year CIP, for a total cost estimate of approximately \$2.6 million.

Library Furniture Replacement**Adopted 2019 = \$80,000****Adopted 2020 = \$80,000**

This project will provide funding for the replacement and relocation of furniture and fixtures and costs associated with installation. A fair amount of the furniture and fixtures Irving Street and College Hill Libraries is old, worn, and in need of replacement. In addition to the funding requests in 2019 and 2020, another \$80,000 is recommended in the 2021 and 2020 out-years of the five year CIP.

Library Materials Acquisition**Adopted 2019 = \$100,000****Adopted 2020 = \$50,000**

This ongoing project will provide funding towards the acquisition of additional physical Library materials in the Library collection at the Irving Street and College Hill Libraries, such as books, books on CDs and DVDs.

Library Repair and Maintenance**Adopted 2019 = \$65,000****Adopted 2020 = \$65,000**

This ongoing project provides funding for the repair and maintenance of the structure and furnishings at the Irving Street and College Hill Libraries. Examples of projects include planned and emergency replacement/repairs of furniture and fixtures, replacement and upgrades of technology systems in meeting and study rooms, repainting of rooms, and carpet replacement and repair.

Mature Adult Center (MAC) Maintenance and Updates**Adopted 2019 = \$53,000****Adopted 2020 = \$0**

This project is intended to fund maintenance and upgrades to the Mature Adult Center (MAC). Planned maintenance and upgrades include exterior paint and updated general signage.

Metzger Farm**Adopted 2019 = \$100,000****Adopted 2020 = \$50,000**

This ongoing project will provide funds to fully open the Metzger Farm farmstead to the public, interpret the site and equipment, and will activate the site through potential partnerships such as community gardens or Community Supported Agriculture. This farmstead is jointly owned and operated with the City and County of Broomfield and reflects Westminster's share of the cost.

Minor Median Maintenance

Adopted 2019 = \$50,000
Adopted 2020 = \$50,000

This ongoing project provides for minor median plant material replacement and rehabilitation within medians throughout the City. Because of harsh conditions on the medians, plant materials, and irrigation requires replacement approximately every seven years.

Open Space Land Acquisition

Adopted 2019 = \$257,000
Adopted 2020 = \$175,000

The ongoing project funds will be utilized for the acquisition of additional open space lands in Westminster. The open space funds used for land acquisitions come from voter-approved open space taxes. While funds from the City of Westminster's open space tax may be used throughout the City, open space taxes received from Adams and Jefferson Counties are used within their respective counties within the City. The City prioritizes potential acquisitions to those parcels that would facilitate the construction of missing links within the open space trails system and acquisitions that protect the City's open space system.

Open Space Repair and Maintenance

Adopted 2019 = \$300,000
Adopted 2020 = \$300,000

This ongoing project funds open space improvements and maintenance. Projects examples include fence installation, sign installation, erosion control projects, and dam improvements throughout the City's open space system.

Park 1200 Renovation

Adopted 2019 = \$0
Adopted 2020 = \$150,000

This project is intended to fund renovations at a park informally called Park 1200. Park 1200 was an existing private park and acquired by the City in January of 2016 for public land dedication as part of the Lucent Technologies Official Development Plan. The now public park will be redeveloped to meet Westminster standards and serve the new and existing residents in the neighborhood. In addition to the funding request in 2020 for this project, \$60,000 has previously been appropriated to this project for stabilization purposes, with another \$500,000 recommended each year in the 2021 and 2022 out-years of the five year CIP, for a total estimated cost of over \$1.1 million.

Park Irrigation System Renovation

Adopted 2019 = \$450,000
Adopted 2020 = \$450,000

This ongoing project is intended for the renovation of aging irrigation infrastructure, both full system replacement, and upgrades to central control and hardware components. Current control system and irrigation infrastructure in many parks are well beyond expected useful life. Staff are currently evaluating the highest areas of need for renovation and improvements, but anticipate upgrading 1-2 parks per year as funding permits. In addition to the 2019 and 2020 funding requests, \$450,000 is included in each out-year of the five year CIP.

Park Maintenance (JCOS)**Adopted 2019 = \$530,000**
Adopted 2020 = \$557,000

This ongoing project funds the salaries of staff members the Park Services Division via the use of Jefferson County attributable share funds. These positions work in parks in the Jefferson County portion of the City and at City Park.

Park Operations Facilities Repair and Maintenance**Adopted 2019 = \$25,000**
Adopted 2020 = \$25,000

This ongoing project funds repair and maintenance program for Park Operations Facilities. Funds address facility maintenance activities that upgrade and/or renovate existing facilities and equipment. Planned improvements during 2019 and 2020 include the reorganization of workspaces and addition of new desks, and improvements to the break room and conference room at the Parks Operations Center. Other planned improvements include enhanced pesticide and fertilizer storage, mixing, and loading areas, along with safety and efficiency improvements in the mechanic's shop.

Parks and Recreation Comprehensive Plan Update**Adopted 2019 = \$100,000**
Adopted 2020 = \$0

The 2010-2014 Parks and Recreation Comprehensive Plan is no longer current. A new comprehensive plan is needed to strategically plan and guide the direction of acquisition and development for parks and recreation as the City grows into the next urban center. The plan will include: an updated inventory of existing parks; a walkshed analysis and needs assessment to determine the types of parks and facilities that are needed as well as the areas of the City that are underserved; mission and goals; strategies and actions; performance measures; a capital improvement plan; and a maintenance and operations plan. In addition to the 2019 funding requests, \$200,000 has previously been appropriated to this project.

Parks Renovation Program**Adopted 2019 = \$500,000**
Adopted 2020 = \$450,000

This ongoing project funds improvement projects that are needed to update the safety and quality of Westminster parks. Examples of renovations include renovations to irrigation systems, shelters, site amenities, and ball court repairs. Multiple parks within the City are in need of renovations, with Squires Park and Wolf Run Parks being high priorities for 2019 and 2020.

Parks Facilities Maintenance (Facilities Maintenance)**Adopted 2019 = \$75,000**
Adopted 2020 = \$75,000

This ongoing project provides funds for timely repairs and maintenance of all parks facilities and is administered by the Facilities Maintenance Division (FM). Priority projects will focus on needs identified through a previously completed facility needs assessment study. Planned projects for 2020 include the replacement of the heating boiler at the Brauch property, along with carpet replacement and exterior paint at the Park's Opera-

tions buildings. Funding is shown in 2019 in order to smooth out the costs, and allow for flexibility to commence work in 2020.

Playground Surface Maintenance

Adopted 2019 = \$150,000

Adopted 2020 = \$150,000

This ongoing project funds upgrades to unitary, or poured in place, playground surfaces and engineered wood fiber (EWF) for repairs/replacement and on-going annual maintenance. The conversion to EWF from sand should be completed by the end of 2021, so the requested funding amount decreases after that year. From that point on, the EWF playgrounds require replenishment. Unitary playground surfaces account for nearly half of the City's 44 playgrounds, the remainder are comprised of EWF or sand (which is to be converted).

Pottery Studio Replacement/Maintenance

Adopted 2019 = \$120,000

Adopted 2020 = \$110,000

This project is intended to fund the replacement of equipment in the pottery studio at City Park Recreation Center, including gas and electric kilns, pottery wheels, slab rollers, tables and chairs. Planned renovations of existing spaces include a shelter over the existing patio, additional partitions for classrooms, and additional storage.

Recreation Facilities Major Projects & Long Term Planning

Adopted 2019 = \$100,000

Adopted 2020 = \$100,000

This ongoing project is intended for major facility upgrades at each of the five facilities on a rotating annual basis. Work would be completed in conjunction with Facilities Maintenance by extending normally scheduled maintenance shutdown times. Planned projects for 2019 include rubber flooring replacement, locker room tile replacement, and interior paint at the City Park Fitness Center. Planned projects for 2020 include exterior paint, door replacements, flooring replacements, wood floor refinishing in the dance studio, and replacement of broken or damaged tile at the City Park Recreation Center.

Recreation Facilities Improvements

Adopted 2019 = \$250,000

Adopted 2020 = \$250,000

This ongoing project funding for recreation facilities improvements help maintain the appearance and function of the City's 280,000 square feet of recreation space. Projects affect all recreation facilities and project examples for both 2019 and 2020 include the replacement of fitness equipment, tables, chairs, and minor building improvements to the City's recreation centers.

Recreation Facilities Maintenance (Facilities Maintenance)

Adopted 2019 = \$500,000

Adopted 2020 = \$700,000

This ongoing project provides funds for timely repairs and maintenance of all recreation facilities and is administered by the Facilities Maintenance Division (FM). Priority projects will focus on needs identified through a previously completed facility needs assessment

study. Examples of planned projects for 2019 include replacement of the domestic hot water system at the City Park Fitness Center (CPFC), window pane replacement at the City Park Recreation Center (CPRC), and the replacement of HVAC units at the Swim & Fitness Center. Examples of planned projects for 2020 include the replacement of HVAC units and control system at CPRC, carpet replacement at Countryside, roof replacement at the Swim & Fitness Center, and replacement of the HVAC control system at the West View Recreation Center.

Recreation Facilities Security Cameras**Adopted 2019 = \$100,000****Adopted 2020 = \$0**

This project is intended to provide funding for the update of existing security cameras, and the installation of new security cameras at the five recreation centers.

Trail Development**Adopted 2019 = \$300,000****Adopted 2020 = \$250,000**

This ongoing project will complete trail connections and/or improve trail surfaces, including bridges and culverts, where applicable, throughout the City. Projects for 2019 and 2020 include placing portable toilet stations along regional trails, wayfinding, addressing missing link trails, and the continued implementation of the Open Space Stewardship Plan.

Transfer to Golf Course Fund**Adopted 2019 = \$200,000****Adopted 2020 = \$200,000**

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.

Tree Mitigation Program**Adopted 2019 = \$50,000****Adopted 2020 = \$50,000**

The ongoing project provides for the ongoing maintenance of city trees, including hazard tree removal. This project also includes funding for treatment for the prevention of Emerald Ash Borer damage to the City's ash tree population.

Walnut Creek Golf Preserve Cart Path Replacement**Adopted 2019 = \$0****Adopted 2020 = \$75,000**

This project replaces various sections of the cart path throughout the Walnut Creek Golf Preserve to enhance safety and aesthetics. In addition to the 2020 funding request, \$80,000 has previously been appropriated to this project.

Wayfinding**Adopted 2019 = \$50,000****Adopted 2020 = \$40,000**

The Mobility Action Plan was developed to enhance mobility for citizens, businesses and visitors and improve the connectivity of the City's streets, bicycle routes, pedestrian net-

work, transit amenities, open spaces, trails, parks, recreation facilities, libraries, and other civic facilities. The Wayfinding Design Intent Package was developed to design the signs for trails and on-street bike and pedestrian connections. Funding for this project are intended to continue the implementation of wayfinding and signage as part of both plans. \$100,000 has previously been appropriated to this project.

Wesley Chapel Cemetery Improvements

Adopted 2019 = \$200,000
Adopted 2020 = \$0

This project is intended for improvements at the Wesley Chapel Cemetery, located at 120th Avenue and Huron Street, to include a new fence, signage and parking lot. The City took over responsibility of the cemetery in 2001. The cemetery also received local landmark designation in 2005 and had a preservation plan completed in 2008.

Westminster Sports Center Repair and Maintenance

Adopted 2019 = \$0
Adopted 2020 = \$60,000

This project maintains the function of the City's two field, indoor soccer center for use by community groups, sports leagues, and City programming. The facility also includes a community room that can accommodate up to 50 people. Funding for 2020 is intended to replace field turf.

Adopted 2019 Total Parks, Recreation & Libraries Revenue-Funded Projects \$10,842,000
Adopted 2020 Total Parks, Recreation and Libraries Revenue-Funded Projects \$9,349,000

ADOPTED 2019 TOTAL GENERAL CAPITAL PROJECTS - \$26,612,000
ADOPTED 2020 TOTAL GENERAL CAPITAL PROJECTS - \$19,245,000

UTILITY FUND CAPITAL IMPROVEMENT FUND PROJECTS

Water System Projects

Comprehensive Water Supply Plan Objectives

Adopted 2019 = \$8,500,000
Adopted 2020 = \$1,500,000

The City's Comprehensive Water Supply Plan calls for a certain amount of water rights to be purchased by buildout. These funds will be for the purchase of water rights that become available on the market which can be included in the City's raw water system. In addition, these funds can be used to purchase water rights on lower portions of Clear Creek and Ralston Creek for use in the City's Jim Baker Reservoir water rights exchange systems. The objective is to opportunistically grow the City water rights portfolio as able to sustain current and projected City water demands. This project also includes expansion of the reclaimed water system. Westminster has operated a reclaimed water system since 1999 and it is a valuable source of water supply critical to meeting Westminster's water demands now and into the future. This project also includes a purchase of Wattenberg Gravel Lakes water storage. In previous years the City entered into an agreement with Aggregate Industries to purchase raw water storage at Wattenberg Gravel Lakes. Raw water storage and exchange provide additional water to Standley Lake and help protect the wa-

ter quality of Standley Lake, storing and exchanging raw water in areas outside of Standley Lake and its delivery conveyances in exchange for more Standley Lake raw water that can be delivered to the City's water treatment facilities. This funding is required to meet contractual obligations of the City with the current owner of the gravel lake, Aggregate Industries. Per agreement, the City must purchase this lake in 2019. This project is identified as potentially being funded all, or in part, by bond proceeds in connection to a planned bond issuance in 2019.

High Service Pump Station Repair and Replacement (R&R)

Adopted 2019 = \$5,850,000

Adopted 2020 = \$0

The City operates several potable water pump stations and storage tanks that are used to meet potable demands and for fire flow service during emergencies. Regular repairs and parts replacement are needed for these assets as part of their normal operational life. The High Service Pump Station (HSPS) is the single largest pump station in the City's water system and supplies the vast majority of potable water to City customers. This station is capable of pumping over 60 million gallons per day and has been in reliable service for many years. This project focuses on critical repairs and replacement of equipment that is at the end of its useful life as well as eliminating single points of failure that would prevent the HSPS from reliably providing water to City customers during maintenance or emergency scenarios. This project also includes surge protection devices that reduce the effect of surges on a piping system. The goal of surge protection is to protect public health and safety and to limit costs and service impacts associated with preventable pipe breaks in the distribution system.

In-House Engineering Projects

Adopted 2019 = \$810,000

Adopted 2020 = \$150,000

The City has identified high-priority projects that can be accomplished using in-house staff. These projects cover the entire water utility, including water resources, supply, treatment, and distribution. Staff time to accomplish an estimated 25 projects is approximately 21,000 hours. The budget request provides support for these projects including purchases of specialized software as well as outside consulting support for expertise that is not available from in-house equipment/resources.

Northwest Water Treatment Facility (NWTF) Ongoing Membrane Equipment Replacement

Adopted 2019 = \$0

Adopted 2020 = \$900,000

The Northwest Water Treatment Facility has been in operation for 17 years. This plant uses a specialized water filtration technology called membrane filtration as the primary means of treating water for potable use. The plant has eleven racks of membrane modules, three of which have reached the end of their useful life. This project includes replacement of these three racks and replacement of certain supporting instruments that help control the filtration process. Additional membrane modules will continue to be replaced at regular intervals over time to maintain plant operations and treatment capacity.

Payment In Lieu of Use Tax (transfer to S&U Tax Fund)

Adopted 2019 = \$176,000
Adopted 2020 = \$231,000

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.

Residential Water Meters Replacement Phase 2 of 2

Adopted 2019 = \$7,500,000
Adopted 2020 = \$0

The City owns and maintains over 30,000 water meters throughout the distribution system. These meters are used to accurately determine water use and are the basis for customer billings. The vast majority of the City's meters are single family residential meters. These meters need to be replaced at regular intervals due to their age, condition, and replacement part obsolescence. The focus of this project is to replace all of the City's residential water meters using a 2-year, phased approach. The project also includes replacing meter appurtenances and connection piping in older parts of the City where pipe corrosion is most severe. A new advanced metering infrastructure (AMI) meter reading system will be installed to streamline labor required for meter reading and to save costs associated with monthly water billing. This project is identified as potentially being funded all, or in part, by bond proceeds in connection to a planned bond issuance in 2019.

Sheridan Water Main Repair - South of 80th Avenue

Adopted 2019 = \$0
Adopted 2020 = \$8,000,000

The Public Works and Utilities Department maintains over 560 miles of water distribution system pipelines ranging in size from 4 inches to 54 inches. Over time, these mains age and require replacement. Prioritizing their replacement is based on a number of variables including pipe criticality, vulnerability, age, break history, water quality considerations, and coordination with other City projects and with projects from CDOT or other agencies. In 2014, Staff completed an evaluation of the City's water distribution system that identified the transmission main along Sheridan Boulevard as a priority for replacement. The large size of this project requires it to be implemented using a phased approach. The first phase of the Sheridan Boulevard waterline replacement focused on the area from roughly 88th Avenue south to 80th Avenue. Phase 2 will be from 80th Avenue south to about 74th Avenue and is contemplated for construction in 2020 as funds become available. Future phases will extend north of US-36 to 120th Avenue.

Water & Reclaimed Treatment Facilities Critical Pump, Variable Frequency Drive, Control Valve Repair & Replacement

Adopted 2019 = \$3,250,000
Adopted 2020 = \$0

The City's potable and reclaimed water facilities are in need of various repairs and replacement (R&R) of assets as part of their normal operational life. Ongoing R&R is necessary to maintain the functionality of these plants and to reduce excessive maintenance costs and emergency repairs. The 2019 project focuses on funding R&R of various critical pumps and pump control equipment that have reached the end of their useful life.

WATER 2025

Adopted 2019 = \$56,750,000
Adopted 2020 = \$0

The City owns and operates two potable water treatment facilities that supply water to customers. These are the Semper Water Treatment Facility (Semper) and the Northwest Water Treatment Facility (Northwest). Semper is by far the larger of the two plants and treats the vast majority of potable water for this City. Semper is 50 years old in 2019 with a significant number of its assets at or beyond their predicted useful life. A study was completed in 2015 to confirm the future of the Semper plant and how best to meet current and future potable water demands. The key finding of the master plan was that replacing Semper with a new facility is more cost-effective than rehabilitating the existing plant. A siting study is being conducted over calendar year 2018 to identify the best location for a new facility. Funding is intended for land and easement acquisition, process selection and pilot testing to identify the best processes and then pilot test these processes to develop parameters to serve as the basis of final design of the new facility. Construction will be phased over the next 25 years. Initial construction is scheduled to begin in 2023 and the first phase in service by 2025. This project funding also includes funds for design and permitting needs for Phase I. Design and permitting for the new facility will follow using a multi-year phased implementation, spreading the costs of the facility over time, providing for better generation equity and cost sharing with City customers. Phasing will also allow the City to maximize the lifespan of the existing Semper facility and allow for tailored sizing of the ultimate facility to best meet water demands now and into the future. This project is identified as potentially being funded all, or in part, by bond proceeds in connection to a planned bond issuance in 2019.

Water Capital Outlay Replacement Program

Adopted 2019 = \$209,000
Adopted 2020 = \$864,000

This ongoing project funds vehicle, large equipment and copier replacements associated with water operations. 2019 funding is intended for the replacement of a hydraulic construction hammer, and two new trucks for the proposed new 1.0 FTE Utilities Specialist (Reclaimed Inspector) and 1.0 FTE Utilities Technician (Locator). 2020 funding is proposed for the replacements of a tandem axle dump truck, a single axle dump truck, four trucks, two trailers, and the addition of one new vehicle for a proposed new 1.0 FTE Chemist.

Water Treatment Facilities Chemical Systems & Tanks Repair & Replacement, & Filtration-Related Chemical Equipment Replacement

Adopted 2019 = \$0
Adopted 2020 = \$4,000,000

The City of Westminster has three potable and reclaimed water treatment facilities including the Semper Water Treatment Facility (SWTF) built in 1969, Northwest Water Treatment Facility (NWTF) built in 2001, and the Reclaimed Water Treatment Facility (RWTF) built in 1998. All three facilities require various repairs and replacement (R&R) of assets as part of their normal operational life. This project includes R&R of critical pumps, sludge collection systems, concrete replacement or repairs, instrumentation, controls, electrical systems, chemical tanks, and chemical feed systems. Miscellaneous process improvements are also included to upgrade and enhance the oldest parts of the City's water treatment processes. These funds are also used to replace miscellaneous assets that fail unexpectedly during the course of the budget cycle.

Adopted 2019 Total Water System Projects - \$83,045,000
Adopted 2020 Total Water System Projects - \$15,645,000

Wastewater System Projects

2019 Interceptor Sewer Repair & Replacement - South & East City

Adopted 2019 = \$3,500,000
Adopted 2020 = \$0

This ongoing project is for the replacement of high priority sections of sewer collection system piping that have reached the end of their economic life and are problematic due to frequent clogging, grease build up, backups or hydraulic restrictions. Repairs are also prioritized as determined through the City's inspection program or coordination with other City sewer, street rehabilitation or development projects. Open cut replacement of sanitary sewers is used where less invasive trenchless technology methods are not possible. The focus of this project is in-situ repairs to approximately 5,400 linear feet and full replacement of approximately 1,150 linear feet of existing sewer lines in residential areas throughout southeast Westminster. This project is identified as potentially being funded all, or in part, by bond proceeds in connection to a planned bond issuance in 2019.

2019/2020 Citywide Trenchless Sewer & Manhole Repairs

Adopted 2019 = \$500,000
Adopted 2020 = \$0

Budgeting for this project is ongoing and will provide funds for the repair of deteriorated sanitary sewer pipelines and manholes through the use of trenchless rehabilitation techniques (i.e., cured in place and spray on liners). Repairs are prioritized through condition assessments using the City's inspection program. Maintaining sanitary sewers using trenchless rehabilitation helps minimize storm water infiltration, reduces root intrusion that causes pipe failures and sewer backups, and helps to reduce flows (and costs) directed to the Big Dry Creek Wastewater and Metro Wastewater Reclamation District treatment facilities. Trenchless rehabilitation helps to extend the life of the existing collection system and it is often more cost-effective than open cut replacement methods.

Big Dry Creek Wastewater Treatment Facility Biosolids & Dewatering Improvements**Adopted 2019 = \$750,000****Adopted 2020 = \$0**

Wastewater treatment at the Big Dry Creek Wastewater Treatment Facility (BDCWWF) results in the generation of a byproduct known as biosolids. The biosolids are treated at the facility to make them suitable for land application and are subsequently hauled to the City's Strasburg Natural Resource Farm and other permitted sites for ultimate use as a farming fertilizer. By changing to a dewatered biosolids cake material, per the recommendation of the 2012 Biosolids Management Master Plan, less water will be hauled to the permitted farm sites. This project will minimize near- and long-term operational and capital costs required for biosolids disposal. In addition to the funding requests in 2019, funding of approximately \$23.5 million has previously been appropriated to this project.

Big Dry Creek Interceptor Sewer Repair & Replacement and Capacity Increase**Adopted 2019 = \$33,850,000****Adopted 2020 = \$5,947,000**

Wastewater from the northern two thirds of the City flows through a large wastewater collection system known as the Big Dry Creek Interceptor Sewer (BDCIS). This 22-mile wastewater system provides service to City customers as far south as 92nd Avenue and extends to the northern boundary of the City. The system consists of large pipes ranging in size from 21 to 54-inches in diameter and conveys sewage for treatment at the City's Big Dry Creek Wastewater Treatment Facility. Several segments of the BDCIS are old, in poor condition, and limited in hydraulic capacity. Because of its large size and cost, the project to repair the BDCIS must be phased over a multi-year period. The purpose of this project is to perform preliminary and final design of the project, easement acquisition, and construction activities for the new sewer. This project is identified as potentially being funded all, or in part, by bond proceeds in connection to a planned bond issuance in 2019.

In-House Engineering Projects**Adopted 2019 = \$150,000****Adopted 2020 = \$180,000**

The City has identified high-priority projects that can be accomplished most cost-effectively using in-house engineering talent. This funding covers costs identified for approximately one dozen in-house projects. These projects cover various functional areas throughout the wastewater side of the utility including treatment, lift stations, collection and the Wastewater Quality lab. Staff time to accomplish this work is estimated at approximately 4,500 hours over the next two years. The budget provides support for these projects including purchases of specialized software as well as outside contractor support for tasks not available from in-house staff such as site survey or special structural analysis.

Payment In Lieu of Use Tax (transfer to S&U Tax Fund)**Adopted 2019 = \$570,000****Adopted 2020 = \$100,000**

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 re-

Capital Improvement Program

quires 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.

Wastewater Capital Outlay Replacement Program

Adopted 2019 = \$440,000

Adopted 2020 = \$300,000

This ongoing project funds vehicle, large equipment and copier replacements associated with wastewater operations. 2019 funding is intended for the replacement of a tanker truck and tractor truck, and for one new truck for the new 1.0 FTE Maintenanceworker/Sr. Maintenanceworker. 2020 funding is intended to increase fleet reserves for wastewater future vehicle replacements.

Adopted 2019 Total Wastewater System Projects - \$39,760,000

Adopted 2020 Total Wastewater System Projects - \$6,527,000

Storm Drainage System Projects

94th and 96th Avenues Storm Inlet Replacements

Adopted 2019 = \$254,000

Adopted 2020 = \$0

This project is intended to replace storm inlets along 94th and 96th Avenues. 94th Avenue between Meade Street and Raleigh Street has 12 storm inlets and a concrete open channel drainage area. All have deteriorating, broken or missing concrete, and do not meet current standards and specifications, and are requiring complete replacement. There are also three inlets with broken hoods at the corner of 96th Avenue and Perry Street that need to be replaced.

Asset Inventory and Condition Assessment

Adopted 2019 = \$242,000

Adopted 2020 = \$308,000

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

Big Dry Creek Stabilizations

Adopted 2019 = \$270,000

Adopted 2020 = \$832,000

This ongoing project will include a long-term plan to repair and improve all of Big Dry Creek from Standley Lake to I-25. The project will fund conceptual design and economical off-the-shelf design plans to then construct improvements as funding becomes avail-

able. Improvements include channel stabilization, culvert and bridge replacement, drop structure installation and trail improvements. Staff will also pursue matching funds from Urban Drainage and Flood Control District to help offset the costs to the City.

Dry Creek Valley Ditch Maintenance

Adopted 2019 = \$10,000

Adopted 2020 = \$10,000

This project is a long term maintenance project. In the fall of 2018, the City's stormwater utility will be constructing an improvement project to the Dry Creek Valley ditch near 104th Drive and Simms Street. This project will line the ditch to prevent the leaking that has been occurring for several decades causing localized flooding of several yards in this area. The City's stormwater utility will be responsible for maintenance of the improvements installed with this project in perpetuity. Maintenance requirements are limited to the area of the lining improvement and does not include any ditch property area.

Maintenance Eligible Channel Improvements

Adopted 2019 = \$150,000

Adopted 2020 = \$150,000

This project will update as many drainage channel segments as possible to meet Urban Drainage and Flood Control District (UDFCD) maintenance eligibility requirements. Meeting those requirements will allow UDFCD to participate in capital projects and also assume basic maintenance on channel segments not currently eligible. Basic maintenance includes, trash and debris removal, weed control, overgrowth maintenance and sediment removal. Long term City costs to meet maintenance eligibility requirements will balance out with reduced City costs for capital projects and annual maintenance. Eligible channels can qualify for UDFCD 50% matching funds for capital projects.

Miscellaneous Storm Drainage Improvements

Adopted 2019 = \$350,000

Adopted 2020 = \$300,000

This ongoing project provides funding for small localized flooding and drainage projects. For example, replacing an undersized storm drain inlet that overtops and flows through a residents' yard, or a detention pond that has failed to function and needs maintenance, or a concrete channel that has filled with sediment backing up storm runoff.

Payment In Lieu of Use Tax (transfer to S&U Tax Fund)

Adopted 2019 = \$39,000

Adopted 2020 = \$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 materials used in projects undertaken and managed by the Utility Fund, calculated at the 3.85% use tax rate.

Shaw Heights Tributary Improvements

Adopted 2019 = \$350,000
Adopted 2020 = \$350,000

This project includes a study, design, and construction of improvements for the Shaw Heights tributary to address flooding issues. The study will analyze the Shaw Heights tributary, and improvements will include channel stabilization, culvert and bridge replacement, drop structure installation, and potentially trail improvements. Staff will also pursue matching funds from Urban Drainage and Flood Control District to help offset the costs to the City.

Special Storm Drainage Studies

Adopted 2019 = \$0
Adopted 2020 = \$250,000

This project is intended to fund special storm drainage studies including planning and document preparation to support regulatory compliance and sustainable management of the stormwater program. Studies will include items such as lifecycle cost analyses of capital projects, stormwater management plans for City facilities, low impact development partnerships, and future rate studies.

Storm Drainage Capital Outlay Replacement Program

Adopted 2019 = \$42,000
Adopted 2020 = \$84,000

This ongoing project funds vehicles and large equipment associated with storm drainage operations. 2019 funding is intended for the acquisition of a compact pick-up 4x4's for use by existing stormwater staff and the new 2.0 FTEs (Stormwater Coordinator and Analyst). 2020 funding is intended for the acquisition of two additional compact pick-up 4x4's for use by existing staff and the new 2.0 FTE Stormwater Inspector positions.

Storm Drainage Pipe Cleaning, GPS Locating & Inspection

Adopted 2019 = \$70,000
Adopted 2020 = \$70,000

The City maintains an extensive network of storm water pipelines and devices. This project provides for the cleaning and televising of this infrastructure through 2021. The project also includes an update of the locating of this infrastructure in the City's GIS system to ensure an accurate location is identified for future use. Assessment of the video inspection footage to document degree of infrastructure degradation and locations of any illicit connections discharging into the storm water system in violation of the City's municipal stormwater MS4 permit.

Walnut Creek Stabilizations

Adopted 2019 = \$650,000
Adopted 2020 = \$500,000

This project includes a plan to repair and improve Walnut Creek from Wadsworth Parkway to U.S. Highway 36. The project will fund conceptual design and economical off-the-shelf design plans to then construct improvements as budget is available. Improvements include channel stabilization, culvert and bridge replacement, drop structure installation and trail improvements. Staff will also pursue matching funds from Urban Drainage and Flood Control District to help offset the costs to the City.

Westminster Station Area - West Basin Water Quality Pond**Adopted 2019 = \$0****Adopted 2020 = \$250,000**

This project will provide initial funding in 2020 towards the development of a future water quality pond for the West Basin of the Westminster Station area. Developing this water quality pond will help the City ensure compliance with its municipal stormwater MS4 permit and allow for a regional stormwater management program. Similar to the water quality pond in the East Basin, a water quality pond will need to be built for the West Basin. This project will prepare a 60% design to utilize for budget, property acquisition, and future construction. In addition to the funding request for 2020, additional recommended funding is included in the out-years of the five year CIP (\$1.2 million in 2022 and \$2 million in 2023), with a total estimated project cost of \$3.45 million.

Adopted 2019 Total Storm Drainage System Projects - \$2,427,000**Adopted 2020 Total Storm Drainage System Projects - \$3,139,000**

ADOPTED 2019 TOTAL UTILITY FUND CAPITAL PROJECTS - \$125,232,000**ADOPTED 2020 TOTAL UTILITY FUND CAPITAL PROJECTS - \$25,311,000**

ADOPTED 2019 GRAND TOTAL CAPITAL IMPROVEMENT PROGRAM - \$151,844,000**ADOPTED 2020 GRAND TOTAL CAPITAL IMPROVEMENT PROGRAM - \$44,556,000**

2019-2023 Capital Improvement Program

Project Title	Adopted 2019	Adopted 2020	REC 2021	REC 2022	REC 2023	REC TOTAL
GENERAL CAPITAL PROJECTS						
General Revenue-Funded Projects						
Arterial Roadway Rehabilitation	\$1,215	\$1,288	\$1,365	\$1,447	\$1,534	\$6,849
Bicycle Facilities and Amenities	\$0	\$0	\$25	\$25	\$25	\$75
Bicycle Master Plan Implementation	\$25	\$25	\$50	\$50	\$50	\$200
Bridge, Pedestrian Railing Repainting	\$900	\$600	\$600	\$600	\$600	\$3,300
Business Development Assistance (TOD)	\$90	\$75	\$50	\$50	\$50	\$315
Church Ranch Station US36 Bikeway Underpass	\$0	\$0	\$0	\$1,000	\$500	\$1,500
City Center Drive Reconstruction	\$0	\$0	\$0	\$0	\$58	\$58
City Facilities Parking Lot Maintenance Program	\$140	\$145	\$150	\$155	\$160	\$750
City Facilities Parking Lot Major Rehabilitation and Reconstruction	\$154	\$250	\$300	\$175	\$200	\$1,079
City Facility Energy Improvement (Project Coordinator)	\$40	\$121	\$125	\$129	\$133	\$548
City Hall & Facilities Space Renovations	\$750	\$300	\$500	\$500	\$0	\$2,050
City Hall HVAC Work	\$360	\$250	\$250	\$0	\$0	\$860
City Telephone System Upgrades	\$93	\$0	\$0	\$0	\$0	\$93
Citywide Bridge Maintenance and Repair	\$250	\$250	\$250	\$250	\$250	\$1,250
Citywide Learning Management & Tracking Software	\$50	\$0	\$0	\$0	\$0	\$50
Citywide Sidewalk and Curb Ramp ADA Inventory	\$100	\$75	\$0	\$0	\$0	\$175
Comprehensive Plan Update	\$65	\$0	\$0	\$0	\$0	\$65
Downtown Westminster Roadway/Alley	\$1,700	\$350	\$150	\$150	\$150	\$2,500
Downtown Westminster City Participation	\$0	\$300	\$300	\$300	\$300	\$1,200
Downtown Westminster Harlan Street Mobility Plan Implementation	\$508	\$0	\$0	\$0	\$0	\$508
Downtown Westminster Sheridan Underpass	\$900	\$675	\$825	\$0	\$0	\$2,400
Downtown Westminster West 88th Avenue Mobility Plan Implementation	\$0	\$0	\$0	\$0	\$0	\$0
Downtown Westminster West 92nd Avenue Mobility Plan Implementation	\$0	\$0	\$0	\$0	\$0	\$0
Facilities Major Maintenance (FM)	\$550	\$450	\$465	\$500	\$500	\$2,465
Facility & Infrastructure Stewardship	\$0	\$0	\$0	\$0	\$0	\$0
Federal Boulevard Multi-Modal Study	\$150	\$150	\$0	\$0	\$0	\$300

NOTE: All amounts are dollars in thousands.

Project Title	Adopted 2019	Adopted 2020	REC 2021	REC 2022	REC 2023	REC TOTAL
Federal Parkway Improvements - West 120th to West 122nd Avenue	\$1,355	\$200	\$600	\$0	\$0	\$2,155
Fuel System Repair and Replacement (R&R)	\$25	\$25	\$25	\$25	\$25	\$125
Geographic Information System Upgrades	\$30	\$30	\$10	\$30	\$10	\$110
Hooker Street Pedestrian Lights at Westminster Station	\$0	\$0	\$130	\$0	\$0	\$130
Internally Illuminated Street Name Sign Replacement	\$200	\$0	\$0	\$0	\$0	\$200
JD Edwards System Upgrade	\$60	\$60	\$60	\$60	\$60	\$300
Maintenance of City-Owned Developable Properties	\$40	\$25	\$25	\$25	\$25	\$140
Major Concrete Replacement Program	\$300	\$300	\$300	\$300	\$300	\$1,500
Microsoft Software Upgrades	\$0	\$120	\$120	\$120	\$120	\$480
Miscellaneous CD Construction Projects	\$190	\$50	\$40	\$40	\$40	\$360
MSC Heated Storage Bay Floor Maintenance	\$180	\$0	\$0	\$0	\$0	\$180
Network Expansion and Upgrades	\$50	\$25	\$25	\$25	\$25	\$150
New Street Light Program	\$35	\$35	\$35	\$35	\$35	\$175
New Street Lights at Cottonwood Villas	\$0	\$25	\$25	\$0	\$0	\$50
New Traffic Signal at West 108th Avenue and West 108th Circle East	\$0	\$0	\$150	\$150	\$0	\$300
New Traffic Signal at West 115th Avenue and Sheridan Boulevard	\$0	\$0	\$150	\$150	\$0	\$300
Quiet Zone Construction - West 72nd Avenue, Lowell Boulevard and Bradburn Boulevard	\$0	\$100	\$0	\$0	\$0	\$100
Railroad Crossing Surface Replacement Program	\$65	\$70	\$0	\$0	\$0	\$135
Real Estate/Economic Development Strategic Fund	\$500	\$200	\$200	\$200	\$200	\$1,300
School Mobility Improvements	\$40	\$20	\$20	\$20	\$20	\$120
Sheridan Widening - 105th to 112th Avenue	\$0	\$0	\$0	\$125	\$100	\$225
Sidewalk Connection Improvements	\$150	\$75	\$25	\$25	\$25	\$300
Small Business Capital Project Grant Program	\$50	\$30	\$30	\$30	\$30	\$170
Smart City Opportunity Funds	\$0	\$0	\$0	\$70	\$70	\$140
South Westminster Revitalization	\$250	\$50	\$75	\$75	\$75	\$525
SQL Cluster Replacement	\$0	\$0	\$0	\$140	\$0	\$140
SQL Database Review	\$0	\$0	\$25	\$25	\$0	\$50
Storage Area Network (SAN) Replacement	\$0	\$0	\$160	\$160	\$0	\$320

NOTE: All amounts are dollars in thousands.

Project Title	Adopted 2019	Adopted 2020	REC 2021	REC 2022	REC 2023	REC TOTAL
Sustainability & Planning Implementation	\$40	\$0	\$40	\$0	\$0	\$80
Traffic Mitigation Program	\$25	\$25	\$25	\$25	\$25	\$125
Traffic Signal Camera Replacements	\$100	\$100	\$100	\$100	\$100	\$500
Traffic Signal Pole Replacements	\$400	\$400	\$200	\$200	\$0	\$1,200
Transit Improvements	\$0	\$50	\$50	\$50	\$50	\$200
Transportation Master Plan	\$50	\$40	\$40	\$40	\$40	\$210
U.S. 36 Off-Ramp Safety Improvements	\$0	\$87	\$88	\$0	\$0	\$175
VDI Solution (Virtual Desktop Infrastructure)	\$0	\$0	\$150	\$200	\$0	\$350
Wadsworth Boulevard Quiet Zone	\$0	\$0	\$0	\$100	\$150	\$250
Website Content Management System.	\$0	\$0	\$0	\$0	\$100	\$100
West 100th Avenue and Simms Intersection Improvements	\$0	\$100	\$500	\$500	\$500	\$1,600
West 128th Avenue Improvements	\$0	\$0	\$0	\$0	\$250	\$250
West 72nd Avenue Complete Streets Study	\$0	\$0	\$0	\$50	\$50	\$100
Widening of Federal Parkway Bridge over Big Dry Creek	\$0	\$0	\$0	\$0	\$250	\$250
Total General Revenue-Funded Projects	\$12,175	\$7,546	\$8,828	\$8,426	\$7,185	\$44,160

Public Safety Tax Revenue-Funded Projects

Air Compressor Upgrades at Fire Stations	\$0	\$40	\$0	\$0	\$0	\$40
CAD/RMS Software Upgrades	\$140	\$140	\$140	\$140	\$140	\$700
CAD/RMS Software Replacement	\$750	\$725	\$350	\$0	\$0	\$1,825
Fire Station Concrete/Asphalt Program	\$100	\$0	\$0	\$0	\$0	\$100
Fire Station Emergency Generator Project	\$50	\$50	\$50	\$0	\$0	\$150
Fire Station Major Modifications	\$60	\$40	\$50	\$50	\$50	\$250
Fire Station Major Renovations	\$75	\$75	\$0	\$0	\$900	\$1,050
Municipal Court Building and Security Upgrades	\$150	\$100	\$0	\$0	\$0	\$250
New Municipal Court Facility	\$2,000	\$1,000	\$1,500	\$1,500	\$1,000	\$7,000
Opticom Replacement and Upgrade	\$0	\$0	\$0	\$0	\$0	\$0
PSC Interview Rooms - Audio/Video Upgrade	\$90	\$0	\$0	\$0	\$0	\$90
Public Safety Center Building Infrastructure	\$50	\$50	\$50	\$50	\$50	\$250
Public Safety Center Carpet Replacement	\$30	\$30	\$0	\$0	\$0	\$60
Public Safety Facilities' Maintenance (FM)	\$100	\$100	\$200	\$1,300	\$1,300	\$3,000
Total Public Safety Tax Revenue-Funded Projects	\$3,595	\$2,350	\$2,340	\$3,040	\$3,440	\$14,765

NOTE: All amounts are dollars in thousands.

Project Title	Adopted 2019	Adopted 2020	REC 2021	REC 2022	REC 2023	REC TOTAL
Parks, Recreation & Libraries Revenue-Funded Projects						
Aquatics Major Maintenance (FM)	\$365	\$502	\$73	\$609	\$186	\$1,735
Arts and Culture Implementation/Public Art Management	\$50	\$0	\$150	\$150	\$150	\$500
Bike-N-Ride Shelters	\$0	\$0	\$0	\$0	\$0	\$0
City PRL Parking Lot Major Rehabilitation and Reconstruction	\$275	\$275	\$65	\$0	\$0	\$615
City Park Recreation Center Aquatic Mechanical Repair	\$200	\$200	\$0	\$0	\$0	\$400
City Park Repair and Maintenance	\$245	\$30	\$160	\$30	\$30	\$495
Community Enhancement Program	\$2,713	\$2,725	\$2,750	\$3,000	\$3,000	\$14,188
Concrete Repair/Replacement	\$110	\$110	\$110	\$110	\$110	\$550
Construction Crew Maintenance/Repair	\$60	\$60	\$60	\$60	\$60	\$300
CPRC Cooling System Replacement	\$750	\$0	\$0	\$0	\$0	\$750
Downtown Westminster (WURP) Westminster Parks	\$74	\$135	\$300	\$300	\$500	\$1,309
England Park Corridor (Westy Power/PODER!)	\$250	\$0	\$0	\$0	\$0	\$250
Golf Course Improvements	\$248	\$212	\$0	\$0	\$0	\$460
Historic Properties Assessment/Implementation/Maintenance	\$50	\$0	\$125	\$125	\$125	\$425
Landscape Architect II/ Project Manager	\$97	\$102	\$107	\$112	\$117	\$535
Legacy Ridge Golf Course (GC) Cart Path Replacement	\$0	\$75	\$0	\$0	\$0	\$75
Legacy Ridge GC Clubhouse Renovation	\$150	\$0	\$0	\$0	\$0	\$150
Legacy Ridge GC Irrigation System Renovation	\$500	\$461	\$507	\$0	\$0	\$1,468
Library Furniture Replacement	\$80	\$80	\$80	\$80	\$0	\$320
Library Materials Acquisition	\$100	\$50	\$50	\$50	\$50	\$300
Library Repair and Maintenance	\$65	\$65	\$65	\$65	\$65	\$325
MAC Maintenance and Updates	\$53	\$0	\$0	\$0	\$0	\$53
Metzger Farm	\$100	\$50	\$0	\$0	\$0	\$150
Minor Median Maintenance	\$50	\$50	\$50	\$50	\$50	\$250
Open Space Land Acquisition	\$257	\$175	\$175	\$175	\$175	\$957
Open Space Repair and Maintenance	\$300	\$300	\$300	\$300	\$300	\$1,500
Park 1200 Renovation	\$0	\$150	\$500	\$500	\$0	\$1,150
Park Irrigation System Renovation	\$450	\$450	\$450	\$450	\$450	\$2,250
Park Maintenance (JCOS)	\$530	\$557	\$585	\$615	\$650	\$2,937
Park Operations Facilities Repair and Maintenance	\$25	\$25	\$25	\$25	\$25	\$125

NOTE: All amounts are dollars in thousands.

Project Title	Adopted 2019	Adopted 2020	REC 2021	REC 2022	REC 2023	REC TOTAL
Park Renovation Program	\$500	\$450	\$500	\$600	\$600	\$2,650
Parks and Recreation Comprehensive Plan Update	\$100	\$0	\$0	\$0	\$0	\$100
Parks Facilities Maintenance (FM)	\$75	\$75	\$75	\$50	\$50	\$325
Playground Surface Maintenance	\$150	\$150	\$150	\$75	\$75	\$600
Pottery Studio Replacement/Maintenance	\$120	\$110	\$10	\$10	\$0	\$250
Recreation Facilities Major Projects & Long Term Planning	\$100	\$100	\$100	\$100	\$100	\$500
Recreation Facilities Improvements	\$250	\$250	\$250	\$250	\$250	\$1,250
Recreation Facilities Maintenance (FM)	\$500	\$700	\$675	\$125	\$311	\$2,311
Recreation Facilities Security Cameras	\$100	\$0	\$0	\$0	\$0	\$100
Trail Development	\$300	\$250	\$250	\$250	\$250	\$1,300
Transfer to Golf Course Fund	\$200	\$200	\$200	\$200	\$200	\$1,000
Tree Mitigation Program	\$50	\$50	\$50	\$50	\$50	\$250
Walnut Creek Golf Preserve Cart Path Replacement	\$0	\$75	\$0	\$0	\$0	\$75
Walnut Creek Golf Preserve Irrigation System Renovation	\$0	\$0	\$950	\$975	\$975	\$2,900
Wayfinding	\$50	\$40	\$50	\$50	\$0	\$190
Wesley Chapel Cemetery Improvements	\$200	\$0	\$0	\$0	\$0	\$200
Westminster Sports Center Repair and Maintenance	\$0	\$60	\$0	\$0	\$0	\$60
Westminster Station Park	\$0	\$0	\$0	\$650	\$950	\$1,600
Total Parks, Recreation & Libraries Revenue-Funded Projects	\$10,842	\$9,349	\$9,947	\$10,191	\$9,854	\$50,183

TOTAL GENERAL CAPITAL PROJECTS	\$26,612	\$19,245	\$21,115	\$21,657	\$20,479	\$109,108
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UTILITY FUND CAPITAL PROJECTS

Water System Projects

Comprehensive Water Supply Plan (CWSP) Objectives	\$0	\$1,500	\$1,500	\$1,500	\$2,000	\$6,500
Comprehensive Water Supply Plan (CWSP) Objectives (DEBT)	\$8,500	\$0	\$0	\$0	\$0	\$8,500
High Service Pump Station (HSPS) Repair and Replacement (R&R)	\$5,850	\$0	\$0	\$0	\$0	\$5,850
HSPS Redundancy	\$0	\$0	\$1,000	\$10,000	\$0	\$11,000
In-House Engineering Projects	\$810	\$150	\$0	\$0	\$0	\$960

NOTE: All amounts are dollars in thousands.

Project Title	Adopted 2019	Adopted 2020	REC 2021	REC 2022	REC 2023	REC TOTAL
Lowell Blvd Water Main Replacement - 80th to 72nd and 72nd West to Tennyson	\$0	\$0	\$0	\$11,500	\$0	\$11,500
Northridge Water Storage Tanks Replacement	\$0	\$0	\$8,000	\$8,000	\$0	\$16,000
NWTF Clear Well Redundancy and Tank Conversion Option to Finished Water	\$0	\$0	\$0	\$1,500	\$0	\$1,500
NWTF Ongoing Membrane Equipment Replacement	\$0	\$900	\$0	\$0	\$0	\$900
Payment In Lieu of Use Tax (transfer to S&U Tax Fund)	\$176	\$231	\$154	\$722	\$2,436	\$3,719
Raw Water Pipeline R&R and Cathodic Protection System Repairs	\$0	\$0	\$0	\$1,000	\$0	\$1,000
Raw Water System Priority CIPs per Water Resources Asset Master Plan - South Boulder Ditch Division & Diversion to Ralston Creek	\$0	\$0	\$0	\$5,500	\$0	\$5,500
Residential Water Meters Replacement Phase 2 of 2	\$5,750	\$0	\$0	\$0	\$0	\$5,750
Residential Water Meters Replacement Phase 2 of 2 (DEBT)	\$1,750	\$0	\$0	\$0	\$0	\$1,750
Sheridan Water Main Repair - South of 80th Avenue	\$0	\$8,000	\$0	\$0	\$0	\$8,000
Utility Fund Facilities Parking Lot Maintenance Program	\$0	\$0	\$45	\$0	\$0	\$45
Wandering View Tank Interior Coatings and Cathodic Protection Replacement	\$0	\$0	\$0	\$0	\$1,500	\$1,500
Water & Reclaimed Treatment Facilities Critical Pump, VFD, Control Valve R&R	\$3,250	\$0	\$0	\$0	\$0	\$3,250
WATER 2025	\$0	\$0	\$0	\$0	\$125,000	\$125,000
WATER 2025 (DEBT)	\$56,750	\$0	\$0	\$0	\$0	\$56,750
Water Capital Outlay Replacement Program	\$209	\$864	\$650	\$700	\$800	\$3,223
Water Treatment Facilities Chemical Systems & Tanks R&R & Filtration-Related Chemical Equipment Replacement	\$0	\$4,000	\$0	\$0	\$0	\$4,000
Total Water System Projects	\$83,045	\$15,645	\$11,349	\$40,422	\$131,736	\$282,197

NOTE: All amounts are dollars in thousands.

Capital Improvement Program



Project Title	Adopted 2019	Adopted 2020	REC 2021	REC 2022	REC 2023	REC TOTAL
Wastewater System Projects						
2019 Interceptor Sewer Repair & Replacement - South & East City	\$2,350	\$0	\$0	\$0	\$0	\$2,350
2019 Interceptor Sewer Repair & Replacement - South & East City (DEBT)	\$1,150	\$0	\$0	\$0	\$0	\$1,150
2019/2020 Citywide Trenchless Sewer & Man-hole Repairs	\$500	\$0	\$0	\$0	\$0	\$500
88th & Zuni Lift Station Repair & Replacement	\$0	\$0	\$1,000	\$3,000	\$0	\$4,000
BDCWWTF Aerobic/Anoxic Capacity Expansion for 25,000 lbs BOD Capacity	\$0	\$0	\$0	\$500	\$4,000	\$4,500
BDCWWTF Biosolids & Dewatering Improvements	\$750	\$0	\$0	\$0	\$0	\$750
BDCWWTF Phosphorous Removal Enhancements	\$0	\$0	\$0	\$0	\$3,000	\$3,000
BDCWWTF R&R - Mechanical & Electrical Systems	\$0	\$0	\$5,050	\$3,300	\$0	\$8,350
Big Dry Creek Interceptor Sewer R&R and Capacity Increase	\$0	\$5,947	\$0	\$0	\$0	\$5,947
Big Dry Creek Interceptor Sewer R&R and Capacity Increase (DEBT)	\$33,850	\$0	\$0	\$0	\$0	\$33,850
In-House Engineering Projects	\$150	\$180	\$0	\$0	\$0	\$330
Payment In Lieu of Use Tax (transfer to S&U Tax Fund)	\$570	\$100	\$78	\$122	\$135	\$1,005
Wastewater Capital Outlay Replacement Program	\$440	\$300	\$500	\$500	\$500	\$2,240
Total Wastewater System Projects	\$39,760	\$6,527	\$6,628	\$7,422	\$7,635	\$67,972

NOTE: All amounts are dollars in thousands.

Project Title	Adopted 2019	Adopted 2020	REC 2021	REC 2022	REC 2023	REC TOTAL
Storm Drainage System Projects						
94th and 96th Avenues Storm Inlet Replacements	\$254	\$0	\$0	\$0	\$0	\$254
Asset Inventory and Condition Assessment	\$242	\$308	\$0	\$0	\$0	\$550
Big Dry Creek Stabilizations	\$270	\$832	\$500	\$500	\$0	\$2,102
Dry Creek Valley Ditch Maintenance	\$10	\$10	\$10	\$10	\$10	\$50
Maintenance Eligible Channel Improvements	\$150	\$150	\$150	\$150	\$150	\$750
Miscellaneous Storm Drainage Improvements	\$350	\$300	\$300	\$300	\$300	\$1,550
Payment In Lieu of Use Tax (transfer to S&U Tax Fund)	\$39	\$35	\$43	\$66	\$56	\$239
Shaw Heights Tributary Improvements	\$350	\$350	\$1,300	\$1,300	\$0	\$3,300
Special Storm Drainage Studies	\$0	\$250	\$250	\$250	\$250	\$1,000
Storm Drainage Capital Outlay Replacement Program	\$42	\$84	\$0	\$0	\$0	\$126
Storm Drainage Pipe Cleaning, GPS Locating & Inspection	\$70	\$70	\$70	\$70	\$70	\$350
Walnut Creek Stabilizations	\$650	\$500	\$0	\$0	\$0	\$1,150
Westminster Station Area - West Basin Water Quality Pond	\$0	\$250	\$0	\$1,200	\$2,000	\$3,450
Total Storm Drainage System Projects	\$2,427	\$3,139	\$2,623	\$3,846	\$2,836	\$14,871
TOTAL UTILITY FUND CAPITAL PROJECTS	\$125,232	\$25,311	\$20,600	\$51,690	\$142,207	\$365,040
GRAND TOTAL CAPITAL IMPROVEMENT PROGRAM	\$151,844	\$44,556	\$41,715	\$73,347	\$162,686	\$474,148

NOTE: All amounts are dollars in thousands.



WESTMINSTER

2019-2020 Pay and Classification Plan

The development of the Employee Total Compensation Package includes a thorough review of pay and benefits of other cities and special districts that are direct competitors of the City for quality staff. The comprehensive analysis of market data through the benchmark salary review is completed every other year as part of the City's biennial budgeting process. This process takes approximately six months and includes a market review of 68 benchmark positions plus a comprehensive benefits survey. This year's compensation review process excludes classifications in the Fire Commissioned Pay Plan that are covered under the Firefighter Collective Bargaining Agreement (CBA) effective January 7, 2019, through January 3, 2021, as that compensation analysis occurred in preparation of negotiations earlier this year.

Prior to this budget cycle, the last full salary survey was conducted in 2016 for the 2017/2018 budget. During the mid-year budget review in 2017, additional audits and special salary surveys were completed for implementation in 2018. The City's salary survey process maintains the integrity of the benchmark and internal alignment structure and classification system as well as ensuring all positions remain at market.

PAY PLAN

All positions are internally aligned to a benchmark position. This methodology provides a labor market assessment for all positions in the organization. The salary survey process includes:

- a thorough analysis of salary data collected by the Colorado Municipal League (CML);
- a full review of survey data provided by Employer's Council; and
- direct follow up with agencies when data is inconsistent with past survey reporting or when more specific job description is needed to ensure a valid match with the City's benchmark.

Best compensation practice considers a benchmark match to be 80% similar duties and responsibilities. The City compares to nine survey cities that include Arvada, Aurora, Boulder, Broomfield, Denver, Fort Collins, Lakewood, Longmont and Thornton, along with related special districts (e.g., fire protection districts, recreations districts, etc...) that offer comparable services to citizens in those communities.

Based on the salary review this year, Staff believes that the 2% market adjustment implemented in 2018 to the pay ranges in all five of the benefited Pay Plans (Non Exempt General, Non Exempt Fire Commissioned, Non Exempt Police Sworn, Exempt, and Department/Division Manager) played an important role in maintaining the City's competitive position in the market. In order to maintain a competitive position in the market, Staff is recommending a 2% market adjustment to four of the regular pay plans in 2019. These include the Non Exempt General, Non Exempt Police, Exempt, and Department Head/Division Manager Pay Plans. All benefited employees in these four pay plans will be eligible to receive this market adjustment in January 2019 with automatic increases given to

non-exempt employees and merit increase opportunities for exempt employees, division managers, and department heads..

Additional adjustments based on the benchmark salary survey include increases to 10 benchmarks classifications. Those are as follows within their respective pay plan:

Non-Exempt: Recommended benchmark classification adjustments include classifications within our skilled trades, Property Evidence Technician and Revenue Services Representative.

Exempt: Battalion Chief and Senior Human Resources Analyst.

Police Sworn Pay Plan: An additional market adjustment of 1 ½% is also authorized.

These recommended adjustments also impact 55 additional classifications that are aligned to these benchmarks.

Other special surveys and reviews were completed based on department requests and reorganizations resulted in eight classification changes, along with some changes being recommended to titles and alignments. In total, the recommended changes impact 71 classifications and 360 full time equivalent (FTE) employees.

In planning for 2019, special surveys of non-benchmark positions may be necessary to ensure the City is paying competitive wages. One item to note is that in 2019 Staff is proposing a review the entire Department Head/Division Manager Pay Plan structure for internal equity and to ensure that compensation for employees in these leadership positions is aligned with the responsibilities they carry. Staff have also identified the following 13 benchmark classifications to be put on a watch list for review in 2019. Placement on a watch list means that while the position is in market now, based on the salary data for that position, it is possible that the position could become out of market within a year. It is, therefore, prudent to review these positions in 2019 in the event adjustments may be necessary. Positions on the watch list are: Police Officer/Senior Police Officer); Animal Management Supervisor, Assistant Golf Course Superintendent, Deputy Court Clerk, Library Associate II, Technical Support Specialist; Accountant, Communications and Outreach Coordinator, Golf Course Superintendent, Police Commander, Recreation Supervisor, Senior Engineer, and Systems Administrator.

A key consideration to the City's overall competitive positioning includes anticipated turnover due to retirements and people moving for other job opportunities in the competitive job market anticipated for 2019 and 2020. The City's turnover has remained steady in 2017 and 2018, however the economy continues to be strong and the job market competitive. The City continues to follow City Council's strategic objective of placing a high value on our human capital and efforts to remain an employer of choice. Current market and employment trends emphasize the importance of committing significant resources to a total compensation package that focuses on a rewarding work environment, as well as pay, and benefits.

Another change authorized for 2019 is related to overtime policies for non-exempt employees. Under the current Personnel Policies and Rules, "Only hours worked during the

FLSA period will be considered for the purpose of computing overtime or compensatory time earned.” Recently, Staff conducted a study of our comparison cities with respect to practices regarding overtime calculations. To stay consistent with our market and to continue to offer a competitive salary, this policy will change and the overtime calculation will now include leave taken along with hours worked.

Adjustments are authorized to the Hourly/Seasonal Pay Plan due to Colorado minimum wage requirements. The non-benefited pay plan will have an \$11.10 per hour minimum wage for any applicable classification in 2019 and \$12.00 per hour minimum wage for any applicable classification in 2020. This minimum meets the Colorado and Federal minimum wage requirements currently set at \$7.25 (Federal) and \$10.20 (Colorado). The Colorado minimum wage will increase to \$11.10 on January 1, 2019, and \$12.00 on January 1, 2020. City Council has previously authorized Staff to make minimum wage adjustments as needed to ensure compliance with Federal and State Laws.

Finally, Staff reviewed salaries in the non-benefited pay plan. Based on this review, Staff recommends wage increases for 21 classifications in the Hourly/Seasonal Pay Plan at a cost of \$100,000. These changes will help the City remain competitive in this very robust temporary employee job market where job candidates are making decisions on employment primarily based on hourly rate of pay. Staff recommends putting the classification of Seasonal Laborer on a watch list for review in 2019 with potential adjustments in 2020 based on the job market.

2019 NEW POSITION OVERVIEW

Currently, the City’s authorized FTE staffing level in 2018 is 1012.091. Based on the continued level of services review by departments during the 2017/2018 budget cycle, City Council approved an increase of 26.40 FTE citywide in 2017 and 22.25 FTE in 2018. The current staff increase proposal of 21.95 FTE and 1.0 temporary for 2019 is based on the balance of putting significant financial resources into current employee wages and benefits, and also adding additional staffing to meet strategic objectives and address work demands within the limited financial resources available.

2020 NEW POSITION OVERVIEW

All of the new 2019 recommended new positions are expected to be fully operational by 2020 with the recommended 2020 budget to cover all of the expenses of the authorized new 2019 staff. Therefore, the new FTE requests in 2020 is significantly reduced to a current recommendation of 13.00 new FTE across all funds.

Please see Operating Budget Summary for a description of the authorized positions.

BENEFITS

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

Staff did a thorough review of benefit packages offered by the City's market competitors through a comprehensive benefits survey conducted in May of this year. A summary of the survey has been provided to employees through the City's COWNet intranet.

The total authorized contribution for benefits (not including retirement) by the City is an estimated \$13.5 million for 2019. A strategic, purposeful and long term strategy of cost containment measures is foundational to the benefits package and as such, the City continues to beat national trends for health care increases. It is anticipated that we will retain our entire benefit package with an estimated 5.5% increase in 2019, and the 2020 increase is budgeted at a 6% increase due to national trends in health care costs in general. An increase to the wellness premium incentive for employees is authorized from the current wellness discount of \$10, \$20 and \$30 per month based on employee coverage to \$20, \$40 and \$60 per month. The success of our cost containment efforts is largely attributed to our long term strategy, of which the wellness program is a key component. Chronic disease management, along with the on-site employee health clinic, are central to the success of our efforts. The City has consistently experienced a very low healthcare trend over the course of many years, all due to this focused and long term cost containment approach. This provides a solid plan for employees, with minimal annual increases to both the employee and the City.

For 2019 and 2020, the City will continue to offer three plan options for employees. Employees may participate in either Kaiser's fully insured plan or Aetna's self-insured options. Aetna will continue to provide two options for employees: a traditional broad network choice and an Accountable Care/Narrow Network option called Aetna Whole Health. The Accountable Care/Narrow Network option focuses on increasing quality and reducing cost through coordinated care of providers. The plan will reduce out of pocket costs for employees opting into the accountable care/narrow network and reduce overall claim costs. The Whole Health plan furthers our efforts at cost containment while providing exceptional quality care with the participating providers.

A small plan adjustment to the deductible on the Aetna broad network option (Aetna Choice POS II Open Access) is being recommended to encourage participation in the Aetna narrow network plan option (Aetna Whole Health Front Range POS II), which falls in line with our long term cost containment strategy. The recommendation is to increase the deductible on the Aetna broad network from \$300 to \$350 for single coverage and from \$600 to \$700 for family coverage for services in-network; and from \$600 to \$700 for single coverage and \$1,200 to \$1,400 for family coverage on services out-of-network. Encouraging participation in the Aetna Whole Health plan has several advantages, as this plan offers significant savings to both the employee and the City, which will ultimately help to manage claim costs. No other plan design changes are being recommended.

Delta Dental will remain as administrator of dental claims and VSP will continue to be the administrator for our voluntary vision benefit.

Staff went out to bid for the non-medical insurances (Long Term Disability/AD&D, Survivor Income and Life Insurances) and received very favorable bids from two carriers, both of which will reduce the budget for these insurances. A new contract with one of these carriers is currently being finalized to implement these cost savings in 2019. It is important to note that the cost of insurance increases are based on wage, and wages typically increase each year.

Staff continues to provide avenues to help employees manage their health, and provide resources to educate employees on how to navigate complex and confusing systems. The City's onsite employee health clinic (The Center for Healthy Living), the Wellness Program, and the consumer advocacy tool (Compass Professional Health Services) continues to support healthcare cost containment efforts through a long-term planning strategy, with an overriding objective to reduce overall medical and dental trend rates and thereby mitigate potential unsustainable cost increases in future years. Benefits Staff continue to work with the on-site health clinic staff to address chronic disease management, and to provide educational and outreach efforts to support employees with behavioral change.

Even in years with high claims, the City experiences a trend line half of the average. As of our April 2018 financial report, our average trend per year from 2010 - 2018 is 4.6%. More typical local and national averages are anywhere from 7-10%. The clinic concept and Wellness Program efforts are an important strategy towards maintaining a sustainable health care benefit for employees and their families, and provides an opportunity for the City to reduce future health care trend increases. More importantly, the clinic and wellness initiatives provide a benefit that employees and their families appreciate, and is a powerful recruitment and retention tool. This has become even more critical as the talent pool becomes more competitive. Cost containment strategies and the desire to have a long term focus on how the City approaches health care decisions and insurance options for employees are foundational to all of our efforts.

SUMMARY

The pay, benefit and staffing recommendations for the 2019/2020 Budget will continue to ensure that the City is meeting a primary strategic goal because a quality workforce is necessary to provide for the needs of the community. The City continues to offer a work environment where employees are able to make meaningful contributions and are supported in their on-going growth and development with significant resources being dedicated to providing employees a balanced total package that includes an:

Exceptional work environment built on the foundation of our SPIRIT values with a commitment to providing quality equipment, facilities, vehicles, career development and training opportunities, a focus on employee wellbeing and work/life balance, and engaged, aligned leadership;

Competitive, **market-based pay**; and

Well-rounded, **comprehensive benefits** including medical/dental insurance, life and disability insurances, a comprehensive workers compensation program, a flexible general leave program with significant vacation allowances and holidays, pension and wellness programs.

By supporting the success and well-being of our employees, the City will be in a position to successfully serve our citizens.

**Summary of Personnel Changes 2019 / 2020
(Includes all funds)**

Department	2018 Authorized Amended	2019 Adopted	2020 Adopted
City Attorney's Office	15.700	15.700	15.700
City Manager's Office	20.550	21.550	21.550
Community Development Department	61.850	64.100	66.100
Economic Development Department	13.000	14.500	14.500
Finance Department	35.000	36.500	36.500
Fire Department	143.000	143.000	143.000
General Services Department	51.416	52.416	53.416
Human Resources Department	24.800	24.800	24.800
Information Technology Department	32.000	32.300	32.300
Parks, Recreation and Libraries Department	203.675	205.875	206.875
Police Department	265.600	272.800	279.800
Public Works and Utilities Department	145.500	151.500	153.500
Grand Total	1012.091	1035.041	1048.041

**City of Westminster
Authorized 2019 / 2020 Budget
Full-time Equivalent Staffing Summary**

Business Unit	Position Title	2018 Amended Authorized	2019 Authorized	2020 Authorized
<u>General Fund</u>				
City Attorney's Office				
10003120	City Attorney's Office Section			
	Administrative Assistant	0.800	0.800	0.800
	Assistant City Attorney I/II	2.250	0.900	0.900
	City Attorney	1.000	1.000	1.000
	Deputy City Attorney	1.000	1.000	1.000
	Legal Administrator	1.000	1.000	1.000
	Legal Assistant	1.000	1.000	1.000
	Paralegal	0.400	0.400	0.400
	Senior Assistant City Attorney	0.000	1.350	1.350
	City Attorney's Office Section Total	7.450	7.450	7.450
100031200125	Prosecuting Section			
	Administrative Assistant	1.000	1.000	1.000
	Assistant Prosecuting Attorney	1.700	1.700	1.700
	Lead Prosecuting Attorney	0.750	0.750	0.750
	Legal Assistant	1.000	1.000	1.000
	Legal Coordinator	0.500	0.500	0.500
	Prosecuting Section Total	4.950	4.950	4.950
100031200911	Prosecuting - Public Safety Section			
	Assistant City Attorney I/II	1.250	1.000	1.000
	Assistant Prosecuting Attorney	1.300	1.300	1.300
	Lead Prosecuting Attorney	0.250	0.250	0.250
	Legal Coordinator	0.500	0.500	0.500
	Senior Assistant City Attorney	0.000	0.250	0.250
	Prosecuting - Public Safety Section Total	3.300	3.300	3.300
City Attorney's Office Total		15.700	15.700	15.700

**City of Westminster
Authorized 2019 / 2020 Budget
Full-time Equivalent Staffing Summary**

Business Unit	Position Title	2018 Amended Authorized	2019 Authorized	2020 Authorized
<u>General Fund</u>				
City Manager's Office				
10005050	City Manager's Office Section			
	Chief Sustainability Officer	1.000	1.000	1.000
	City Manager	1.000	1.000	1.000
	Deputy City Manager	2.000	2.000	2.000
	Executive Administrator	1.000	1.000	1.000
	Executive Aide	2.000	2.000	2.000
	Executive Assistant	2.000	2.000	2.000
	City Manager's Office Section Total	9.000	9.000	9.000
10005070	City Clerk's Office			
	Administrative Assistant	0.550	0.550	0.550
	City Clerk	1.000	1.000	1.000
	Deputy City Clerk	2.000	2.000	2.000
	Information/Records Management Coordinator	1.000	1.000	1.000
	City Clerk's Office Total	4.550	4.550	4.550
10005387	Communication and Outreach Division			
	Communication and Outreach Coordinator	3.000	4.000	4.000
	Communication and Outreach Manager	1.000	1.000	1.000
	Communication and Outreach Division Total	4.000	5.000	5.000
10005080	Policy and Budget Division			
	Policy and Budget Analyst	2.000	2.000	2.000
	Policy and Budget Manager	1.000	1.000	1.000
	Policy and Budget Division Total	3.000	3.000	3.000
City Manager's Office Total		20.550	21.550	21.550

**City of Westminster
Authorized 2019 / 2020 Budget
Full-time Equivalent Staffing Summary**

Business Unit	Position Title	2018 Amended Authorized	2019 Authorized	2020 Authorized
General Fund				
Community Development Department				
10030050	Administration Division			
	Administrative Assistant	1.100	2.100	2.100
	Applications Specialist	1.500	1.750	1.750
	Business Operations Coordinator	1.000	1.000	1.000
	Community Development Director	1.000	1.000	1.000
	Executive Assistant	1.000	1.000	1.000
	Parking and Transportation Demand Management Coordinator	0.000	1.000	1.000
	Senior Transportation and Mobility Planner	0.000	1.000	1.000
	Transportation and Mobility Planner	0.000	1.000	1.000
	Administration Division Total	5.600	9.850	9.850
10030370	Building Division			
	Administrative Assistant	1.500	1.000	1.000
	Building Inspection Supervisor	1.000	1.000	1.000
	Building Permit Technician	2.000	2.000	2.000
	Chief Building Official	1.000	1.000	1.000
	Electrical Inspector	2.000	2.000	2.000
	General Building Inspector	4.000	4.000	4.000
	Housing Inspector	2.000	2.000	2.000
	Lead Housing Inspector	1.000	1.000	1.000
	Plans Examiner/Senior Plans Examiner	2.000	2.000	2.000
	Plans Review Supervisor	1.000	1.000	1.000
	Building Division Total	17.500	17.000	17.000
100303700911	Building Division - Public Safety Section			
	Plans Examiner/Senior Plans Examiner	1.000	1.000	1.000
	Building Division - Public Safety Section Total	1.000	1.000	1.000
	Building Division Total	18.500	18.000	18.000
10030380	Engineering Division			
	Administrative Assistant	0.750	0.750	0.750
	Capital and Development Projects Inspector	2.000	2.000	2.000
	City Engineer	1.000	1.000	1.000
	Construction Inspector	1.000	1.000	1.000
	Engineer/Senior Engineer	1.500	1.500	1.500
	Engineering Projects Specialist	1.000	1.000	1.000
	GIS Coordinator	1.000	1.000	1.000
	GIS Specialist	1.000	2.000	2.000
	<i>Parking Program Supervisor</i>	<i>1.000</i>	<i>0.000</i>	<i>0.000</i>
	Principal Engineer	1.000	1.000	1.000
	Senior Projects Engineer	2.000	1.000	1.000
	<i>Senior Transportation and Mobility Planner</i>	<i>1.000</i>	<i>0.000</i>	<i>0.000</i>
	Traffic Engineer	1.000	1.000	1.000
	Traffic Technician	1.000	1.000	1.000
	<i>Transportation and Mobility Planner</i>	<i>1.000</i>	<i>0.000</i>	<i>0.000</i>
	Transportation Systems Coordinator	1.000	1.000	1.000
	Engineering Division Total	18.250	15.250	15.250
10030360	Planning Division			
	<i>Administrative Assistant</i>	<i>0.500</i>	<i>0.000</i>	<i>0.000</i>
	Associate Planner	2.000	2.000	2.000
	Code Enforcement Officer	0.500	0.500	0.500
	Construction Inspector	1.000	1.000	1.000
	Landscape Designer/Senior Landscape Architect	1.000	1.000	1.000
	Planner/Senior Planner	6.000	6.000	6.000
	Planning Aide	1.000	1.000	1.000
	Planning Manager	1.000	1.000	1.000
	Principal Planner	2.000	2.000	2.000
	Records Management Technician	1.000	1.000	1.000
	Senior Urban Designer	1.000	1.000	1.000
	Planning Division Total	17.000	16.500	16.500
Community Development Department Total		59.350	59.600	59.600

**City of Westminster
 Authorized 2019 / 2020 Budget
 Full-time Equivalent Staffing Summary**

Business Unit	Position Title	2018 Amended Authorized	2019 Authorized	2020 Authorized
<u>General Fund</u>				
Economic Development Department				
10040050	Administration Division			
	Administrative Assistant	0.500	0.500	0.500
	Business Development Manager	0.000	1.000	1.000
	<i>Economic Development Administrator</i>	<i>2.000</i>	<i>0.000</i>	<i>0.000</i>
	Economic Development Director	1.000	1.000	1.000
	Economic Development Marketing Coordinator	1.000	1.000	1.000
	Economic Development Officer	1.000	1.000	1.000
	Executive Assistant	1.000	1.000	1.000
	Housing and Redevelopment Specialist	0.000	0.500	0.500
	Housing Coordinator	1.000	1.000	1.000
	Housing Policy and Development Manager	0.000	1.000	1.000
	Management Analyst/Senior Management Analyst	1.000	2.000	2.000
	Real Estate Coordinator	1.000	1.000	1.000
	Senior Projects Administrator	1.000	1.000	1.000
	Senior Projects Engineer	1.000	1.000	1.000
	Administration Division Total	11.500	13.000	13.000
Economic Development Department Total		11.500	13.000	13.000

**City of Westminster
Authorized 2019 / 2020 Budget
Full-time Equivalent Staffing Summary**

Business Unit	Position Title	2018 Amended Authorized	2019 Authorized	2020 Authorized
General Fund				
Finance Department				
10015050	Administration Section			
	Accounting Specialist	0.000	1.000	1.000
	Accounting Technician/Retirement	0.500	0.500	0.500
	Contract Coordinator	1.000	1.000	1.000
	Executive Assistant	1.000	1.000	1.000
	Finance Administrator	0.000	1.000	1.000
	Finance Director	1.000	1.000	1.000
	Procurement Officer	1.000	1.000	1.000
	Retirement Administrator	1.000	1.000	1.000
	Administration Division Total	5.500	7.500	7.500
10015220	Accounting Division			
	Accountant	3.500	3.000	3.000
	Accounting Manager	1.000	1.000	1.000
	Accounting Technician	4.000	4.000	4.000
	ERP Business Analyst	1.000	1.000	1.000
	Accounting Division Total	9.500	9.000	9.000
100152200911	Accounting Division - Public Safety Section			
	Accountant	0.500	1.000	1.000
	Accounting Technician	1.000	1.000	1.000
	Accounting Division - Public Safety Section Total	1.500	2.000	2.000
	Accounting Division Total	11.000	11.000	11.000
10015250	Sales Tax Division			
	Accounting Specialist	1.000	1.000	1.000
	Accounting Technician	1.000	0.000	0.000
	Revenue Agent	1.000	1.000	1.000
	Sales Tax Audit Supervisor	1.000	1.000	1.000
	Sales Tax Auditor	4.000	4.000	4.000
	Sales Tax Manager	1.000	1.000	1.000
	Sales Tax Division Total	9.000	8.000	8.000
100152500911	Sales Tax Division - Public Safety Section			
	Accountant	0.500	0.000	0.000
	Sales Tax Division - Public Safety Section Total	0.500	0.000	0.000
	Sales Tax Division Total	9.500	8.000	8.000
10015240	Treasury Division			
	Financial Analyst/Senior Financial Analyst	2.000	2.000	2.000
	Revenue Services Representative	1.000	1.000	1.000
	Treasury Manager	1.000	1.000	1.000
	Treasury Division Total	4.000	4.000	4.000
Finance Department Total		30.000	30.500	30.500

**City of Westminster
Authorized 2019 / 2020 Budget
Full-time Equivalent Staffing Summary**

Business Unit	Position Title	2018 Amended Authorized	2019 Authorized	2020 Authorized
<u>General Fund</u>				
Fire Department				
10025260	Emergency Services Division Section			
	Administrative Assistant	3.000	3.000	3.000
	Battalion Chief	3.000	3.000	3.000
	Deputy Fire Chief	2.000	2.000	2.000
	Executive Assistant	1.000	1.000	1.000
	Fire Captain	6.000	6.000	6.000
	Fire Chief	1.000	1.000	1.000
	Fire Engineer	21.000	21.000	21.000
	Fire Lieutenant	15.000	15.000	15.000
	Fire Lieutenant - Field Training Officer	1.000	1.000	1.000
	Fire Lieutenant - Technical Services Coordinator	1.000	1.000	1.000
	Firefighter I/II	45.000	42.000	42.000
	Training Chief	1.000	1.000	1.000
	Emergency Services Division Section Total	100.000	97.000	97.000
100252600546	EMS Section			
	EMS Chief	1.000	1.000	1.000
	Fire Lieutenant - EMS Field Coordinator	2.000	2.000	2.000
	Fire Lieutenant - Safety and Medical Officer	3.000	3.000	3.000
	Fire Paramedic	30.000	33.000	33.000
	EMS Section Total	36.000	39.000	39.000
	Emergency Services Division Total	136.000	136.000	136.000
100252600547	Fire Prevention Division			
	<i>Emergency Management Coordinator</i>	1.000	0.000	0.000
	Fire Inspector	1.000	1.000	1.000
	Fire Lieutenant - Fire Investigator	1.000	1.000	1.000
	Fire Lieutenant - Fire Plans Examiner/Inspector	1.000	1.000	1.000
	Fire Marshal	1.000	1.000	1.000
	Management Analyst/Senior Management Analyst	1.000	1.000	1.000
	Public Information Specialist	1.000	1.000	1.000
	Fire Prevention Division Total	7.000	6.000	6.000
100252600545	Emergency Management Program			
	Emergency Management Coordinator	0.000	1.000	1.000
	Emergency Management Program Total	0.000	1.000	1.000
Fire Department Total		143.000	143.000	143.000

**City of Westminster
Authorized 2019 / 2020 Budget
Full-time Equivalent Staffing Summary**

Business Unit	Position Title	2018 Amended Authorized	2019 Authorized	2020 Authorized
General Fund				
General Services Department				
10012050	Administration Division			
	Business Operations Coordinator	1.000	1.000	1.000
	Customer Service Representative	0.000	1.116	1.116
	Executive Assistant	1.000	1.000	1.000
	General Services Director	1.000	1.000	1.000
	Messenger	0.500	0.500	0.500
	<i>Switchboard Operator</i>	<i>1.116</i>	<i>0.000</i>	<i>0.000</i>
	Administration Division Total	4.616	4.616	4.616
100120500552	Environmental Section			
	<i>Environmental Analyst</i>	<i>1.000</i>	<i>0.000</i>	<i>0.000</i>
	Environmental Compliance Analyst	0.000	1.000	1.000
	Environmental Section Total	1.000	1.000	1.000
10012390	Facilities Maintenance Division			
	Administrative Assistant	1.000	1.000	1.000
	Carpenter	1.000	1.000	1.000
	Construction Projects Specialist	0.000	1.000	2.000
	Contract Services Coordinator	1.000	1.000	1.000
	Electrician I/II/III	0.000	1.000	1.000
	<i>Electromechanic Specialist</i>	<i>1.000</i>	<i>0.000</i>	<i>0.000</i>
	Facilities Manager	1.000	1.000	1.000
	Facilities Supervisor	1.000	1.000	1.000
	Foreman	1.000	1.000	1.000
	HVAC Specialist	2.000	2.000	2.000
	Maintenanceworker/Senior Maintenanceworker	3.000	3.000	3.000
	Facilities Maintenance Division Total	12.000	13.000	14.000
10012130	Municipal Court Section Total			
	Associate Municipal Court Judge	1.000	1.000	1.000
	Court Administrator	1.000	1.000	1.000
	Court Financial Supervisor	1.000	1.000	1.000
	Deputy Court Administrator	1.000	1.000	1.000
	Deputy Court Clerk	9.300	9.300	9.300
	Lead Deputy Court Clerk	1.000	1.000	1.000
	Presiding Municipal Court Judge	1.000	1.000	1.000
	Municipal Court Section Total	15.300	15.300	15.300
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 Total	3.500	3.500	3.500
100121300911	Municipal Court - Public Safety Section			
	Deputy Court Clerk	1.500	1.500	1.500
	Probation Officer	0.500	0.500	0.500
	Municipal Court - Public Safety Section Total	2.000	2.000	2.000
	Municipal Court Division Total	20.800	20.800	20.800
100120500135	Print Shop Section			
	<i>Press Operator Assistant</i>	<i>1.000</i>	<i>0.000</i>	<i>0.000</i>
	Print Shop Coordinator	1.000	1.000	1.000
	Printing Technician	0.000	1.000	1.000
	Print Shop Section Total	2.000	2.000	2.000
General Services Department Total		40.416	41.416	42.416

**City of Westminster
Authorized 2019 / 2020 Budget
Full-time Equivalent Staffing Summary**

Business Unit	Position Title	2018 Amended Authorized	2019 Authorized	2020 Authorized
General Fund				
Human Resources Department				
10045050	Administration Division			
	Administrative Assistant	2.000	2.000	2.000
	Executive Assistant	1.000	1.000	1.000
	<i>Human Resources Administrator</i>	<i>1.000</i>	<i>0.000</i>	<i>0.000</i>
	Human Resources Administrator II	0.000	1.000	1.000
	Human Resources Analyst	1.000	1.000	1.000
	Human Resources Analyst/Senior Human Resources Analyst	5.500	5.500	5.500
	Human Resources Director	1.000	1.000	1.000
	Human Resources Manager	1.000	1.000	1.000
	Human Resources Specialist	2.000	2.000	2.000
	Management Analyst/Senior Management Analyst	1.000	1.000	1.000
	Administration Division Total	15.500	15.500	15.500
100450500612	Employee Development Section			
	Employee Development Coordinator	1.000	1.500	1.500
	Employee Development Section Total	1.000	1.500	1.500
100450500015	Volunteer Section			
	Human Resources Analyst/Senior Human Resources Analyst	1.000	0.500	0.500
	Volunteer Section Total	1.000	0.500	0.500
100450500544	Wellness Section			
	Wellness Program Coordinator	1.000	1.000	1.000
	Wellness Section Total	1.000	1.000	1.000
100450500911	Human Resources-Public Safety Section			
	Human Resources Analyst/Senior Human Resources Analyst	1.000	1.000	1.000
	Human Resources-Public Safety Section Total	1.000	1.000	1.000
Human Resources Department Total		19.500	19.500	19.500

**City of Westminster
Authorized 2019 / 2020 Budget
Full-time Equivalent Staffing Summary**

Business Unit	Position Title	2018 Amended Authorized	2019 Authorized	2020 Authorized
General Fund				
Parks, Recreation and Libraries Department				
10050050	Administration Division			
	Administrative Assistant	3.000	3.000	3.000
	Applications Specialist	1.000	1.000	1.000
	Executive Assistant	1.000	1.000	1.000
	Graphic Designer	1.000	1.000	1.000
	Management Analyst/Senior Management Analyst	1.000	1.000	2.000
	Marketing Coordinator	1.500	1.500	1.500
	Parks, Recreation and Libraries Director	1.000	1.000	1.000
	PR&L Marketing Analyst	1.000	1.000	1.000
	PR&L Marketing Supervisor	1.000	1.000	1.000
	PR&L Operations Manager	1.000	1.000	1.000
	Administration Division Total	12.500	12.500	13.500
10050620	Library Services Division			
	Administrative Assistant	1.000	1.000	1.000
	Applications Specialist	0.500	1.500	1.500
	Librarian I	7.700	6.700	6.700
	Librarian II	0.500	0.500	0.500
	Library Associate I/II	7.900	8.000	8.000
	Library Clerk I/II	10.050	9.950	9.950
	Library Network Specialist	1.000	1.000	1.000
	Library Services Coordinator	5.000	5.000	5.000
	Library Services Manager	1.000	1.000	1.000
	Library Shelver	5.325	5.525	5.525
	Library Specialist	1.000	1.000	1.000
	Library Supervisor	1.000	1.000	1.000
	Library Services Division Total	41.975	42.175	42.175
Parks Services Division				
10050550	Park Services Division Section			
	Contract Services Technician	1.000	1.000	1.000
	Crewleader	1.000	1.000	1.000
	<i>Electromechanic Specialist</i>	<i>1.000</i>	<i>0.000</i>	<i>0.000</i>
	<i>Equipment Operator II</i>	<i>1.000</i>	<i>0.000</i>	<i>0.000</i>
	Foreman	3.000	3.000	3.000
	Hydro Systems Specialist	0.000	1.000	1.000
	Landscape Designer/Senior Landscape Architect	1.000	1.000	1.000
	Mechanic I	2.000	2.000	2.000
	Park Services Manager	1.000	1.000	1.000
	Parks and Golf Superintendent	1.000	1.000	1.000
	Parks Specialist	4.000	4.000	4.000
	Parksworker I/II	3.000	3.000	3.000
	Playground Safety Specialist	0.000	1.000	1.000
	Park Services Division Section Total	19.000	19.000	19.000
10050550106	Park Promenade Activities			
	Parksworker I/II	2.000	2.000	2.000
	Park Promenade Activities Total	2.000	2.000	2.000
	Parks Services Division Total	21.000	21.000	21.000
Recreation Division				
10050720	Recreation Facilities Section			
	Recreation Facilities Superintendent	1.000	1.000	1.000
	Recreation Services Manager	0.500	0.500	0.500
	Recreation Facilities Section Total	1.500	1.500	1.500
100507200511	Recreation Facilities-Aquatics Section			
	Assistant Pool Manager	3.300	3.300	3.300
	<i>Electromechanic Specialist</i>	<i>1.000</i>	<i>0.000</i>	<i>0.000</i>
	Hydro Systems Specialist	0.000	1.000	1.000
	Lead Lifeguard	8.300	8.300	8.300
	Recreation Specialist	2.000	2.000	2.000
	Recreation Supervisor	1.000	1.000	1.000
	Recreation Facilities-Aquatics Section Total	15.600	15.600	15.600

**City of Westminster
Authorized 2019 / 2020 Budget
Full-time Equivalent Staffing Summary**

Business Unit	Position Title	2018 Amended Authorized	2019 Authorized	2020 Authorized
General Fund				
100507200860	Recreation Facilities-City Park Recreation Center Section			
	Assistant Recreation Facility Supervisor	2.700	2.300	2.300
	Custodian	1.500	1.500	1.500
	Guest Relations Clerk I/II	7.000	7.000	7.000
	Recreation Supervisor II	0.500	0.500	0.500
	Recreation Facilities-City Park Recreation Center Section Total	11.700	11.300	11.300
100507200861	Recreation Facilities-City Park Fitness Center Section			
	Assistant Recreation Facility Supervisor	1.500	2.000	2.000
	Custodian	1.000	1.000	1.000
	Guest Relations Clerk I/II	4.300	4.300	4.300
	Recreation Aide	0.500	0.500	0.500
	Recreation Supervisor II	0.500	0.500	0.500
	Recreation Facilities-City Park Fitness Center Section Total	7.800	8.300	8.300
100507200963	Recreation Facilities-Swim and Fitness Center Section			
	Assistant Recreation Facility Supervisor	2.100	2.100	2.100
	Guest Relations Clerk I/II	4.000	4.000	4.000
	Recreation Aide	0.500	0.500	0.500
	Recreation Facilities-Swim and Fitness Center Section Total	6.600	6.600	6.600
100507200017	Recreation Facilities-The MAC Section			
	Assistant Recreation Facility Supervisor	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	1.700	1.700	1.700
	Recreation Supervisor II	1.000	1.000	1.000
	Recreation Facilities-The MAC Section Total	6.800	6.800	6.800
100507200967	Recreation Facilities-West View Recreation Center Section			
	Assistant Recreation Facility Supervisor	2.100	2.000	2.000
	Guest Relations Clerk I/II	4.300	4.300	4.300
	Recreation Aide	0.500	0.500	0.500
	Recreation Supervisor	1.000	1.000	1.000
	Recreation Facilities-West View Recreation Center Section Total	7.900	7.800	7.800
10050760	Recreation Programs Section			
	Marketing Coordinator	0.500	0.500	0.500
	Recreation Programs Superintendent	1.000	1.000	1.000
	Recreation Services Manager	0.500	0.500	0.500
	<i>Recreation Specialist</i>	<i>0.500</i>	<i>0.000</i>	<i>0.000</i>
	Recreation Programs Section Total	2.500	2.000	2.000
100507600504	Recreation Programs-Adult Sports Section			
	Recreation Specialist	1.000	1.000	1.000
	Recreation Programs-Adult Sports Section Total	1.000	1.000	1.000
100507600532	Recreation Programs-Arts Section			
	Recreation Program Assistant	0.500	0.500	0.500
	Recreation Specialist	0.000	0.500	0.500
	Recreation Programs-Arts Section Total	0.500	1.000	1.000
100507600505	Recreation Programs-Fitness Section			
	Recreation Coordinator	1.000	1.000	1.000
	Recreation Program Assistant	0.500	0.500	0.500
	Recreation Programs-Fitness Section Total	1.500	1.500	1.500
100507600508	Recreation Programs-Preschool Section			
	Recreation Coordinator	1.000	1.000	1.000
	Recreation Program Assistant	0.500	0.500	0.500
	Recreation Programs-Preschool Section Total	1.500	1.500	1.500
100507600035	Recreation Programs-Sports Center Section			
	Recreation Program Assistant	0.500	0.500	0.500
	Recreation Programs-Sports Center Section Total	0.500	0.500	0.500

**City of Westminster
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Full-time Equivalent Staffing Summary**

Business Unit	Position Title	2018 Amended Authorized	2019 Authorized	2020 Authorized
General Fund				
100507600529	Recreation Programs-Youth Activities Section			
	Recreation Coordinator	1.000	1.000	1.000
	Recreation Program Assistant	0.800	0.800	0.800
	Recreation Programs-Youth Activities Section Total	1.800	1.800	1.800
100507600507	Recreation Programs-Youth Sports Section			
	Recreation Specialist	1.000	1.000	1.000
	Recreation Programs-Youth Sports Section Total	1.000	1.000	1.000
Recreation Division Total		68.200	68.200	68.200
Regional Parks & Golf Division				
10050660	Standley Lake Section			
	Lake Operations Coordinator	1.000	1.000	1.000
	Park Ranger	3.000	3.000	3.000
	Senior Park Ranger	1.000	1.000	1.000
	Standley Lake Section Total	5.000	5.000	5.000
Regional Parks & Golf Division Total		5.000	5.000	5.000
Parks, Recreation and Libraries Department Total		148.675	148.875	149.875

**City of Westminster
Authorized 2019 / 2020 Budget
Full-time Equivalent Staffing Summary**

Business Unit	Position Title	2018 Amended Authorized	2019 Authorized	2020 Authorized
General Fund				
Police Department				
10020050	Administration Section			
	Executive Assistant	1.000	1.000	1.000
	Management Analyst/Senior Management Analyst	1.000	1.000	1.000
	Police Chief	1.000	1.000	1.000
	Administration Division Total	3.000	3.000	3.000
Police Patrol Services Division				
10020500	Administration Section			
	Administrative Assistant	0.800	1.000	1.000
	Deputy Police Chief	1.000	1.000	1.000
	Equipment Services Assistant	1.000	1.000	1.000
	Police Commander	1.000	1.000	1.000
	Police Officer/Senior Police Officer	5.000	5.000	5.000
	Sergeant	2.000	2.000	2.000
	Administration Section Total	10.800	11.000	11.000
100205000349	Patrol Section			
	Police Commander	3.000	3.000	3.000
	Police Officer/Senior Police Officer	90.000	99.000	104.000
	Report Specialist	2.000	2.000	2.000
	Sergeant	13.000	13.000	13.000
	Patrol Section Total	108.000	117.000	122.000
100205000106	Patrol Promenade Section			
	Police Officer/Senior Police Officer	4.000	0.000	0.000
	Patrol Promenade Section Total	4.000	0.000	0.000
100205000348	Traffic Section			
	Crime Analyst	1.000	0.000	0.000
	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 Total	23.000	22.000	22.000
	Police Patrol Services Division Total	145.800	150.000	155.000
Police Specialized Services Division				
10020300	Administration Section			
	Administrative Assistant	1.000	1.000	1.000
	Deputy Police Chief	1.000	1.000	1.000
	Administration Section Total	2.000	2.000	2.000
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 Total	29.000	29.000	29.000
100203000344	Investigations Section			
	Administrative Assistant	1.500	1.500	1.500
	Crime Analyst	0.000	1.000	1.000
	Criminalist/Senior Criminalist	4.000	4.000	4.000
	Police Commander	1.000	1.000	2.000
	Police Officer/Senior Police Officer	31.000	32.000	33.000
	Sergeant	4.000	4.000	4.000
	Victim Advocate	4.000	4.000	4.000
	Victim Services Coordinator	1.000	1.000	1.000
	Investigations Section Total	46.500	48.500	50.500

**City of Westminster
Authorized 2019 / 2020 Budget
Full-time Equivalent Staffing Summary**

Business Unit	Position Title	2018 Amended Authorized	2019 Authorized	2020 Authorized
<u>General Fund</u>				
100203000342	Neighborhood Services Section			
	Administrative Assistant	0.000	1.000	1.000
	Animal Management Officer	4.500	4.500	4.500
	Animal Management Supervisor	1.000	1.000	1.000
	Code Enforcement Officer	5.000	5.000	5.000
	Code Enforcement Supervisor	1.000	1.000	1.000
	<i>Code Enforcement Technician</i>	<i>1.000</i>	<i>0.000</i>	<i>0.000</i>
	Graffiti Enforcement Specialist	1.000	1.000	1.000
	Police Commander	1.000	1.000	1.000
	Neighborhood Services Section Total	14.500	14.500	14.500
100203000341	Professional Services Unit			
	Administrative Assistant	0.800	0.800	0.800
	Police Commander	1.000	1.000	1.000
	Police Officer/Senior Police Officer	6.000	6.000	6.000
	Sergeant	1.000	1.000	1.000
	Professional Services Unit Total	8.800	8.800	8.800
100203000343	Records and Property Section			
	Police Records Supervisor	2.000	2.000	2.000
	Police Records Technician	10.000	11.000	11.000
	Property Evidence Technician	3.000	3.000	3.000
	Support Services Administrator	1.000	1.000	1.000
	Records and Property Section Total	16.000	17.000	17.000
	Police Specialized Services Division Total	116.800	119.800	121.800
Police Department Total		265.600	272.800	279.800

**City of Westminster
 Authorized 2019 / 2020 Budget
 Full-time Equivalent Staffing Summary**

Business Unit	Position Title	2018 Amended Authorized	2019 Authorized	2020 Authorized
<u>General Fund</u>				
Public Works and Utilities Department				
10035450	Street Maintenance Division			
	Administrative Assistant	1.000	1.000	1.000
	Crewleader	0.000	2.000	2.000
	Equipment Operator I	5.000	3.000	3.000
	Equipment Operator II	2.000	2.000	2.000
	Foreman	2.000	2.000	2.000
	Maintenanceworker/Senior Maintenanceworker	10.000	11.000	12.000
	Pavement Management Coordinator	1.000	1.000	1.000
	Street Inspector	3.000	3.000	3.000
	Street Operations Manager	1.000	1.000	1.000
	Street Projects Specialist	1.000	1.000	1.000
	Street Maintenance Division Total	26.000	27.000	28.000
Public Works and Utilities Department Total		26.000	27.000	28.000
General Fund Total		780.291	792.941	802.941

**City of Westminster
Authorized 2019 / 2020 Budget
Full-time Equivalent Staffing Summary**

Business Unit	Position Title	2018 Amended Authorized	2019 Authorized	2020 Authorized
Utility Fund				
Community Development Department				
25030380	Engineering Division - Storm Drainage Fund			
	Engineer/Senior Engineer	1.500	1.500	1.500
	<i>GIS Specialist</i>	1.000	0.000	0.000
	Senior Projects Engineer	0.000	1.000	1.000
	Stormwater Analyst	0.000	1.000	1.000
	Stormwater Coordinator	0.000	1.000	1.000
	Stormwater Inspector	0.000	0.000	2.000
	Engineering Division - Storm Drainage Fund	2.500	4.500	6.500
Community Development Department Total		2.500	4.500	6.500
Finance Department				
20015240	Treasury Division			
	Applications Specialist	1.000	1.000	1.000
	Revenue Services Representative	3.000	4.000	4.000
	Revenue Services Supervisor	1.000	1.000	1.000
	Treasury Division Total	5.000	6.000	6.000
Finance Department Total		5.000	6.000	6.000
Information Technology Department				
20060230	Information Technology Section			
	ERP Software Engineer	2.000	2.000	2.000
	Executive Assistant	1.000	1.000	1.000
	Information Systems Manager	1.000	1.000	1.000
	Information Technology Director	1.000	1.000	1.000
	Internet Software Engineer	2.200	2.200	2.200
	IT Security Administrator	1.000	1.000	1.000
	IT Services Administrator	1.000	1.000	1.000
	IT Systems Supervisor	2.000	2.000	2.000
	Lead Software Engineer	3.000	3.000	3.000
	Network Engineer	0.600	0.600	0.600
	Network Systems Technician	0.500	0.800	0.800
	Senior Telecommunications Administrator	1.000	1.000	1.000
	Software Engineer I/II	5.000	5.000	5.000
	Software Engineering Manager	1.000	1.000	1.000
	Systems Administrator	2.700	2.700	2.700
	Technical Support Specialist/Senior Technical Support Specialist	5.000	5.000	5.000
	Technology Procurement Specialist	1.000	1.000	1.000
	Information Technology Section Total	31.000	31.300	31.300
200602300911	Information Technology / Public Safety			
	Network Engineer	0.400	0.400	0.400
	Software Engineer I/II	0.300	0.300	0.300
	Systems Administrator	0.300	0.300	0.300
	Information Technology / Public Safety Total	1.000	1.000	1.000
Information Technology Department Total		32.000	32.300	32.300

**City of Westminster
Authorized 2019 / 2020 Budget
Full-time Equivalent Staffing Summary**

Business Unit	Position Title	2018 Amended Authorized	2019 Authorized	2020 Authorized
Utility Fund				
Public Works and Utilities Department				
20035050	Water Administration Division			
	Business Operations Coordinator	1.000	1.000	1.000
	Executive Assistant	1.000	1.000	1.000
	Public Works and Utilities Director	1.000	1.000	1.000
	Water Resources Analyst/Senior Water Resources Analyst	0.000	1.000	1.000
	Water Resources Specialist	0.000	1.000	1.000
	Water Administration Division Total	3.000	5.000	5.000
Utilities Operations Division				
20035470	Water Field Operations Section			
	Administrative Assistant	1.500	1.500	1.500
	Equipment Operator I	2.000	2.000	2.000
	Equipment Operator II	2.000	2.000	2.000
	Foreman	2.000	1.000	1.000
	Maintenanceworker/Senior Maintenanceworker	3.000	6.000	6.000
	Utilities Operations Manager	1.000	1.000	1.000
	<i>Utilities Systems Specialist</i>	<i>2.000</i>	<i>0.000</i>	<i>0.000</i>
	Utilities Technician	1.000	1.000	1.000
	Water Superintendent	1.000	1.000	1.000
	Water Field Operations Section Total	15.500	15.500	15.500
20035490	Water Plant Section			
	Administrative Assistant	0.500	0.500	0.500
	Chief Plant Operator	1.000	1.000	1.000
	Control Systems Engineer	1.000	1.000	1.000
	Control Systems Specialist	0.500	0.500	0.500
	Electrician I/II/III	0.000	3.000	3.000
	Foreman	1.000	1.000	1.000
	Maintenanceworker/Senior Maintenanceworker	2.000	2.000	2.000
	<i>Plant Electrician</i>	<i>3.000</i>	<i>0.000</i>	<i>0.000</i>
	Plant Operator Trainee/Plant Operator I-IV	9.000	9.000	9.000
	Plant Superintendent	1.000	1.000	1.000
	Water Plant Section Total	19.000	19.000	19.000
21035470	Wastewater Field Operations Section			
	Administrative Assistant	0.500	0.500	0.500
	Equipment Operator I	1.000	2.000	2.000
	Equipment Operator II	0.000	1.000	1.000
	Foreman	2.000	1.000	1.000
	Maintenanceworker/Senior Maintenanceworker	2.000	3.000	3.000
	Utilities Technician	6.000	5.000	5.000
	Wastewater Superintendent	1.000	1.000	1.000
	Wastewater Field Operations Section Total	12.500	13.500	13.500

**City of Westminster
Authorized 2019 / 2020 Budget
Full-time Equivalent Staffing Summary**

Business Unit	Position Title	2018 Amended Authorized	2019 Authorized	2020 Authorized
Utility Fund				
21035490	Wastewater Plant Section			
	Administrative Assistant	0.500	0.500	0.500
	Chief Plant Operator	1.000	1.000	1.000
	Control Systems Engineer	1.000	1.000	1.000
	Control Systems Specialist	0.500	0.500	0.500
	Electrician II	0.000	1.000	1.000
	Foreman	1.000	1.000	1.000
	Maintenanceworker/Senior Maintenanceworker	1.000	1.000	1.000
	<i>Plant Electrician</i>	<i>1.000</i>	<i>0.000</i>	<i>0.000</i>
	Plant Operator Trainee/Plant Operator I-IV	9.000	9.000	9.000
	Plant Superintendent	1.000	1.000	1.000
	Wastewater Plant Section Total	16.000	16.000	16.000
200354700402	Meter Shop Section			
	Foreman	0.000	1.000	1.000
	Maintenanceworker/Senior Maintenanceworker	3.000	3.000	3.000
	Utilities Specialist	0.000	2.000	2.000
	Utilities Systems Specialist	1.000	2.000	2.000
	Utilities Technician	4.000	3.000	3.000
	Meter Shop Section Total	8.000	11.000	11.000
200354700497	Water Field Ops/Water Line Replacement Section			
	Equipment Operator I	2.000	1.000	1.000
	Equipment Operator II	2.000	2.000	2.000
	Foreman	0.000	1.000	1.000
	Maintenanceworker/Senior Maintenanceworker	6.000	3.000	3.000
	Water Field Ops/Water Line Replacement Section Total	10.000	7.000	7.000
200354900023	Water Plants/Reclaimed Section			
	Maintenanceworker/Senior Maintenanceworker	1.000	1.000	1.000
	<i>Reclaimed System Coordinator</i>	<i>1.000</i>	<i>0.000</i>	<i>0.000</i>
	Water Plants/Reclaimed Section Total	2.000	1.000	1.000
210354900401	Biosolids Section			
	Equipment Operator II	3.000	3.000	3.000
	Biosolids Section Total	3.000	3.000	3.000
200354700498	Water Field Operations - Infrastructure Support Services Section			
	Administrative Assistant	0.500	0.500	0.500
	Applications Specialist	1.000	1.000	1.000
	GIS Technician	1.000	1.000	1.000
	Infrastructure Asset Management Coordinator	1.000	1.000	1.000
	Records Management Technician	1.000	1.000	1.000
	Utilities Technician	0.000	3.000	3.000
	Water Field Operations - Infrastructure Support Services Section Total	4.500	7.500	7.500
200354700023	Water Field Operations/Reclaimed			
	Reclaimed System Coordinator	0.000	1.000	1.000
	Utilities Specialist	0.000	1.000	1.000
	Water Field Operations/Reclaimed Total	0.000	2.000	2.000
	Utilities Operations Division Total	90.500	95.500	95.500
Utilities Engineering Division				
20035430	Engineering Section			
	Engineer/Senior Engineer	7.000	7.000	7.000
	Utilities Engineering Manager	1.000	1.000	1.000
	Engineering Section Total	8.000	8.000	8.000
	Utilities Engineering Division Total	8.000	8.000	8.000

**City of Westminster
Authorized 2019 / 2020 Budget
Full-time Equivalent Staffing Summary**

Business Unit	Position Title	2018 Amended Authorized	2019 Authorized	2020 Authorized
Utility Fund				
Water Resources and Quality Division				
20035480	Water Resources and Quality Section			
	Administrative Assistant	1.000	1.000	1.000
	Engineer/Senior Engineer	3.000	3.000	3.000
	<i>Project Specialist</i>	1.000	0.000	0.000
	<i>Water Resources Analyst/Senior Water Resources Analyst</i>	1.000	0.000	0.000
	Water Resources and Quality Manager	1.000	1.000	1.000
	Water Resources Technician	1.000	1.000	1.000
	Water Resources and Quality Section Total	8.000	6.000	6.000
200354800943	Water Quality Section			
	Chemist	1.000	1.000	2.000
	Laboratory Analyst	2.000	2.000	2.000
	Water Quality Administrator	1.000	1.000	1.000
	Water Quality Specialist	2.000	2.000	2.000
	Water Quality Section Total	6.000	6.000	7.000
210354800943	Laboratory Services Section			
	Chemist	3.000	3.000	3.000
	Water Quality Specialist	1.000	1.000	1.000
	Laboratory Services Section Total	4.000	4.000	4.000
	Water Resources and Quality Division Total	18.000	16.000	17.000
Public Works and Utilities Department Total		119.500	124.500	125.500
Utility Fund Total		159.000	167.300	170.300

**City of Westminster
Authorized 2019 / 2020 Budget
Full-time Equivalent Staffing Summary**

Business Unit	Position Title	2018 Amended Authorized	2019 Authorized	2020 Authorized
Other Fund				
Economic Development Department				
80576030722	Economic Development (CDBG) Section			
	<i>CDBG Coordinator</i>	0.500	0.000	0.000
	CDBG Technician	1.000	1.000	1.000
	Housing and Redevelopment Specialist	0.000	0.500	0.500
	Economic Development (CDBG) Section Total	1.500	1.500	1.500
Economic Development Department Total		1.500	1.500	1.500
General Services Department				
Fleet Maintenance Fund				
30012460	Fleet Division			
	Administrative Assistant	1.000	1.000	1.000
	Applications Specialist	1.000	1.000	1.000
	Crewleader	1.000	1.000	1.000
	Fleet Manager	1.000	1.000	1.000
	Foreman	1.000	1.000	1.000
	Mechanic I/II	4.000	4.000	4.000
	Fleet Division Total	9.000	9.000	9.000
300124600911	Fleet Division / Public Safety Section			
	Fire Mechanic	1.000	1.000	1.000
	Fleet Division / Public Safety Section Total	1.000	1.000	1.000
Fleet Maintenance Fund Total		10.000	10.000	10.000
General Capital Improvement Fund				
81275012994	Facilities Maintenance/City Facility Energy Improvements Section			
	Energy and Facilities Projects Coordinator	1.000	1.000	1.000
	Facilities Maintenance/City Facility Energy Improvements Section Total	1.000	1.000	1.000
General Capital Improvement Fund Total		1.000	1.000	1.000
General Services Department Total		11.000	11.000	11.000
Human Resources Department				
Property Liability Fund				
46010900	Property Liability Fund			
	Human Resources Analyst/Senior Human Resources Analyst	0.500	0.500	0.500
	Human Resources Manager	1.000	1.000	1.000
	Risk/Claims Analyst/Senior Risk/Claims Analyst	0.500	0.500	0.500
	Property Liability Fund Total	2.000	2.000	2.000
460109000911	Property Liability Fund / Public Safety			
	Risk/Claims Analyst/Senior Risk/Claims Analyst	0.500	0.500	0.500
	Property Liability Fund / Public Safety Total	0.500	0.500	0.500
Property Liability Fund Total		2.500	2.500	2.500
Medical/Dental Fund				
49010900	Medical/Dental Section			
	Benefits Administrator	1.000	0.000	0.000
	Benefits Specialist	1.000	1.000	1.000
	Human Resources Administrator I	0.000	1.000	1.000
	Human Resources Specialist	0.800	0.800	0.800
Medical/Dental Fund Total		2.800	2.800	2.800
Human Resources Department Total		5.300	5.300	5.300

**City of Westminster
Authorized 2019 / 2020 Budget
Full-time Equivalent Staffing Summary**

Business Unit	Position Title	2018 Amended Authorized	2019 Authorized	2020 Authorized
Other Fund				
Parks, Recreation and Libraries Department				
Golf Course Enterprise Fund - Legacy Ridge Golf Course				
22050720	Legacy Ridge Golf Course - Maintenance Section			
	Assistant Golf Course Superintendent	1.000	1.000	1.000
	Golf Course Superintendent	1.000	1.000	1.000
	Golf Irrigator	1.000	1.000	1.000
	Golf Worker I/II	1.000	1.000	1.000
	Mechanic I	1.000	1.000	1.000
	Legacy Ridge Golf Course - Maintenance Section Total	5.000	5.000	5.000
220507200249	Legacy Ridge Golf Course - Club House			
	Assistant Golf Professional	1.000	1.000	1.000
	Golf Professional	1.000	1.000	1.000
	Golf Shop Associate	0.500	0.500	0.500
	Second Assistant Golf Professional	1.000	1.000	1.000
	Legacy Ridge Golf Course - Club House Total	3.500	3.500	3.500
Golf Course Enterprise Fund - Legacy Ridge Golf Course Total		8.500	8.500	8.500
Golf Course Enterprise Fund - Walnut Creek Golf Preserve				
23050720	Walnut Creek Golf Preserve - Maintenance Section			
	Assistant Golf Course Superintendent	1.000	1.000	1.000
	Golf Course Superintendent	1.000	1.000	1.000
	Golf Irrigator	1.000	1.000	1.000
	Golf Worker I/II	1.000	1.000	1.000
	Mechanic I	1.000	1.000	1.000
	Walnut Creek Golf Preserve - Maintenance Section Total	5.000	5.000	5.000
230507200249	Walnut Creek Golf Preserve - Club House			
	Assistant Golf Professional	1.000	1.000	1.000
	Golf Professional	1.000	1.000	1.000
	Golf Shop Associate	0.500	0.500	0.500
	Second Assistant Golf Professional	1.000	1.000	1.000
	Walnut Creek Golf Preserve - Club House Total	3.500	3.500	3.500
Golf Course Enterprise Fund - Walnut Creek Golf Preserve Total		8.500	8.500	8.500
Parks Opens Space and Trails Fund (POST)				
54050550	Open Space Section			
	Arborist Technician	1.000	1.000	1.000
	<i>Crewleader</i>	<i>0.000</i>	<i>0.000</i>	<i>0.000</i>
	Open Space Manager	1.000	1.000	1.000
	Open Space Specialist	2.000	2.000	2.000
	Open Space Superintendent	1.000	1.000	1.000
	Open Space Supervisor	1.000	1.000	1.000
	Open Space Technician	1.000	1.000	1.000
	Park Naturalist	0.000	1.000	1.000
	Parks Specialist	1.000	1.000	1.000
	Parkswoker I/II	2.000	2.000	2.000
	Open Space Section Total	10.000	11.000	11.000
540505500542	Park Services Section			
	Crewleader	1.000	2.000	2.000
	<i>Equipment Operator II</i>	<i>1.000</i>	<i>0.000</i>	<i>0.000</i>
	Foreman	1.000	1.000	1.000
	Parks and Horticulture Superintendent	1.000	1.000	1.000
	Parks Specialist	2.000	3.000	3.000
	Parkswoker I/II	6.000	6.000	6.000
	Park Services Section Total	12.000	13.000	13.000
Parks Opens Space and Trails Fund (POST) Total		22.000	24.000	24.000

**City of Westminster
Authorized 2019 / 2020 Budget
Full-time Equivalent Staffing Summary**

Business Unit	Position Title	2018 Amended Authorized	2019 Authorized	2020 Authorized
Other Fund				
General Capital Improvement Fund				
8017505037	Capital Projects Section			
	Landscape Designer/Senior Landscape Architect	1.000	1.000	1.000
	Capital Projects Section Total	1.000	1.000	1.000
80175050340	Community Enhancement Program Section			
	Assistant City Forester	1.000	1.000	1.000
	City Forester	1.000	1.000	1.000
	Contract Services Coordinator	1.000	1.000	1.000
	Foreman	1.000	1.000	1.000
	Landscape Designer/Senior Landscape Architect	1.000	1.000	1.000
	Parks Specialist	1.000	1.000	1.000
	Community Enhancement Program Section Total	6.000	6.000	6.000
80275050512	Capital Projects - Park Maintenance (JCOS) Section			
	Arborist Technician	1.000	1.000	1.000
	Crewleader	2.000	2.000	2.000
	Foreman	1.000	1.000	1.000
	Parks Specialist	2.000	2.000	2.000
	Parkswoker I/II	3.000	3.000	3.000
	Capital Projects - Park Maintenance (JCOS) Section Total	9.000	9.000	9.000
General Capital Improvement Fund Total		16.000	16.000	16.000
Parks, Recreation and Libraries Department Total		55.000	57.000	57.000
Other Fund Total		72.800	74.800	74.800
Grand Total		1012.091	1035.041	1048.041

Accommodations Tax - The City Accommodations Tax applies to charges for rooms or accommodations in the City. The tax generally applies only to hotels and motels. Accommodations Tax must be collected on charges for sleeping rooms, meeting rooms, display rooms, banquet rooms, or other special rooms. Historically, a majority of this revenue has been committed by the City towards park capital improvements via the Community Enhancement Program (CEP). CEP funds are used for design, construction and maintenance of City entryway signs, medians, rights of way, neighborhood enhancements, art work and special projects.

Admissions Tax - A flat percentage of the charge paid by the customer for admission to places or events, such as movie theaters and bowling alleys.

Adjusted (or Amended)- Adjusted, as used in the department and division summaries within the budget document, represents the budget including any mid-year financial changes. Mid-year adjustments that increase a department's budget are approved by City Council via the adoption of a supplemental appropriation ordinance. Other mid-year adjustments within a department's budget may be made via budget revisions, moving funds from one or more accounts within a division or department to another account within that division or department.

Adopted - Adopted, as used in the department and division summaries within the budget document, represents the budget as approved by the City Council.

Assessed Valuation - A governmental entity evaluates the value/price of real estate or other property as a basis for levying taxes. An assessed valuation repre-

sents the appraised value less any exemptions.

Attributable Share - A portion of the open space funds collected in Adams and Jefferson Counties that is automatically dispersed to the City by the Counties for use on open space programs.

Bonds - Bonds are a method utilized by governments to finance large capital projects. These certificates of debt guarantee repayment of a specified principal amount on a certain date (maturity date) plus interest. Various types of bonds are utilized depending on the source of revenue to be used for repayment.

Budget - A budget is a financial plan of operation. It encompasses an estimate of revenues and then an allocation of expenditures within available revenues. A budget traditionally serves as a financial plan for a single fiscal year. In practice, the term "budget" is used two ways: it designates the financial plan presented for adoption ("proposed") or the final plan approved ("adopted").

Building Permit Revenue - Building Permit Revenue is revenue collected through the issuance of permits for building construction projects, including permits for such things as electrical, plumbing, mechanical, fire protection, and sign permits. The revenue is typically a one-time revenue and is earmarked for one-time expenses such as projects in the General Capital Improvement Program.

Business Tax - A tax levied by the City on businesses that use the public right-of-ways.

Capital Expenditures - Expenditures for assets that an expected useful life of more than one year. Examples include

equipment, machinery, vehicles, or furniture, and constructed capital assets. Smaller capital asset purchases are typically found in the operating budget. However, “major” capital expenditures are typically included in the capital improvement program (CIP). No strict threshold exists to determine inclusion in the CIP, however, the City’s practice is to use a guideline threshold of \$50,000.

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

Capital Projects - Those major construction improvements such as parks, bridges, fire stations, water lines, etc., included in the Capital Improvement Program.

Capital Project Reserve Fund (CPR) - This fund is used to pay for new or replacement capital assets and emergency repairs for Utility infrastructure.

Carryover - The fund balance as of January 1 represents the projected amount of funds that are available to be carried forward and appropriated in the next fiscal year budget.

Certificate of Participation (COP) - A proportionate interest in the right to receive certain revenues derived under a lease agreement between a lessor and the government as lessee.

Commodities - Commodities are consumable goods such as office supplies, small tools, fuel, etc., used by the City.

Community Development Block Grant (CDBG) Funds - CDBG funds are received annually from the U.S. Department of

Housing and Urban Development (HUD). The funds are restricted to community development projects that benefit low and moderate income residents in the City and help to eliminate blight conditions. Projects funded with CDBG funds have included affordable housing development, a home rehabilitation loan program, commercial revitalization, economic development, and infrastructure improvements.

Community Enhancement Program (CEP) - The CEP is a program funded by the Accommodations Tax. CEP funds the design and construction of projects that enhance the City of Westminster, such as gateway signage, medians, rights of way, neighborhood enhancements, art work and special projects.

Conservation Trust Fund - Accounts for lottery proceeds received from the State of Colorado. Spending is restricted to the development or improvement of City parks and recreation facilities and may be utilized on library facilities. The City’s share is determined by population data and the existence of special recreational districts.

Contingencies - These funds are set aside as a reserve for unanticipated expenditures.

Contractual Services - This term designates those services acquired on a fee basis or a fixed-time contract basis from outside sources.

Debt Service Fund - A fund established to account for the financial resources used for the payment of long-term, non-utility debt (i.e., principal, interest, and related costs).

Department - A department is a component of the overall City organization. Often including multiple divisions, it is

headed by a director and has an established specific and unique set of goals and objectives to provide services to the citizen and organization (e.g., Police, Fire, etc.).

Development Fees - Charges for specific services related to development activity including building permits, right-of-way permits and plan check fees.

Division - An organizational sub-unit of a department. Each division has a unique set of goals and objectives functioning within the department.

Enterprise Fund - A fund established to account for City operations that are financed and operated in a manner that is self-sustaining. The intent is that the costs (expenses, including depreciation) of providing goods and services on a continuing basis be financed or recovered through user charges (e.g., Utility Fund).

Estimated - As used throughout the budget document, this term represents an anticipated current year end expenditure or revenue.

Expenditures - The use of current financial resources for the operations of the City. Each expenditure results in a decrease in net financial resources. They include such items as employee salaries, operating supplies and capital outlays.

Fines & Forfeitures - This category of revenue includes those fines remitted to the City by the courts for violation of City ordinances. It also includes Library fines and Animal Control violations' fines.

Fleet Maintenance Fund - The Fleet Maintenance Fund is an internal service fund that accounts for all costs associated with maintaining the City's fleet of vehicles, including police cars, fire trucks,

ambulances and tandem dump trucks. Each department or division utilizing the Fleet Division's services is charged with fleet rental and motor fuel charges, which are transferred to the Fleet Maintenance Fund.

Full Time Equivalent (FTE) - A personnel position financed for the equivalent of 40 hours per week for 52 weeks. For example, a 0.5 FTE could work 20 hours per week for 52 weeks or 40 hours per week for 26 weeks.

Fund - Each individual fund is a separate accounting entity having its own assets, liabilities, revenues and expenditures. City financial resources are allocated to and accounted for in individual funds based on legal or administrative restrictions or requirements.

Fund Balance - The net difference between expenditures and revenues at the end of the fiscal year.

General Capital Improvement Fund (GCIF) - The fund used for all capital improvement projects, with the exception of utility system improvements that are budgeted in the Utility Enterprise Fund.

General Capital Outlay Replacement Fund (GCORF) - The fund used to finance the replacement of the General Fund's fleet of vehicles, the City's computers and non-Utility Fund copier machines.

General Fund - The fund used to account for all financial resources not specifically earmarked for other purposes. The General Fund is the primary operating fund for the City of Westminster.

General Reserve Fund - The fund used for unusual, emergency and unanticipated one-time expenditures. City Council authorization is required to utilize these funds.

General Fund Stabilization Reserve

(GFSR) - This reserve is intended to level the ebbs and flows of revenue collections, particularly the sales and use tax revenues, and smooth out any peaks or valleys that may result from the unpredictable nature of this primary revenue source.

Golf Course Enterprise Fund - The fund used for the operation and maintenance of the City of Westminster's two championship golf courses: Legacy Ridge and Walnut Creek Golf Preserve.

Grant - A contribution by one government unit or funding source to another. The contribution is usually made to aid in the support of a specified function, e.g., crime reduction, but can be for general purposes. Despite specific guidelines to be adhered, grants are financial gifts and do not require repayment.

Highway Users Tax Fund (HUTF) - State collected, locally shared revenue distributed monthly among state, counties, and municipalities. HUTF revenues are derived from a motor fuel tax and various motor vehicle registration, title, and license fees and taxes.

Infrastructure Fee - Implemented in 2007, a \$6.00 per month charge for all residences and businesses. The fee is applied to street light and concrete replacement expenses.

Interest Income - Interest income is the amount of revenue earned on investments and cash deposits. The guidelines for generating this source of revenue are found in the investment policies of the City.

Intergovernmental Revenue - Revenues levied by one government but shared on a predetermined basis with another government or class of governments (grants,

loans, vehicle/highway tax, etc.).

Lease Purchase - A means of financing used by the City for the acquisition of major pieces of equipment through a financial institution.

License Revenue - A fee for conducting business within the City of Westminster. This fee is typically levied on beer or liquor, construction, and a variety of other regulated businesses.

Meter Service Fee - A fee for maintaining the meter, reading the meter, periodically billing the account, and processing payments.

Mill Levy - A figure established by the City and used to calculate property tax. A mill is one-tenth of a cent; thus, each mill represents \$1 of taxes for each \$1,000 of assessed value. The City's mill levy is 3.65.

Operating Budget - The annual operating budget is the primary means by which most of the financing, acquisition, spending and service delivery activities of a government are controlled.

Park Development Fees (PDF) - A fee levied by the City on the valuation of a new development. PDF revenues are derived from developers who pay a certain percentage on the valuation of their new development. PDF fees are used for new park development.

Parks, Open Space and Trails (POST)

Bonds - POST Bonds are bonds issued upon voter approval for the acquisition, development, enhancement and construction of parks, open space and trails. Bond proceeds are often used in conjunction with Open Space Sales and Use Tax funds.

Parks, Open Space and Trails (POST) Fund - Initiated in 1985, accounts for

revenues from the City's 0.25% parks, open space and trails sales and use tax. Provides resources for the acquisition, development and maintenance of parks, open space, trails and recreation facilities.

Pay-As-You-Go Projects - Capital improvement projects whose funding source is derived from City revenue sources rather than through the sale of voter approved bonds or other types of debt financing.

Payment in Lieu of Use Tax - A payments from the City's Utility Fund to the City's Sales and Use Tax, Public Safety Tax, and Parks, Open Space and Trails (POST) Funds. These payments are related to use taxes that must be paid on materials used by contractors on projects for all institutions, including governmental.

Performance Measure - A performance measure is an indicator that quantifies a department's or a division's effectiveness and efficiency in meeting stated service delivery goals. Performance measures are used to improve decision making through the objective measurement of performance.

Personal Property Tax - Tax on items of personal property such as household furniture, jewelry, etc., levied by local or state governments.

Personnel Services - Compensation for direct labor of persons in the employment of the City; salaries and wages paid to employees for full-time, part-time, and temporary work, including overtime and similar compensation.

Property and Liability Fund - The fund that serves as the City's property and

liability self-insurance funding mechanism. Monies are set aside to pay insurance premiums and claim expenses.

Property Tax - A tax levied by the City on the assessed valuation of all taxable property located within the City calculated using the mill levy.

Rate Stabilization Reserve Fund (RSR) - This fund is intended to normalize water and wastewater revenues in the Utility Fund in low demand years and to level operating revenues to maintain rates in low revenue years.

Recreation Charges - A category of revenue that is a part of the General Fund Revenues. These charges are revenues generated by the operation of recreation facilities and programs, including Standley Lake operations and park rentals. Recreation Charges do not include golf course revenues as golf courses are enterprise operations and are managed via a separate fund.

Reserve - Funds set aside a portion of a fund's balance for some future use. These funds are not available for appropriation or expenditure except when qualifying events occur.

Revenue Bonds - Bonds payable from a specific source of revenue and do not pledge the full faith and credit of the issuer.

Sales Tax - A tax levied by the City on retail sales of tangible personal property and some services. Westminster's total sales and use tax rate (3.85%) is comprised of three components: General (3.00%); Parks, Open Space and Trails (0.25%); and Public Safety (0.60%).

Sales and Use Tax Fund - Accounts for revenue from the City's 3.00% general sales and use tax, along with the 0.60% public safety sales and use tax. Once this revenue is col-

lected, it is transferred to other funds.

Special Improvement District (SID) - A district created in accordance with C.R.S. Section 31-25-501, providing for the construction or installation of local improvements, the issuance of special assessment bonds and the assessment of costs. Special improvement districts are established and operated within a defined geographic area in order to provide services that are of greater benefit to a certain group of citizens than to others.

SPIRIT - An acronym representing the City's organizational values of Service, Pride, Integrity, Responsibility, Innovation and Teamwork.

Strategic Plan - A plan developed by City Council identifying the City's underlying principles on which decisions should be based and associated goals to be achieved.

Stormwater Drainage Fee - A fee assessed against a property to support stormwater drainage programs and services. The fee is often based on the "demand" a property places on the drainage system, as measured by runoff amount, impervious area or land use characteristics.

Stormwater Drainage Fund - A sub-fund of the Utility Enterprise Fund that provides resources for the operation and maintenance of the City's drainage systems.

Transfer Payments - The transfer of money from one fund to another.

Urban Renewal Area - A designated area with boundaries established for the purpose of eliminating blighted areas within the City. This designa-

tion makes the area eligible for various funding and allows for development or redevelopment.

Use Tax - A tax levied by the City on the retail purchase price of tangible personal property and some services purchased outside the City, but stored, used or consumed within the City.

Utility Enterprise Fund - The fund used to account for all financial resources derived from the provision of water and wastewater services. These funds are earmarked for the maintenance and addition of facilities pertaining to the City's water and wastewater operations and includes stormwater, operating costs and capital improvements.

Westminster Economic Development Authority (WEDA) - WEDA was created by City Council in 1987 to provide a mechanism for promoting redevelopment and development in the City. The Authority operates independently of the general City operations, having its own budget and board of directors. WEDA uses revenues generated through tax increments within the City's Urban Renewal Area to facilitate new development activity.

Westminster Economic Development Authority Fund - The fund accounts for monies utilized for urban renewal activity in designated urban renewal areas.

Workers' Compensation Fund - The Workers' Compensation Fund is a fund that serves as the City's workers' compensation self-insurance funding mechanism. Monies are set aside to pay for excess insurance premiums, surety bond premiums and medical expenses experienced by City employees when they are injured.



WESTMINSTER

COLORADO

CITY VISION: 2016

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



