



WESTMINSTER

Staff Report

TO: The Mayor and Members of the City Council

DATE: September 2, 2015

SUBJECT: Early Delivery of Study Session Materials for September 21, 2015

PREPARED BY: Don Tripp, City Manager

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

Looking ahead to the September 21 Study Session review of the Adopted 2016 budget, the following materials have been prepared:

INFORMATION ONLY

1. Adopted 2016 Budget – Mid-Biennial Budget Review – **EARLY DELIVERY FOR THE SEPTEMBER 21 STUDY SESSION**

The proposed budget amendment is being delivered two weeks early to allow City Council and the public the opportunity to review the materials in preparation of the September 21 mid-year budget review.

Respectfully submitted,

Donald M. Tripp
City Manager

NOTE: *Persons needing an accommodation must notify the City Manager's Office no later than noon the Thursday prior to the scheduled Study Session to allow adequate time to make arrangements. You can call [303-658-2161](tel:303-658-2161) /TTY 711 or State Relay) or write to mbarajas@cityofwestminster.us to make a reasonable accommodation request.*



WESTMINSTER

Staff Report

City Council Study Session
September 2, 2015



SUBJECT: Adopted 2016 Budget – Mid-Biennial Budget Review – **EARLY DELIVERY FOR THE SEPTEMBER 21 STUDY SESSION**

PREPARED BY: Steve Smithers, Deputy City Manager
Barbara Opie, Assistant City Manager
Ben Goldstein, Senior Management Analyst
Kim Barron, Police Commander
J.R. Clanton, Senior Management Analyst

Recommended City Council Action

- Review the financial update provided by Staff on the City's revenue projections for year-end 2015 and the revised projections for 2016.
- Review the Human Resources materials on the 2016 Pay Plan, proposed staffing adjustments and benefits and direct Staff accordingly.
- Direct Staff to modify the Adopted 2016 Budget pursuant to the recommended operating budget modifications presented to City Council.
- Confirm the Human Services Board recommendation for 2016 funding and determine if any changes are appropriate.
- Direct Staff to modify the Adopted 2016 Budget pursuant to the recommended Capital Improvement Program budget modifications presented to City Council.
- Review the Citizen Requests received to date by City Council and Staff, including those made at the September 21 Public Meeting on the Adopted 2016 Budget; any additional requests will be submitted to City Council in a separate Staff Report.
- Direct Staff to modify the Adopted 2016 Budget pursuant to the adopted 2015 Strategic Plan as outlined in this Staff Report.

Summary Statement

As part of the two-year budget process, a financial update/budget review is to be conducted in the fall of 2015 to review any recommended modifications to the Adopted 2016 Budget and to review any new citizen requests. Staff is presenting proposed modifications to the Adopted 2016 Budget, which are outlined in the Background section of this Staff Report.

The 2016 Budget was adopted in October 2014. A Budget Review is scheduled for the regularly scheduled September 21st Study Session Meeting. This document and the materials attached are intended to facilitate the review and discussion at that meeting. This Staff Report is being sent an extra week in advance in the September 21st packet to allow City Council time to review the attached materials. Due to the large packet of materials included with this Staff Report, if any member of City Council would like a printed copy, please let Staff know and we are happy to provide printed copies.

As adjustments are being reviewed and finalized with the amendment to the Adopted 2016 Budget, please note that minor adjustments in the final balancing may be necessary. Any additional

Staff Report – Adopted 2016 Budget – Mid-Biennial Budget Review – **EARLY DELIVERY**
FOR THE SEPTEMBER 21 STUDY SESSION

September 2, 2015

Page 2

recommended changes from this Staff Report will be highlighted in the Agenda Memorandum for Council consideration on October 12.

Expenditure Required: 2016 = \$257,821,329, plus \$48,059,822 in reserves and \$1,000,000 in contingency

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

Staff Report – Adopted 2016 Budget – Mid-Biennial Budget Review – **EARLY DELIVERY**
FOR THE SEPTEMBER 21 STUDY SESSION

September 2, 2015

Page 3

Policy Issues

- Does City Council concur with the proposed modifications to the Adopted 2016 Operating Budget presented?
- Does City Council concur with the proposed staffing adjustments presented?
- Does City Council concur with the recommendations presented by the Human Services Board for 2016 funding?
- Does City Council concur with the proposed modifications to the Adopted 2016 Capital Improvement Program Budget presented?
- Does City Council concur with Staff's recommendations associated with any citizen requests received?
- Does City Council concur that the proposed modifications to the Adopted 2016 Budget thoroughly support the City Council's adopted 2015 Strategic Plan?

Alternatives

- City Council could direct Staff to identify other modifications to the Adopted 2016 Operating Budget.
- City Council could direct Staff to pursue other modifications to the 2016 Pay Plan, proposed staffing adjustments and benefits costs. Staff believes the revised 2016 Budget continues the City's philosophy of maintaining a competitively paid and benefited workforce.
- City Council could direct Staff to identify additional modifications or to fund other capital improvement projects than those identified within the Adopted 2016 Capital Improvement Program (CIP) Budget and the proposed modifications made by Staff. Staff believes that the modified CIP program presented for 2016 continues to maintain the City's valuable infrastructure and works to address the future needs of the community.
- City Council could modify the funding levels recommended by the Human Services Board (HSB) for 2016 funding. City Council reviewed and concurred with the HSB's proposed funding level for 2016 and with the HSB's agency funding recommendations at the August 3 Study Session. The Adopted 2016 Budget for HSB currently totals \$115,000, an increase of \$15,000 from the adopted 2015 funding level.
- City Council could provide different direction for Staff associated with the citizen requests received.
- City Council could provide additional direction to Staff associated with the Strategic Plan as it relates to the proposed 2016 amendment.

Background Information

City Council adopted the 2016 Budget in October 2014. The Adopted 2015 Budget provided the base for the 2016 Budget and overall, no major level of service or other adjustments were proposed or adopted between the 2015 and 2016 budgets. Since that time, Staff has reexamined revenue projections, operating needs and capital project priorities. In addition, Staff reviewed the Adopted 2016 Budget against the adopted 2015 Strategic Plan to ensure that all of City Council's priorities were clearly being addressed. Staff visited with City Council in June with a rough order of magnitude review and then subsequently shared with City Council a more refined plan to ensure City Council goals were addressed in the proposed amendment via the August 10 Staff Report on the Strategic Plan. The proposed modifications in the Staff Report support the City Council adopted 2015 Strategic Plan goals, objectives and actions.

Staff Report – Adopted 2016 Budget – Mid-Biennial Budget Review – **EARLY DELIVERY**
FOR THE SEPTEMBER 21 STUDY SESSION

September 2, 2015

Page 4

Strategic Plan Compliance

In 2015, City Council revisited their Strategic Plan, goals and priorities. Staff utilized the City Council Goals listed below during the review of the Adopted 2016 Budget:

- Visionary Leadership, Effective Governance and Proactive Regional Collaboration;
- Vibrant, Inclusive and Engaged Community;
- Beautiful, Desirable, Safe and Environmentally Responsible City;
- Dynamic, Diverse Economy;
- Financially Sustainable Government Providing Excellence in City Services; and
- Ease of Mobility.

The Economy

Since the adoption of the budget by City Council last fall, the economy has continued to trend in a positive direction, being led by a strong housing market along the Front Range. Unemployment in Colorado has also continued to trend lower and is now near pre-recession levels. Colorado continues to lead the country with one of the strongest and most diverse economies nationally. The combined effect of strong real-estate and employment base has resulted in increasing consumer confidence, which has translated into increased sales tax collections for the City of Westminster, as well as others throughout the Front Range; sales tax represents approximately 65% of the Westminster's General Fund budget. Within the last 45 days, instability in China's markets has resulted in volatility in other global markets, including the U.S. At this point the increased volatility, particularly in stocks, does not appear to have significantly affected consumer confidence, but has somewhat moderated growth projections for 2016. With recent volatility in mind, Staff remains optimistic that revenues will continue to show positive performance as we move into 2016, and will be sufficient to address moderate increases in operational cost, including salaries, benefits and other Strategic Plan priorities.

Overview of Recommended Amendment Priorities

This Staff Report highlights the proposed Strategic Plan adjustments as well as several operating priorities as proposed by Staff. Key items of note related to the mid-year budget amendment include the following:

- 1) While the economy is recovering, we propose building our reserves to buffer the future economic downturns. The Adopted Budget includes some initial funds being saved in reserve; Staff is proposing an increase in reserves to keep up with fiscal practice and prepare for future challenges.
- 2) To meet the demands of the Westminster community, Staff is proposing to invest further in infrastructure (facilities, roads, water/wastewater system, etc.), addressing both immediate needs and maintaining these valuable assets. The proposed amendment to the Capital Improvement Program reflects this continued reinvestment. As a result of the ongoing economic recovery the City is experiencing (coupled with prudent budget estimates), revenues ended 2014 higher than projected, 2015 revenues continue to outperform original projections and 2016 is anticipated to exceed original projections. This positions the City to reinvest in important infrastructure, benefiting current and future residents and businesses.
- 3) Taking the lead from Council's Strategic Plan, Staff is proposing to continue reinvestment in the community through economic development program enhancements. Through ongoing efforts and investment (staffing and infrastructure) with the Downtown Westminster, Westminster Station, and The Orchard development, among others – the City is positioning itself to be the next urban center of the Colorado Front Range.
- 4) Because it has led to success for the City, Staff proposes continuing to invest in our employees – through competitive salaries, comprehensive benefits, additional staffing (building capacity, including several interns to support our succession planning efforts), training (preparing people to advance when the opportunity presents itself), technology, tools and equipment. Maintaining a competitive compensation package in an increasingly tight market is critical to the City's success.

Staff Report – Adopted 2016 Budget – Mid-Biennial Budget Review – **EARLY DELIVERY**
FOR THE SEPTEMBER 21 STUDY SESSION

September 2, 2015

Page 5

As a reminder for City Council, the operating budgets, pursuant to City fiscal policies, are funded by recurring revenue such as sales and property taxes in the General Fund and by monthly water and sewer charges in the Utility Fund. The Capital Improvement Program (CIP) priorities, which are found later in this Staff Report, are funded largely by one-time revenues, such as park development fees, building use taxes, utility tap fees and carryover funds.

Proposed Staffing Amendment Overview

An additional 8.4 FTE were approved by City Council in the General Fund in June 2015, addressing staffing needs in Community Development related to development review (audit) and in the City Manager’s Office related to the Downtown Westminster project; these of course continue in 2016. In the originally Adopted 2016 Budget, a total of 7.0 FTE across all funds were authorized by City Council as a result of the improved economic picture and need to address organization needs and service delivery priorities (see chart below). These full-time equivalents (FTE) included the return of a few select positions that were cut in 2011 when the City eliminated 72.833 FTE in order to close a structural budget deficit. The return of these positions was based on level of service assessments identifying the elimination impacts of these positions and future service demands. The original budgeted new 2016 FTE are included in the following table:

Department / Division	Position Title	FTE	Projected Salary (salary only)
Fire/Fire Prevention	Civilian Fire Inspector	1.0	\$60,806
General Service/City Clerk	Records Management Technician	1.0	\$48,947
GENERAL FUND TOTAL		2.0	\$109,754
Information Technology	Technical Support Specialist	1.0	\$48,947
UTILITY FUND TOTAL		1.0	\$48,947
Parks, Recreation & Libraries / Park Services – Open Space	Recreation Specialist (Naturalist)	1.0	\$56,231
Parks, Recreation & Libraries / Park Services – Open Space	Horticulture Specialist	1.0	\$45,532
Parks, Recreation & Libraries / Park Services – Open Space	Parkswoker I/II	2.0	\$73,303
POST FUND TOTAL		4.0	\$175,066
ORIGINALLY AUTHORIZED TOTAL 2016 – ALL FUNDS		7.0	\$333,767

As Staff evaluated capacity issues and the ability to implement current program needs (including City Council adopted 2015 Strategic Plan goals, objectives and actions), additional staffing needs were identified during the mid-year budget review. The new staff proposed address adding benefited status to some part-time employees, the Downtown Westminster project management, succession planning, library house and other program needs. In the proposed 2016 budget amendment, City Council will see that the improved economic picture has allowed Staff to propose the return of a few positions previously eliminated as well as retooling the staffing capacity to address current high priority areas, especially in economic development. Staff is proposing the addition of 12.05 FTE plus 3.0 interns across all funds as part of the proposed 2016 budget amendment. As interns are not considered permanent FTE due to their temporary nature (typically two-year internships), they are listed below but not as part of the official proposed FTE increase. These additional full-time equivalents (FTE) and intern positions are highlighted in the respective fund/department sections; a summary of proposed new staff is included in the following table:

Staff Report – Adopted 2016 Budget – Mid-Biennial Budget Review – **EARLY DELIVERY**
 FOR THE SEPTEMBER 21 STUDY SESSION

September 2, 2015

Page 6

Department / Division	Position Title	FTE	Projected Salary (salary only)
City Attorney's Office / Prosecuting	Legal Investigator	1.0	\$48,947
City Manager's Office / Administration / Economic Development	Senior Projects Engineer	1.0	\$115,893
City Manager's Office / Administration / Economic Development	Management Analyst	1.0	\$64,981
City Manager's Office / Economic Development	Economic Development Specialist	1.0	\$69,856
Community Development / Administration	Applications Specialist	0.5	\$28,284
General Services / Human Resources	Human Resources Analyst/ Senior Human Resources Analyst	1.0	\$64,981
Parks, Recreation & Libraries / Recreation Facilities	Facility Assistant	1.0	\$45,528
Parks, Recreation & Libraries / Recreation Facilities	Guest Relations Clerk II	1.5	\$47,580
Parks, Recreation & Libraries / Recreation Facilities / Aquatics	Lead Lifeguard	0.5	\$12,765
Parks, Recreation & Libraries / Operations	Recreation Specialist	0.4	\$22,491
Parks, Recreation & Libraries / Library Services	Library Associate II	1.2	\$50,827
Parks, Recreation & Libraries / Library Services	Library Clerk I/II	1.3	\$40,130
Parks, Recreation & Libraries / Library Services	Librarian I	0.1	\$6,044
Parks, Recreation & Libraries / Library Services	Library Shelver (benefitted)	0.1	\$2,374
GENERAL FUND TOTAL		11.6	\$620,680
Information Technology	Internet Software Engineer	0.2	\$17,355
UTILITY FUND TOTAL		0.2	\$17,355
General Services / Fleet	Secretary	0.25	\$10,871
FLEET MAINTENANCE FUND TOTAL		0.25	\$10,871
PROPOSED ADDITIONAL 2016 – ALL FUNDS		12.05	\$648,907
Information Technology	Management Intern I	1.0	\$45,532
Public Works & Utilities / Water Plant	Intern	1.0	\$31,716
Public Works & Utilities / Wastewater Plant	Intern	1.0	\$31,716
UTILITY FUND TOTAL – PROPOSED INTERN POSITIONS		3.0	\$108,964

Staff Report – Adopted 2016 Budget – Mid-Biennial Budget Review – **EARLY DELIVERY**
FOR THE SEPTEMBER 21 STUDY SESSION

September 2, 2015

Page 7

PROPOSED MODIFICATIONS TO THE ADOPTED 2016 BUDGET

Overall, the total City budget including all funds for 2016 is proposed to be modified from the Adopted total of \$206,388,197, plus \$40,623,087 in reserves and \$1,000,000 in contingency, to \$257,821,329, plus \$48,059,822 in reserves and \$1,000,000 in contingency. The increase is primarily the result of Staff revisiting the revenue projections, including the appropriation of 2014 carryover into the proposed amended 2016 Capital Improvement Program. In addition, Staff revisited the Sales and Use Tax and Parks, Open Space and Trails (POST) Sales and Use Tax Funds, recalibrating these projections based on the strong economy and performance of the funds over the last year. The economic recovery has been faster than originally anticipated and as such, the recalibration of these revenue projections was warranted. While Staff remains optimistic that this economic recovery will continue, the pace and degree of growth remains an uncertainty. Discussions among economists indicate their anticipation of another recession or correction in the economy is likely to occur in the next 2-4 years; the degree or severity of such remains under debate. With this information in mind, as Staff recalibrated revenue projections based on the current economic recovery, a degree of caution was retained. The benefit of the more rapid recovery allows increasing staffing capacity to address City Council priorities and for a more aggressive Capital Improvement Program (CIP) in the General Capital Improvement Fund, allowing for greater investment into critical infrastructure, both existing and new. Separately, a more aggressive Water and Wastewater CIP is proposed due to important infrastructure improvements moving forward earlier than originally anticipated and attempting to take advantage of low interest rates for debt issues to allow these projects to continue; this is in concert with Utility Fund fiscal policies to balance investment/reinvestment in the system paid for by current and future system users. Additional information may be found in the General Capital Improvement and Utility Funds' sections of this document.

ALL FUNDS

Adjustments to Wage and Benefits from the Adopted 2016 Budget: The City prepares a general projection of wage and benefits based on anticipated increases for the second year of the biennial budget. As part of the mid-year budget process, a thorough review of current staffing levels and compensation is done prior to recommended amendments to the second year of the budget. This mid-year thorough review allows a more precise recommendation to be made related to compensation and wage based benefits in the amended budget. Recommendations for the budget amendments are based on specific estimates of current and anticipated wages for existing staff.

In addition, as part of the regular two-year budget development cycle, salary data for the City's benchmark positions is reviewed with aligned positions adjusted with the recommended changes (this part of the salary review process is known as the City's classification review/audits). To ensure the competitive positioning and integrity of the City's pay structure, Department requests are considered during the mid-year budget cycle for a thorough review of specific classifications, primarily non-benchmark positions, to ensure the job is classified appropriately and paid at market. A list of recommendations for reclassifications after a thorough review is included within the staffing section of the Staff Report's attachments. Also during this mid-year review, a citywide study of administrative support positions and functions was conducted with recommendations included within the staffing section of the Staff Report's attachments.

To retain a competitive compensation package, City Council authorized a 1.5% market adjustment to the three Non-Exempt, Exempt and Administrative Officer Pay Plans in 2015. To remain competitive in the marketplace, Staff is recommending a 2% market adjustment to the three Non-Exempt (General, Fire Commissioned and Police Sworn), Exempt and Administrative Pay Plans, as part of the amendment to the Adopted 2016 Budget. Sufficient funds are available for these recommended Pay Plans increases. The recommended increase means that the pay ranges would adjust by 2% in all listed pay plans with

Staff Report – Adopted 2016 Budget – Mid-Biennial Budget Review – **EARLY DELIVERY**
FOR THE SEPTEMBER 21 STUDY SESSION

September 2, 2015

Page 8

all Non-Exempt incumbent employees within those pay plans receiving a 2% market adjustment the first full pay period in 2016. The Exempt and Administrative Officer Pay Plans ranges will increase by 2% and employees will be eligible for salary increases based on merit within their ranges. The Adopted 2016 Budget includes step and merit increases for eligible employees; currently 51% of all employees are at the top of their ranges. Staff believes that this adjustment will help keep the City's Pay Plans within market and ensure competitive wages. Based on updated salary projections and employee turnover, projections for the market adjustment have been revised in the amended 2016 budget proposal.

As a result of these three variables (updated projections based on current wages, classification review/audits, and market adjustment to the Adopted Pay Plan), Council will note that some accounts have increased and others decreased based on this revised estimation of expense versus the projection made in 2014 for the 2016 budget year.

Additionally, healthcare benefit renewal negotiations and current employee enrollment have led to recommended adjustments in the employee benefit accounts, which are reflected in the proposed amendment and noted within each impacted fund that follows. A more thorough discussion of benefits is found later in this Staff Report.

- Pay Plan Market Adjustment: To remain competitive, Staff is recommending a 2% market adjustment to the three Non-Exempt, Exempt and Administrative Pay Plans, as part of the amendment to the Adopted 2016 Budget. Based on updated salary projections and employee turnover, projections for the market adjustment have been revised from 1% to 2% in the amended 2016 budget proposal at an estimated cost of \$1,290,415 for all funds (General Fund=\$1,019,156, Utility Fund=\$204,910, All Other Funds=\$66,349).
- Step and Merit Salary Adjustments: The Adopted 2016 Budget includes step and merit increases for eligible employees. The updated projections include step increases from 0-7.7% and an average 3% merit increase for eligible employees. The estimated cost of step and merit increases for all funds in 2016 totals \$1,285,788 (General Fund=\$1,096,337, Utility Fund=\$149,067, All Other Funds=\$40,384).
- Position Reclassifications: As part of the regular two-year budget development cycle, salary data for the City's benchmark positions is reviewed with aligned positions adjusted with the recommended changes. Based on the results of the classification review/audits, including the administrative support study, adjustments were made to department salary projections. The amended 2016 budget proposal includes classification and audit adjustments totaling \$391,503 for all funds (General Fund=\$286,043, Utility Fund=\$60,389, All Other Funds=\$45,071).
- Minimum Wage Adjustments: The City is committed to paying Federal and State Minimum Wages with Council authorization to make adjustments as necessary with changes in minimum wage requirements. Staff is anticipating changes in 2016 and has set aside funds to make these adjustments in the General and Golf Funds as appropriate. The City has typically been a leader of federal and state minimum wage levels for seasonal and part-time employees and provides some in these classes with prorated benefits.

GENERAL FUND

Increase in Projected Revenues: Staff revisited the General Fund projected revenues for 2016 and adjusted the projections based on actual collections in 2015. The most significant revenue adjustments may be found in the following areas:

- Increase in estimated business franchise fees from Comcast/AT&T Cable (+\$26,776)
- Increase in projected Highway Users Tax Fund (HUTF) revenues distributed by the State (+\$177,685)
- Increase in recreation charges (including recreation facilities and general recreation/program participation) revenues (+\$251,703)

Staff Report – Adopted 2016 Budget – Mid-Biennial Budget Review – **EARLY DELIVERY**
FOR THE SEPTEMBER 21 STUDY SESSION

September 2, 2015

Page 9

- Reduction in the projection for library fines (-\$26,000)
- Increase in estimated emergency medical service billings (+\$374,000)
- Increase in estimated infrastructure fee revenues (+\$75,816)
- Increase in the transfer payment from the Sales and Use Tax Fund to support operations (+\$2,017,328)

Proposed Expenditure Adjustments

Central Charges

- Regular Salaries: City Council may recall that the total for market, step, merit and audit/reclassification adjustments (detailed above) are all budgeted within the Central Charges budget for the second year of the adopted two-year budget; with the mid-year budget amendment, these funds are moved out into the respective departments based on HR's salary projections based on current staff and therefore Central Charges budget has a significant reduction overall. (Net change = -\$1,769,226)
- Medical/Dental Insurance Premiums: Staff originally budgeted for an anticipated 5% increase in medical and dental insurance costs in the Adopted 2015/2016 Budget based on trend and experience. Due to a year of high cost large claims on both the Cigna and Kaiser plans, some exceeding stop-loss maximum, as well as an increase in healthcare trend nationally, the City's insurance renewals came in at a 6.5% increase in overall premium costs for 2016. Staff is recommending a Premium Holiday, which would waive one period of employee health insurance premiums, reducing the increase on the employee portion to approximately 3%; this will be discussed further at the budget review on September 21. New positions in this fund are also included. Sufficient funds are available for the 2016 additional costs. (Net Change = +\$228,466)
- Medicare: This expense is projected to be \$57,593 higher than originally budgeted based on current salary projections and past expenditures in this account. (Net change +\$57,593)
- Miscellaneous studies and projects: A total of \$261,230 was budgeted in the professional services account in 2016. An additional \$177,000 is recommended in 2016 to continue succession management (\$200,000) efforts currently funded in 2015. As more tenured staff commence their transition to retirement, the City is greatly concerned about the transfer of important operations knowledge. These funds are proposed to be utilized, on a case by case basis where appropriate, to allow for overlap with new staff, contract services as needed or other opportunities that will ease the transition and allow for appropriate transfer of knowledge. This amount is net of the reduction of \$23,000 previously utilized for the US36 Mayors' and Commissioners' Coalition (US36 MCC) Washington, DC, lobbyist that are proposed to be reallocated to the US36 Bikeway Maintenance Services contract in the Park Services Division budget in Parks, Recreation and Libraries Department (additional information is included within PRL's section). (Net change = +\$177,000)
- Reimbursement to the City of Thornton for the 128th Avenue bridge widening: On January 8, 2007, the City entered into an agreement with the City of Thornton and the Colorado Department of Transportation for the bridge replacement on West 128th Avenue over I-25. The agreement provided for CDOT to replace the old bridge with a new two-lane wide structure. The Cities agreed that a four-lane facility was needed and that the Cities would share equally the incremental difference for the additional two lanes. Thornton agreed to "front" the additional costs, with Westminster reimbursing Thornton in accordance with the Interstate 25 Corridor Growth Area Intergovernmental Agreement (revenue sharing agreement) dated November 10, 2004. This revenue sharing agreement provides for each City to share with the other 1% of the general sales tax collected within the revenue sharing boundaries generally along I-25 between 150th Avenue on the north, Washington Street on the east, 132nd Avenue on the south, and Huron Street on the west. Annually each City pays to the other City their respective 1% share. Additionally, the receiving City is to use the revenue sharing funds to repay any outstanding obligation to the other City. As such, Thornton repays costs "fronted" by Westminster related to Thornton's side of the interchange at 144th Avenue and I-25 and Westminster repays costs "fronted" by Thornton for the

Staff Report – Adopted 2016 Budget – Mid-Biennial Budget Review – **EARLY DELIVERY**
FOR THE SEPTEMBER 21 STUDY SESSION

September 2, 2015

Page 10

improvements at 128th Avenue and I-25. At the time the 2015/2016 budget was prepared, Staff estimated receiving \$500,000 in accordance with the revenue sharing agreement that would be used to make a payment in 2016 toward the bridge improvements. However, in 2015, Staff identified an alternative funding source to pay off the small amount outstanding that Westminster owed Thornton for this improvement for which the City was paying a higher interest rate paid to Thornton on the loan. As such, the amount originally anticipated for payment in 2016 is no longer needed and is available for other operational needs. (Net change = -\$500,000)

- Transfer Payment to the General Capital Improvement Fund (GCIF-Parks): Standley Lake Regional Park charges primarily boating fees for use of the lake for recreational purposes. It has been the City's practice that any funds collected that exceed operational costs would be reinvested into the lake's recreational infrastructure. The funds proposed to be transferred to the GCIF-Parks Fund are those in excess of operational costs projected for 2016. (Net change = +\$68,169)

City Council

- Funds to Participate in the Ralston House Annual Banquet/Fundraiser: During the August 3rd review of City Council's Adopted 2016 Budget, funds were requested be added to City Council's contract services account to allow for members to attend and support the Ralston House through their annual dinner. The cost to attend the dinner in 2015 was \$100/person. (Net change = +\$1,000)

City Attorney's Office

- Proposed New 1.0 FTE Legal Investigator: Staff recommends adding a legal investigator to the City Prosecutor's Office to provide case preparation and investigative follow-up. The legal investigator would be responsible for assisting law enforcement and prosecutors with identifying, locating and effecting service of subpoenas on witnesses, conducting independent interviews of witnesses and suspects for information pertinent to the case and collecting, preparing and preserving evidence. This person would prepare comprehensive reports of follow-up investigations and memoranda for the Prosecution staff with recommendations regarding the case; assist in witness, exhibit and evidence preparation for trial; and testify in court regarding actions taken to secure the appearance of witness, chain of custody and follow-up investigations. Net salary cost for this proposal is \$48,947 and \$8,321 for benefits (benefits are budgeted in Central Charges). (Net change = +\$48,947)
- Computer Upgrades to Enhance Mobility and Functionality: Staff is proposing an upgrade in computers from desktop to a mobile solution that will allow the City Prosecutors to have access to electronic documents when meeting with witnesses, victims, opposing counsel, and while in the courtroom. This will provide them with quick access to electronic documents that would otherwise have to be maintained in hard copy format. Staff recommends the upgrade of 5 desktop computers to Surface Pro tablets. (Net change = +\$8,120)
- Training and Travel: Staff recommends increased funding for travel to off-site recurring meetings, site visits and committee participation for City Attorney's Office (\$460) and City Prosecutor's Office staff (\$400). Staff requests an increase in training funds for out-of-state conference attendance for one attorney (\$1,800) as well as funding for support staff to attend non-City training (\$400). (Net change = +\$3,060)
- Cell Phone Upgrades: The legal department has requested that all legal counsel (four Assistant City Attorneys and four City Prosecutors) be accessible by cell phone in order to facilitate communication and increase effectiveness. As such, an increase in funding is requested for this purpose in the 2016 amendment. (Net change = +\$3,414)

City Manager's Office

- Proposed New 2.0 FTE Associated with the Downtown Westminster Project: A 1.0 FTE Management Analyst (salary \$64,981, benefits \$11,047) and 1.0 FTE Senior Projects Engineer (salary \$115,893, benefits \$19,702) (benefits are budgeted in Central Charges) are proposed to be

Staff Report – Adopted 2016 Budget – Mid-Biennial Budget Review – **EARLY DELIVERY**
FOR THE SEPTEMBER 21 STUDY SESSION

September 2, 2015

Page 11

added to assist with project management details associated with the Downtown Westminster project. The Senior Projects Engineer will serve as a Co-Project Manager with the Senior Projects Engineer previously approved by City Council in June 2015. These additional staff members are proposed due to the complexity, pace of development and significant reinvestment efforts of this high profile, priority project. Associated costs for these positions include mileage reimbursement, meeting expense, career development, telephone, computer and furniture total \$37,679 (of which, \$18,029 are anticipated to be ongoing costs for these positions). This amount includes ongoing operating funds for the Senior Projects Engineer position added mid-year 2015. (Net change = +\$218,553) [Strategic Plan goal: Dynamic, Diverse Economy; Objective: 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]

- Funding and Staff Support for Economic Resilience Efforts: Staff proposes \$125,000 for enhanced economic resilience efforts per the City's Strategic Plan. This includes efforts to support existing businesses and recruit new business to continue to diversify and strengthen the Westminster economy. These efforts include, but are not limited to, targeting specific industries and targeting functions within industries across a broad range of business and industry sizes. By focusing on the development of industry clusters, the City has the opportunity to develop a self-reinforcing economic system that is sustainable over time. Key elements related to this Strategic Plan goal include: development and implementation of a business-to-business marketing strategy; alignment of ED marketing efforts to increase the City's profile within the development community locally and nationally; conduct a small business audit; and recruitment of developers to the Downtown Westminster and Westminster Station/transit-oriented development area. To support these efforts, a new 1.0 FTE Economic Development Specialist (salary \$69,856, benefits \$11,875) is proposed (benefits are budgeted in Central Charges). Associated costs for this position includes mileage reimbursement, meeting expense, career development, telephone, computer and furniture total \$24,539 (of which, \$11,914 are anticipated to be ongoing costs). (Net change = +\$219,395) [Strategic Plan goal: Dynamic, Diverse Economy; Objective: 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]
- Funds to Support Workforce Housing Efforts: Per the Strategic Plan, Staff has commenced the meetings with City Council about current affordable/workforce housing and is hiring a consultant to assist with the development of recommended strategy options for affordable/workforce housing in Westminster (funded in 2015 from 2014 carryover). Additional funds are proposed in 2016 to complete strategy development and assist with implementation of any potential changes that might result from these efforts. (Net change = +\$50,000) [Strategic Plan goal: Vibrant, Inclusive and Engaged Community; Objective: Advance strategies that demonstrate Westminster is a regional leader in providing affordable/workforce housing]
- Funds to Recruit Unique, Local Restaurants to Westminster: Funds were appropriated in 2015 from carryover to commence more directed efforts this year on this Strategic Plan action item. Additional funds are proposed for 2016 to assist with the next steps of identifying market niches not currently served, potential restaurateurs, potential buildings and locations, and specific recruitment strategies. (Net change = +\$20,000) [Strategic Plan goal: Dynamic, Diverse Economy; Objective: 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]
- Funds to Support Development of Brand Identity: Per the Strategic Plan, Communication and Outreach staff are working to guide the City through the branding process that will support the City's new vision as the next urban center on the Front Range. This citywide initiative will work in close harmony with both Parks, Recreation and Libraries and Economic Development, as well as other

City departments. Funds were appropriated from carryover in 2015 to commence these efforts and for hiring a consulting firm. Additional funds are requested for 2016 to support the deliverables from these efforts, which are anticipated to include a branding product, brand management playbook, messaging, design guidance, and a sustainable marketing plan. (Net change = +\$100,000) [Strategic Plan goal: Visionary Leadership, Effective Governance and Proactive Regional Collaboration; Objective: Develop communication, management and planning tools that move the City toward its vision while providing excellent government]

General Services

- Proposed New 1.0 FTE to Support Succession Management Efforts: Staff is proposing the addition of a new 1.0 FTE Human Resources Analyst/Senior Human Resources Analyst (salary \$64,981, benefits \$11,047). This position will assist in meeting the increased demands associated with the recruitments for the proposed new FTEs for 2016 and recruitments that have resulted from an increase in retirements as the City workforce ages (succession efforts). This position will help improve overall organizational efficiency, as delays in hiring can have significant impacts on operational productivity. Ancillary costs associated with this position total \$10,900 for career development, supplies, telephone, computer and furniture (of which, \$2,200 are anticipated to be ongoing costs). (Net change = +\$75,881)
- Expanded On-Line Transaction and Service Delivery Improvements: Staff is proposing several technology enhancements in the City Clerk's Office at year-end 2015/early 2016. Efforts are under way to implement electronic signature acceptance that will improve efficiency for residents and businesses working with the City. In 2015, Staff will be procuring and deploying DocuSign software to meet the electronic signature needs throughout the City; maintenance for the software is included for the first year as part of the initial purchase, however maintenance charges will be incurred commencing late next year (\$14,000). Separately, Staff is working to implement electronic agenda management software that will streamline agenda packet production internally and improve agenda/minute access on line for the public; maintenance for the new software is included for the first year as part of the initial purchase, however maintenance charges will likely be incurred in late 2016 (\$30,000). Finally, Staff is working to improve the accuracy, enhanced functionality and ease of search of the City Code through the use of external codification services (\$6,500). Staff recommends outsourcing this service to improve internal and external customer service by accelerating the posting of code changes and freeing up existing staff resources to focus on other priorities for the City. (Net change = +\$50,500) [Strategic Plan goal: Visionary Leadership, Effective Governance and Proactive Regional Collaboration; Objective: Develop communication, management and planning tools that move the City toward its vision while providing excellent government]

Fire Department

- Increasing "In-Service" Availability of the Reserve "Fifth" Ambulance: A "fifth" medic unit (ambulance) has been put into service for emergency response for over five years as staffing and the overtime budget has allowed, utilizing a reserve ambulance unit when not needed as an actual reserve. A significant portion of all emergency calls the Fire Department responds to are EMS-related and require an ambulance. The additional funding proposed would allow the Fire Department to keep staffing at a level that would allow for the operation of the fifth medical unit full time, with operation across all three shifts year round. Longer transport times to the new St. Anthony's Hospital located at 144th Avenue has resulted in a greater reliance on the "fifth" medic unit. Additionally, the increased funds may allow for modified staffing at Fire Station 1, which has been most effected by the new hospital location. Staff is not proposing to add additional FTE but rather utilize existing FTE through strategic use of overtime throughout the year. Once again, this increased reliance on overtime has been discussed with firefighters and was received positively. The operation of the fifth medical unit has been shown to reduce response times citywide, as well

Staff Report – Adopted 2016 Budget – Mid-Biennial Budget Review – **EARLY DELIVERY**
FOR THE SEPTEMBER 21 STUDY SESSION

September 2, 2015

Page 13

as significantly reducing ambulance response times in the Station 4 response area and is one of the most cost effective means of improving emergency medical services to the community. Staff will continue to evaluate the balance between the potential addition of new FTE and use of overtime to meet operational needs. (Net change = +\$60,000) [Strategic Plan goal: Vibrant, Inclusive and Engaged Community; Objective: Identify the distinct neighborhoods of Westminster and help them begin to work together, as neighbors, to grow the sense of place and community in their neighborhoods]

- Enhance Community Emergency Preparedness Efforts: Staff will lead the development of a plan that identifies a strategy to improve citizen awareness of emergency notification procedures. The plan will also seek to improve awareness of how to shelter in place, proper evacuation procedures, and disaster recovery resources. A separate plan will also be identified to evaluate and improve the status of local businesses having a "continuity of operations" plan. Staff is requesting an additional \$10,000 for emergency management programming and outreach efforts. Additional requests may be made as part of the 2017 budgets once the new emergency manager has had a chance to evaluate existing efforts. (Net change = +\$10,000) [Strategic Plan Goal: Visionary Leadership, Effective Governance and Proactive Regional Collaboration; Objective: Develop communication, management and planning tools that move the City toward its vision while providing excellent government]
- Second Set of Bunker Gear: In regards to the recent public safety concerns associated with the Colorado Firefighter Safety Act, increased communication between the City Manager, Fire Chief and fire station crews across all three shifts, as well as with union leadership is in progress. Fire Department leadership is working on additional communication strategies designed to further identify issues and feasible solutions. A request made through these meetings by firefighters was for a second set of bunker gear; this is not standard across the industry but is becoming more common. Staff is recommending this request be addressed over the next two years through the acquisition of a total of approximately 112 sets of gear at approximately \$2,000 a set; the total cost will be \$224,000 or \$112,000 a year. This will help spread out future replacement costs, yet address this request in a timely manner. In most cases, the new gear will serve as the primary set with the existing set being kept in reserve. An added benefit with the additional sets of gear is that recent improvements have been made in bunker gear materials that greatly reduce the weight of the gear, further increasing the safety of firefighters. No additional storage space will be needed for the extra gear. The second set of gear can be folded and placed in the current lockers with the active set of gear. The gear bags issued to the City's firefighters to carry their current gear can also hold the second set. (Net change = +\$112,000) [Strategic Plan Goal: Financially Sustainable Government Providing Excellence in City Services; Objective: Promote the organizational culture of Service, Pride, Integrity, Responsibility, Innovation and Teamwork]
- Fire/EMS alternative service delivery: Staff is proactively analyzing various Fire/EMS service delivery options. Examples include "tiered response," which will better utilize the appropriate personnel and vehicle response for the particular situations. This will provide for a more efficient use of resources, as well as reduce risk by sending less apparatus to specific calls. In an effort to help make the tiered response mode more effective and improve overall EMS care, Staff is requesting to make permanent a pilot EMS field coordinator program that has been in place for the last year. This program has been a success and has increased productivity and reporting accuracy within the EMS Division. Requested funds are to be used to permanently promote the three individuals in this provisional assignment. (Net change = +\$68,435) [Strategic Plan Goal: Financially Sustainable Government Providing Excellence in City Services; Objective: City Manager will develop an annual program of specific department business process improvement reviews]

Staff Report – Adopted 2016 Budget – Mid-Biennial Budget Review – **EARLY DELIVERY**
FOR THE SEPTEMBER 21 STUDY SESSION

September 2, 2015

Page 14

Community Development Department

- Proposed New 0.5 FTE Application Specialist: Staff recommends a new 0.5 FTE Application Specialist to implement new e-permitting software. The use of e-permitting will address concerns identified in the development review/planning audit such as increasing transparency, reducing review times, and tracking or publishing review timeframes. Staff is looking at options available for e-permitting that will reduce the amount of administrative tasks required of the case planners and give them more time for project review, applicant communication and outreach. Salary for this proposal is \$28,284 and \$4,808 for benefits (benefits are budgeted in Central Charges). Associated costs for this position include a computer, chair and relevant software totaling \$1,575. (Net change = +\$29,859) [Strategic Plan Goal: Dynamic, Diverse Economy; Objective: 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]
- Office functionality: With the addition of staff during 2015 to address service enhancement/audit recommendations, upgraded computer software was added in 2015 to address service demands in Planning. Ongoing costs associated with maintenance for this associated software totals \$4,486. A multifunctional printer/copier was also purchased in 2015 associated with the additional staff; ongoing funding for the service contract and supplies is proposed at \$5,000. Additionally, office chairs are in need of replacement due to excessive wear; \$2,000 is recommended to replace 5 chairs. Finally, in 2015, cell phones were added for four positions totaling \$2,160. (Net change = +\$9,160)
- Multi-lingual service enhancement: As part of service enhancements/audit recommendations, a need was identified to create a multi-lingual development guide that will serve as a joint Economic Development and Community Development guide, directed towards small-business owners. Staff proposes \$7,000 for graphic design and \$6,000 for translation to Spanish and Hmong. Translation will be done by a consultant who will be selected in the first quarter of 2016. The guide will be published in the second quarter of 2016. (Net change = +\$13,000) [Strategic Plan goal: Dynamic, Diverse Economy; Objective: 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]
- Inspection Process Modification: Staff has coordinated workforce resources to provide inspections on Fridays in order to be more responsive to the community and shorten the amount of time required in the overall building process (\$10,000). As a result of the service enhancement/audit conducted in 2014, the Building Division proposes enhanced contract plan review and inspection services to increase productivity and reduce wait times (\$40,000). (Net change = +\$50,000) [Strategic Plan goal: Dynamic, Diverse Community; Objective: 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]

Parks, Recreation & Libraries

- Proposed New 1.7 FTE to Address Operational Needs and the Addition of Sunday Hours at Irving Street Library: Staff has worked to address City Council's request for Sunday hours at the Irving Street Library and will be meeting this request in 2015 utilizing \$25,000 from 2014 carryover; Sunday hours are scheduled to commence September 13, 2015. Staff is proposing to make this increase in operational hours permanent in 2016 with the addition of FTE to existing part-time positions and by hiring new staff to serve patrons on a regular basis during the expanded Sunday hours. This staff will also work to backfill gaps that were created with the 2011 reduction in force. Staff is requesting a total of 1.7 FTE to meet the increased hours and other operational needs, including \$9,332 in ancillary costs associated with facility operations (i.e., custodial, energy, etc.). PR&L proposes to add the following positions: 1.0 FTE Library Associate II (salary \$42,356, benefits \$7,200); 0.5 FTE Library Clerk I/II (salary \$14,754, benefits \$2,508); 0.1 FTE Librarian I (salary \$6,044, benefits \$1,027); and 0.1 FTE Library Shelver (salary \$2,374, benefits \$404)

Staff Report – Adopted 2016 Budget – Mid-Biennial Budget Review – **EARLY DELIVERY**
FOR THE SEPTEMBER 21 STUDY SESSION

September 2, 2015

Page 15

(benefits are budgeted in Central Charges). (Net change = +\$74,860) [Strategic Plan Goal: Vibrant, Inclusive and Engaged Community; Objective: Develop programs and strategies that build a unique sense of community in Westminster]

- Enhanced Special Events and Proposed New 0.4 FTE Recreational Specialist/Special Events: Staff has worked to address City Council's desire for an increased presence in the metropolitan area through the proposal of two new high-profile events. Staff estimates \$50,000 per "high-profile" event and anticipates additional revenue could be generated from sponsorships. The City's current special event approach is based upon "lower-scale" community events, which do not require the same level of resource. Staff is proposing to add two high-profile events during 2016 totaling \$100,000. The new high-profile events may be the result of significant investment and growth of existing City of Westminster or community events or be an event that is entirely new to Westminster. In addition, PR&L currently has a 0.6 FTE Recreation Specialist responsible for planning, coordinating and administering events; this position is currently vacant and is being filled by a temporary assignment. Recognizing the opportunity to better contribute to the development of cultural opportunities in Westminster, Staff proposing to add 0.4 FTE to the vacant 0.6 FTE position to create a full-time Recreation Specialist for special events (salary \$22,491, benefits \$3,823) who would focus on advancing cultural program and event opportunities (benefits are budgeted in Central Charges). The additional 0.4 FTE would allow the City to recruit higher caliber candidates and provide stability for this important community building position. (Net change = +\$122,823) [Strategic Plan Goal: Vibrant, Inclusive and Engaged Community; Objective: Lead the development of cultural opportunities in Westminster]
- Proposed Increase in Temporary Salaries and Proposed Conversion of Temporary Salaries into Permanent FTE for Recreation Facilities and Libraries: In ongoing efforts to retain existing facility hours and excellent temporary staff to fill gaps in coverage due to full time staff training, vacations or illness, Recreation Facilities requested an increase of \$86,000 and Library Services requested an increase of \$25,000 in temporary salary budgets (total increase of \$111,000). However, most of this proposed increase was offset with the recommended conversion of temporary positions into permanent FTE. In the Recreation Centers and Library facilities, Staff has utilized temporary positions to fill staffing needs when there are vacancies, training or illnesses impacting permanent FTEs. Over the years, these positions have become more heavily relied upon to the point that many positions receive regularly scheduled hours and are built into the regular operations of these facilities. In an initial review of operations, 4.0 FTE were identified as being needed on a regular ongoing basis for these facilities (3.0 FTE in Recreation Centers and 1.0 FTE in Library Services); Staff recommends they be converted to permanent positions to better reflect staffing needs to operate these facilities. The following positions are proposed to convert from temporary to permanent FTE: 0.5 FTE Facility Assistant at Westview Recreation Center (salary \$22,764, benefits \$3,870); 0.5 FTE Facility Assistant at Swim & Fitness Center (salary \$22,764, benefits \$3,870); 0.5 FTE Guest Relations Clerk II at Swim & Fitness Center (salary \$15,860, benefits \$2,696); 0.4 FTE Guest Relations Clerk II at Westview Recreation Center (salary \$12,688, benefits \$2,157); 0.6 FTE Guest Relations Clerk II at City Park Recreation Center (salary \$19,032, benefits \$3,235); 0.5 FTE Lead Lifeguard for the Aquatics Program (salary \$12,765, benefits \$2,170); 0.2 FTE Library Associate II (salary \$8,471, benefits \$1,440); and 0.8 FTE Library Clerk II (salary \$25,376, benefits \$4,314). A total of \$139,720 is proposed to convert from temporary salaries to permanent staff; these funds were moved from temporary salary accounts into regular salaries accounts. A full review of facility operations is underway and Staff may return with the 2017/2018 Budget process with additional conversion recommendations for City Council's consideration. (Net change = +\$28,719)
- Little Dry Creek Drainage Area Maintenance: The Little Dry Creek drainage improvements will be complete in mid-year 2016. As a result of the significant drainageway improvements near the Westminster Station for commuter rail, a new landscaped transit area connecting the station to the south as well as native plantings throughout the site will remain. Staff is refining anticipated

Staff Report – Adopted 2016 Budget – Mid-Biennial Budget Review – **EARLY DELIVERY**
FOR THE SEPTEMBER 21 STUDY SESSION

September 2, 2015

Page 16

maintenance costs associated with activating the adjacent native area and future park site. Though the first phase will primarily consist of native grasses, maintenance will still be needed. Staff is proposing the addition of \$29,600 for the general maintenance of the Little Dry Creek drainage way, open space and future park site for approximately one-third of the year. (Net change = +\$29,600) [Strategic Plan goal: Dynamic, Diverse Economy; Objective: 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]

- US36 Bikeway Maintenance: With the recent completion of the US36 Bikeway, Staff is proposing the reallocation of \$23,000 to the 2016 Park Operations budget to maintain the new Bikeway, which is required to be maintained by the City. After conducting a cost/benefit analysis, Staff is pursuing an outside firm to conduct the maintenance on the bikeway in conjunction with several other cities along the corridor, which will facilitate a consistent level of maintenance along the corridor. The outside firm will be responsible for keeping the trail clear of debris, including sweeping when needed; additionally they will be responsible for snow removal. Staff recommends the reallocation of funds from the Central Charges budget previously associated with the US36 MCC federal lobbyist. (Net change = +\$23,000) [Strategic Plan Goal: Beautiful, Desirable, Safe and Environmentally Responsible City; Objective: Provide opportunities for residents, visitors and employees to improve their personal wellness – physically, emotionally and intellectually]

Police Department

- TASER upgrade: Staff recommends an accelerated replacement of Tasers into a two-year conversion process. The current model of Taser being used by the Police Department has been discontinued and has been replaced by a new model with better features. Under the current replacement system of approximately 10 per year, it would take 7 years to completely phase out the older model. Significant differences exist between the two models that necessitate keeping stock of two different cartridges as well as providing annual recertification training for two models. An accelerated replacement schedule will standardize training and inventory. Warranty periods for Tasers are five years at which time replacement is expected. This will result in a five year cycle where years 3, 4 and 5 have reduced funding needs. Years 6 and 7 would begin the next five year cycle. (Net change = +\$42,000) [Strategic Plan Goal: Financially Sustainable Government Providing Excellence in City Services; Objective: Promote the organizational culture of Service, Pride, Integrity, Responsibility, Innovation and Teamwork]
- Foothills Animal Shelter Operational Assessment: Westminster is a participant in an Intergovernmental Agreement with Jefferson County, Arvada, Edgewater, Golden, Lakewood, and Wheat Ridge for animal sheltering services provided by Foothills Animal Shelter. As a result, participating entities are responsible to pay on a prorated scale for budgetary shortfalls. In 2010, Table Mountain Animal Center moved to a new location and rebranded themselves as Foothills Animal Shelter. The new facility is much larger than the old and in spite of the calculations used to forecast costs, the operating budget has continued to challenge revenues. Reserve accounts have been utilized to supplement operational shortfalls while efforts toward increasing dog licensing compliance have been implemented. In spite of increased emphasis on dog licensing, compliance has shown negligible improvement. The Foothills Animal Shelter Board of Directors consulted with their respective jurisdictions and had support for two measures. The first was a change in the dog licensing fee to a flat rate of \$20 whether spayed or neutered. It is believed this will increase licensing participation from owners who do not have altered animals. Additional collaboration between enforcement and prosecution in the respective jurisdictions is also being explored. The second measure is the adoption of a deescalating assessment to each entity over the next 7 years in order to replenish the reserve accounts and place Foothills Animal Shelter in a position to have a balanced budget that can be self-sustained. Westminster's projected assessments are as follows: 2016=\$128,240; 2017=\$102,592; 2018=\$94,042; 2019=\$34,197; 2020=\$29,923; 2021=\$12,824;

Staff Report – Adopted 2016 Budget – Mid-Biennial Budget Review – **EARLY DELIVERY**
 FOR THE SEPTEMBER 21 STUDY SESSION

September 2, 2015

Page 17

2022=\$4,275. The cost for 2016, including this amended amount, totals \$216,240. (Net change = +\$128,240)

Public Works and Utilities

- **Street Rehabilitation Operations:** Asphalt and concrete vendors have advised material costs are continuing to rise due to increased building demands. An anticipated increase in asphalt and concrete materials is projected for 2016. (Net change = +\$319,000) [Strategic Plan goal: Financially Sustainable Government Providing Excellence in City Services; Objective: Develop and maintain comprehensive municipal capital infrastructure master plan and financing strategy]
- **Street Light Poles Maintenance:** Xcel Energy is responsible for street light pole replacement and repair. The City of Westminster budgets for this work, which is done on a scheduled basis as much as Xcel Energy is able to handle. Xcel has indicated they do not expect to complete 2015 scheduled work before year end. This will necessitate moving the remainder of that work into 2016 in addition to the work that is already scheduled. Staff recommends adding funding to 2016 to ensure all work that will be completed is budgeted. (Net change = +\$30,000)
- **Snow Removal:** Cost associated with replacement plow bits and guards used for snow removal have continued to increase. In 2014, parts costs were \$23,000, well above the adopted budget of \$4,000 for this line item. Staff recommends adding \$20,000 to cover the costs of snow plow parts. Costs for snow removal materials have also increased and are expected to escalate again in 2016 by an additional \$9,000. (Net change = +\$29,000)

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

General Fund Department	Net Change Proposed to Adopted Budget
City Council	\$1,000
City Attorney's Office	+\$78,753
City Manager's Office	+\$893,831
Central Charges (including transfer payments)	-\$1,737,798
General Services	+\$422,324
Finance	+\$73,242
Police	+\$840,350
Fire	+\$752,180
Community Development	+\$724,544
Public Works & Utilities	+\$398,108
Parks, Recreation & Libraries	+\$490,258
TOTAL	+\$2,936,792

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

GENERAL RESERVE FUND

Per City practice, the City retains 10% of the General Fund budget as the General Reserve Fund target. For 2015, the General Fund, excluding contingency, adopted budget totals \$103,464,044; therefore, the 10% target for 2015 is \$10,346,404. The current balance is \$10,061,528 according to the 2014 audit. Per the Adopted 2015 Budget, an additional \$198,000 from the Sales and Use Tax Fund plus \$81,568 from projected interest earnings will be added to the General Reserve. In addition, \$75,000 was added to the reserve from 2014 carryover. The General Reserve Fund balance is projected at 10.07% as of 12/31/2015 of the 2015 General Fund.

Staff Report – Adopted 2016 Budget – Mid-Biennial Budget Review – **EARLY DELIVERY**
FOR THE SEPTEMBER 21 STUDY SESSION

September 2, 2015

Page 18

The Adopted 2016 Budget projected a beginning General Reserve Fund balance of \$10,347,644 (as of 12/31/15). The Adopted 2016 Budget includes appropriating \$180,000 from the Sales and Use Tax Fund to the General Reserve Fund. However, based on the recalibration of the Sales and Use Tax revenue projections, Staff is recommending to increase this amount to \$600,000 for 2016. This addition, plus revised interest earnings projections (projected at \$85,841), will bring the General Reserve Fund to \$11,102,084, which is 10.1% of the General Fund operating budget (excluding contingency) and retains a healthy reserve. (Net change = +\$422,094)

General Reserve Fund	Net Change Proposed to Adopted Budget
General Reserve Fund	+\$422,094
TOTAL	+\$422,094

GENERAL FUND STABILIZATION RESERVE

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

City Council authorized the establishment of the GFSR in 2009 through a 2008 carryover appropriation of \$5,149,877 and immediately utilized \$3.5 million to balance the Amended 2010 Budget (bringing the balance to a low of 4.6% of the Sales and Use Tax Fund). Since 2010, the GFSR has been replenished primarily through the appropriation of Sales and Use Tax Funds and available carryover to its current level.

The Adopted 2016 Budget projected a GFSR of \$4,855,783 (as of 12/31/15). The proposed amended 2016 Sales and Use Tax Fund budget of \$84,674,275 brings the range for the GFSR to \$4,233,714 (5%) to \$8,467,428 (10%) benchmarks. An additional \$460,000 was appropriated in August 2015, from 2014 carryover into the GFSR. Per the Adopted 2015 Budget, an additional \$52,000 will be added to the GFSR from the Sales & Use Tax Fund plus projected interest earnings of \$38,455, bringing the GFSR 6.27% by yearend 2015.

The Adopted 2016 Budget includes appropriating \$206,000 from the Sales and Use Tax Fund to the General Stabilization Reserve Fund. However, based on the recalibration of the Sales and Use Tax revenue projections, Staff is recommending to amend this amount to \$967,426 for 2016. This addition, plus revised interest earnings projections, will bring the GFSR to \$6,327,562, which is 7.47% of the projected total Sales and Use Tax Fund revenues, putting the City in very good financial position. (Net change = +\$767,902)

General Fund Stabilization Reserve	Net Change Proposed to Adopted Budget
General Fund Stabilization Reserve	+\$767,902
TOTAL	+\$767,902

UTILITY FUND

As authorized by City Council in October 2014, the Adopted 2016 Budget and proposed amendment are based on the adopted 4% water and 6.25% wastewater rate increases. As reviewed with City Council

Staff Report – Adopted 2016 Budget – Mid-Biennial Budget Review – **EARLY DELIVERY**
FOR THE SEPTEMBER 21 STUDY SESSION

September 2, 2015

Page 19

at the July 6 Study Session, Public Works and Utilities staff reviewed the current 5-year capital improvement program for the water and wastewater utility and financing options available to address important needs for the ongoing operation and maintenance of this \$2.7 billion asset. The use of debt funding is an integral part of the long term funding strategy for Westminster's water and wastewater utility system. Debt is used to provide generational equity by sharing the cost of large long term projects over time and to provide a smoothing effect on rates to balance out years that have large expenditures with years with smaller expenditures. Previous financial projections called for the issuance of approximately \$30 million of water and wastewater debt in 2017 to fund these important projects. However, due to increased project costs and changing climate for interest rates, Staff recommends moving the issuance of \$17 million in water debt and \$31 million in wastewater debt to 2016 (\$48 million total). This issuance of debt is reflected in the revised capital improvement program as well as the revised revenue projections.

Overall, revenues are projected to increase by \$46,582,389 from the originally Adopted 2016 Budget projections. The increase is primarily the result of proposed debt issuance as noted above and revenues from Brighton for water sales. As City Council may recall, the City of Brighton purchases water from Westminster that the City purchases from Thornton; any rate adjustments Thornton makes are passed directly Brighton. Thornton adopted significant increases to their water rate for 2015 and 2016; as such the City's operating and revenue budgets must be adjusted accordingly (an offsetting expenditure increase is proposed in PW&U's operating budget). The most significant revenue adjustments may be found in the following areas:

- Increase in water sales (+\$693,529)
- Increase in wastewater sales (+\$45,266)
- Reduction in the transfer from the Capital Project Reserve (CPR) (-\$2,156,406)
- Increase in bond proceeds (+\$48,000,000)

Staff is currently projecting to end the year in water sales down approximately \$3.8 million due to the relatively wet spring and early summer. However, Staff is not recommending significant adjustments to the Adopted 2016 water revenues as the impacts of these natural influences are planned for through the potential utilization of the Rate Stabilization Reserve (RSR), as it was designed. Staff continues to monitor water sales and should the utilization of the RSR be necessary, Staff will return to Council with necessary actions for consideration.

Central Charges

- Regular Salaries: City Council may recall that the total for market, step, merit and audit/reclassification adjustments are all budgeted within the Central Charges budget for the second year of the adopted two-year budget; with the mid-year budget amendment, these funds are moved out into the respective departments based on HR's salary projections based on current staff and therefore Central Charges budget has a significant reduction overall. (Net change = -\$453,932)
- Medical/Dental Insurance Premiums: Staff originally budgeted for an anticipated 5% increase in medical and dental insurance costs in the Adopted 2016 Budget based on trend and experience. Due to a year of high cost large claims on both the Cigna and Kaiser plans, some exceeding stop-loss maximum, as well as an increase in healthcare trend nationally, the City's insurance renewals came in at a 6.5% increase in overall premium costs for 2016. Staff is recommending a Premium Holiday, which would waive one period of employee health insurance premiums, reducing the increase on the employee portion to approximately 3%. New positions in this fund also added to cost increases. (Net change = +\$66,716)
- Medicare: This expense is projected to be \$11,316 less than originally budgeted based on current salary projections and past expenditures in this account. (Net change = +\$11,316)
- Interest Payments Associated with Proposed 2016 Debt: As part of the financing strategy to complete important water and wastewater infrastructure improvements in 2016, Staff is

Staff Report – Adopted 2016 Budget – Mid-Biennial Budget Review – **EARLY DELIVERY**
FOR THE SEPTEMBER 21 STUDY SESSION

September 2, 2015

Page 20

recommending the issuance of \$48 million in debt (\$17 million in water and \$31 million in wastewater). Staff anticipates making interest payments during 2016 totaling \$1,696,313 (\$600,778 water and \$1,095,535 wastewater) associated with this new debt issue. (Net change = +\$1,696,313)

- Transfer Payment to the Wastewater Capital Project Reserve (CPR) Fund: With the modifications proposed in the Wastewater section of the Capital Improvement Program budget, a transfer payment from the Wastewater Fund to the CPR of \$4,666,003 is recommended. The CPR functions as a “savings account” where funds are accumulated to be used at various times to fund major projects that would not be funded from a single year’s revenue. The CPR is funded by both rates and tap fees and used in concert with current revenues generated by the Utility (i.e., tap fees and rates collected each year) as well as from any year-end operational savings. Tap fees, which also fund capital projects, are diminishing as the City approaches build out and annual water/wastewater rate increases provide needed funds towards repair and replacement (R&R), gradually increasing the amount of funds being provided through rates to eventually fully fund the R&R needs of the utility. In the Adopted 2016 Budget, Staff had projected no transfer to the CPR. However, in light of the recent capital investment financing strategy discussion with City Council that includes the issuance of \$31 million in wastewater debt, Staff recommends transferring the rate and tap fees into the CPR for future capital investment needs. (Net change = +\$4,666,003)

Information Technology

- Providing more Online Transaction Options Supported by Proposed New 0.2 FTE Internet Software Engineer and a Software Engineer Intern (Management Intern): Information Technology Staff interprets online transactions as being those where users can submit online payments or forms through the City’s website. As of May 2015, the City offers six online payment opportunities including utility payments, park and recreation registration fees, sales tax returns, golf course gift certificates, library fees, traffic accident report fees and Municipal Court fines, fees and tickets. Sales tax credit processing will still be implemented in 2015. There are currently 25 forms that may be submitted electronically, and eight other opportunities identified, with two recently developed, probation forms and Municipal Court customer service surveys. Additional online solutions, such as digital signature for forms are being evaluated. For 2016, Staff has requested to add a new Software Engineer Intern (Management Intern salary \$45,532, benefits \$7,740) and increase an existing 0.8 FTE Internet Software Engineer to a 1.0 FTE (salary \$17,355, benefits \$2,950) to help implement the proposed service delivery improvements, including online payment of sales tax credit processing and online sales tax payment with credit cards (benefits for these positions are budgeted in Central Charges). The proposed new staff will also help support departments throughout the City to evaluate and implement various software applications including new applications such as the agenda management software, digital signature (e-signatures), the new permitting software and other on-line forms. The Management Intern position will help in future recruiting of Software Engineers and is part of the department’s succession planning strategy. IT has had success in bringing on an intern with this strategy previously. (Net change = +\$62,887) [Strategic Plan Goal: Visionary Leadership, Effective Governance and Proactive Regional Collaboration; Objective: Development communication, management and planning tools that move the City towards its vision while providing excellent government]

Public Works and Utilities Department

- Proposed Addition of 2.0 Interns: Water Treatment Facility (WTF) Operator and Wastewater Treatment Facility (WWTF) Operator: Staff is proposing the addition of 2.0 Interns – one in the Water Treatment Facility and one in the Wastewater Treatment Facility. The Public Works and Utilities management team is currently challenged to hire experienced professionals. Within the next 3-5 years, numerous retirements of current operators are anticipated. These positions are critical towards sustaining a safe and environmentally responsible city. Internships allow the City to train, mentor and facilitate succession planning to meet future needs. These proposed additional

Staff Report – Adopted 2016 Budget – Mid-Biennial Budget Review – **EARLY DELIVERY**
FOR THE SEPTEMBER 21 STUDY SESSION

September 2, 2015

Page 21

two interns equal \$63,432 in salary costs and \$10,783 in benefits (benefits are included within the Central Charges budget). Permanent reductions in the water and wastewater budgets have been made to offset the cost of these two positions. (Net change = \$0) [Strategic Plan goal: Financially Sustainable Government Providing Excellence in City Services; Objective: Promote the organizational culture of Service, Pride, Integrity, Responsibility, Innovation and Teamwork]

- Water Rate Increase: Thornton's City Council adopted significant water rate increases for 2015 and 2016. As this is a direct pass-through item for Westminster due to the contractual agreement with the City of Brighton whereby Brighton uses this water and is responsible to pay it, the City's operating and revenue budgets must be adjusted accordingly (this is a pass-through). The 2015 increase was approximately \$200,000 due to a mid-year 2015 double digit increase by the City of Thornton; supplemental appropriation funds will be used to cover that shortfall. An additional double digit increase will take place in 2016, which will be the first full year of the substantial rate change. (Net change = +\$693,529)

Water and Wastewater Capital Improvement Program (CIP)

Overall, the Adopted Water and Wastewater 2016 CIP is proposed to increase from \$36,018,000 to \$75,423,000; a net change of +\$39,405,000. This increase is primarily due to a proposal to move approximately \$30 million of debt issuance planned for 2017 in the CIP forward to 2016 in order to take advantage of favorable interest rates (total 2016 proposed debt issuance is \$48,000,000) as reviewed with City Council at the July 6 Study Session.

The Wastewater Fund is proposed to increase from \$9,722,000 to \$32,768,000; a net change of +\$23,046,000, primarily linked to the proposal to move debt issuance to 2016. The debt is anticipated to fund the Big Dry Creek Wastewater Treatment Facility Biosolids & Dewatering Improvements (\$7,010,000), Little Dry Creek Interceptor Repairs (\$20,590,000) and Lift Station and Forcemains Major R&R (\$3,400,000).

The Water Fund is proposed to increase from \$26,296,000 to \$42,655,000; a net change of +\$16,359,000, primarily linked to the proposal to move debt issuance to 2016. This will fund most of the Pressure Zone 3 Improvements project (total project is \$26.4 million, of which \$17 million is proposed as debt).

The following list summarizes the proposed changes to the Utility Funds CIP for 2016:

- BDCWWTF Biosolids & Dewatering Improvements (NEW): This project will allow for dewatering biosolids at the Big Dry Creek Wastewater Treatment Facility. Wastewater treatment results in the generation of a byproduct known as biosolids. Biosolids are treated at the plant to make it suitable for land application and subsequently hauled to the City's Strasburg Natural Resource Farm for ultimate disposal as a farming fertilizer. In 2012, the City completed a Biosolids Management Master Plan and a key recommendation was to transition biosolids treatment to a process that dewater biosolids to form a cake. Dewatering reduces City costs by having to haul fewer truckloads to the farm and allows higher rates of application. Originally, the City planned to fund this project in out years of the CIP. However, to take advantage of favorable financing rates, funding is proposed to move up to 2016; this is a proposed debt financed project in the wastewater fund. (Net change = +7,010,000)
- Little Dry Creek Interceptor Repairs: The City completed an extensive survey of the age, condition and hydraulic capacity of its large-diameter sewer mains in 2012. As part of that effort, several sewer pipeline projects were identified throughout the City and prioritized for repair or replacement. The focus in the next several years is on the sewers in south Westminster because this area of the City showed both hydraulic capacity and age/condition issues. Using the findings of the 2012 Sewer System Report, Staff initiated replacement and repairs in the Little Dry Creek Sewer System. Some of the improvements have been completed or are in progress in the vicinity of Federal

Boulevard, Lowell Boulevard, 72nd Avenue and Raleigh Street. This project will repair and replace the remaining portions of the Little Dry Creek interceptor sewer, including: England Park to Lowell, 70th Avenue due from Sheridan Boulevard to Bradburn Boulevard, 64th Avenue to Pecos sewer outfall, England Park at Elk Drive, Wolff Street to Utica Street, 73rd Avenue to 78th Avenue, 78th Avenue and Xavier Street, and U.S. 36 and 88th Avenue. The project is complex, requiring significant amounts of pipeline and will utilize advanced construction techniques such as micro-tunneling, boring, deep construction, utility relocates, and working around congested utility corridors. Total project cost is estimated at \$20.59 million. A debt issue is anticipated in 2017 to help fund a portion of this project's costs and provide funding for another major project in the proposed 2017 CIP (Big Dry Creek Wastewater Treatment Facility Biosolids and De-watering Improvements). Originally, the City planned to fund this project in out years of the CIP. However, to take advantage of favorable rates, funding is proposed to move up to 2016; this is a proposed debt financed project in the wastewater fund. (Net change = +\$15,590,000)

- Payment in Lieu of use Tax (Wastewater): This item represents a payment from the City's Utility Fund to the City's Sales and Use Tax, public safety tax, and Parks, Open Space and Trails (POST) Funds. Use taxes must be paid on materials used by contractors on projects for all institutions, including governmental, religious and charitable organizations. 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. Payment in Lieu of Use Tax collections were higher than originally anticipated for the 2016 CIP due to moving the projects associated with the debt issuance forward. (Net change = +\$446,000)
- Pressure Zone 3 Improvements: The overall intent of this project is to improve portions of the water distribution system to meet the level of service experienced elsewhere in the system for adequate water pressure and flow. This project is for the design of a new pump station, new transmission pipelines, and a new elevated water storage tank within the water distribution system. The project will also improve the citywide water storage volume to help provide needed operational storage to meet daily demand fluctuations, as well as emergency storage to provide water in the event of a widespread interruption of water supply and fire flow storage. These improvements will be accomplished by expanding what is referred to as Pressure Zone 3. This zone already serves a large section of the City, and will be expanded west to incorporate customers west of US Highway 36 to Pierce Street and north/south between approximately 88th Avenue and the Farmers' High Line Canal. The improvements will be sized for build-out demands within the City, including anticipated development and redevelopment. The improvements will relieve water supply and storage requirements from other pressure zones in the City's water distribution system, thereby increasing levels of service, reliability, and redundancy in a relatively larger portion of the City. Originally, the City planned to fund this project in out years of the CIP. However, to take advantage of favorable rates, funding is proposed to move up to 2016; this is a proposed debt financed project in the water fund. (Net change = +\$16,050,000)
- Payment in Lieu of Use Tax (Water): This item represents a payment from the City's Utility Fund to the City's Sales and Use Tax, public safety tax, and Parks, Open Space and Trails (POST) Funds. 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. Payment in Lieu of Use Tax collections were higher than originally anticipated for the 2016 CIP due to moving the projects associated with the debt issuance forward. (Net change = +\$309,000)

Staff Report – Adopted 2016 Budget – Mid-Biennial Budget Review – **EARLY DELIVERY**
 FOR THE SEPTEMBER 21 STUDY SESSION

September 2, 2015

Page 23

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

Utility Fund Department (Water/Wastewater)	Net Change Proposed to Adopted Budget
Central Charges (including Transfer Payments)	+\$5,988,416
Finance	+\$5,841
Public Works & Utilities	+\$825,698
Parks, Recreation and Libraries	\$0
Information Technology	+\$357,425
Water/Wastewater Capital Improvements	+\$39,405,000
TOTAL	+\$46,582,380

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

UTILITY RATE STABILIZATION RESERVE FUND

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

The target level for this reserve is set at 25% of budgeted revenues for the Water Fund and 10% of budgeted revenues for the Wastewater Fund. The RSR has an upper limit of 140% of the target and a lower limit of 70% of the target. In August, City Council appropriated \$198,113 in carryover for the RSR Water Fund and \$64,439 in carryover for the RSR Wastewater Fund to keep their balances within the upper portion of the reserve balance target range. The Water RSR balance was \$11,315,283 and the Wastewater RSR balance was \$1,864,942 per the 2014 audit.

Based on the appropriation of carryover funds in 2015, the combined RSR projected year-end 2015 balance is \$13,549,307. The Adopted 2016 Budget projects a year-end balance of \$13,405,331; however, based on the addition of carryover in 2015 and revised interest earning projections, Staff projects a revised 2016 year-end balance of the RSR of \$13,658,100 that remains at the upper RSR limits and in compliance with adopted City reserve policy. (Net change = +\$252,769)

Utility Rate Stabilization Reserve Fund	Net Change Proposed to Adopted Budget
Rate Stabilization Reserve	+\$252,769
TOTAL	+\$252,769

UTILITY CAPITAL PROJECT RESERVE FUND

The Capital Project Reserve (CPR) functions as a funding source for new or replacement of assets and emergency funding for repair. Part of the City Council adopted policy builds into the water and wastewater rate structure a component to ultimately cover both ongoing operating and capital costs for the utility so as one time revenues go away (primarily tap fees), an ongoing means to maintain the infrastructure is built into the rates. Per the adopted fiscal policy, the CPR is not to exceed 40% of the 5-year water and wastewater CIP. The minimum balance is \$3 million for the water reserve and \$2 million for the wastewater reserve. Based on the current five year CIP, the CPR maximum for water totals \$51.6 million and wastewater totals \$28.4 million.

Staff Report – Adopted 2016 Budget – Mid-Biennial Budget Review – **EARLY DELIVERY**
FOR THE SEPTEMBER 21 STUDY SESSION

September 2, 2015

Page 24

Based on the proposed revisions to the Adopted 2016 Utility Fund CIP Budget, Staff is proposing to increase the transfer from the water Capital Project Reserve (CPR) account and eliminate the transfer from the wastewater fund to the wastewater CPR as originally adopted. A total of \$2,330,000 was originally planned in the Adopted 2016 Budget to be transferred from the wastewater fund to the CPR from rate fees as a “savings deposit” for future capital improvement needs. However, as the City plans to issue \$31,000,000 of debt for the wastewater projects in 2016, a part of rates and tap fees (\$4,666,003) that normally would be utilized for capital projects in that particular year will instead be transferred to the Wastewater CPR for future capital improvement needs. For the Water CPR expenditure, Staff is proposing an increase from \$8,400,000 to \$8,573,594 to address proactive water tank, water line and Pressure Zone 3 enhancement design work earlier than originally planned. This is in addition to the \$17,000,000 of debt the City plans to issue for water projects in 2016.

Through the 2014 carryover, City Council appropriated \$585,400 to the CPR in the Water Fund. In addition, City Council appropriated \$794,615 to the CPR in the Wastewater Fund. The Water balance was \$16,121,202 and the Wastewater balance was \$4,017,825 per the 2014 audit. With the addition of carryover and interest earnings to date, the revised year-end 2015 projected balance of the CPR totals \$20,747,587.

The original Adopted 2016 Budget projected CPR ending balance for 2016 was projected at \$11,371,780. Based on the revised utilization of CPR balance projected for 2016, the revised year-end 2016 CPR is projected at \$16,972,077 (\$8,330,369 in water and \$8,641,708 in wastewater). The proposed 2016 amendment retains the CPR within the adopted policy. (Net change = +\$5,600,297)

Utility Capital Project Reserve Fund	Net Change Proposed to Adopted Budget
Capital Project Reserve	+\$5,600,297
TOTAL	+\$5,600,297

STORMWATER DRAINAGE FUND

In the review of the Adopted 2016 Budget projected Stormwater Fund revenues, Staff recommends refining some of the revenue projections based on 2014 actual and 2015 year-to-date collections. Overall, revenues are projected to increase by approximately \$586,110 from the originally Adopted 2016 Budget projections. The most significant adjustment proposed reflects the reimbursement payment (\$456,110) from Adams County pursuant to the 2015 Intergovernmental Agreement Regarding Funding for Little Dry Creek Road & Drainage Improvements whereby the County will reimburse the City over a period of 10 years for flood control improvements constructed by the City near the commuter rail Westminster Station. In addition, \$59,894 from 2014 carryover is proposed to be appropriated for capital projects.

Central Charges

- **Debt Service Payment:** Funds are proposed in for the 2015 debt service associated with the storm drainage private placement bonds issued in February 2015 financing a portion of the drainage improvements in the transit-oriented development in south Westminster along Little Dry Creek. This was part of the intergovernmental agreement with Adams County executed in February 2015 formalizing Adams County’s financial participation in the improvements whereby the City up fronts the costs and Adams County repays the City \$4.5 million over a ten year period. A short term (five years) bank private placement bond was utilized to cover Adams County’s share. Each year, including 2015, Adams County will reimburse the City \$456,611 that will be applied towards the debt service during the years 2015-2019. (Net change = +\$457,363)

Staff Report – Adopted 2016 Budget – Mid-Biennial Budget Review – **EARLY DELIVERY**
FOR THE SEPTEMBER 21 STUDY SESSION

September 2, 2015

Page 25

Stormwater Capital Improvement Program (CIP)

An increase of \$112,000 is proposed in the Stormwater 2016 Capital Improvement Program. In addition, staff proposes a reallocation of funds between projects in order to meet intergovernmental obligations.

- **Miscellaneous Storm Drainage Improvements:** This ongoing project provides funds for several smaller storm drainage improvements throughout the City as necessary. Funds are also used for compliance activities associated with the Clean Water Act as administered by the Colorado Department of Public Health and Environment (CDPHE), topographic mapping of the City for updating the Flood Insurance Rate Maps, and studies with the Urban and Flood Control District (UDFCD). An increase of \$112,000 is proposed to fund smaller storm drainage improvements citywide. (Net change = +\$112,000)
- **City Park Channel Phase Two:** In cooperation with the Urban Drainage and Flood Control District (UDFCD) and the City and County of Broomfield, this project would construct the second phase of the City Park Channel from approximately 800 feet east of Lowell Boulevard to Big Dry Creek. This phase includes installing a drainage channel with drop structures to accept a portion of the existing runoff from City Park Channel. This project is identified as an UDFCD project, making it eligible for 50% matching funds. Therefore, UDFCD will provide \$600,000 of the estimated \$1.2 million cost of the project, and Westminster and Broomfield will each provide \$300,000. Originally, this project was anticipated to move forward in 2017 and funded accordingly. However, the IGA between the City and County of Broomfield requires a cumulative \$300,000 match from each local jurisdiction by 2016. Since \$50,000 was provided by the City during 2015, \$250,000 is needed for 2016. An increase from the \$42,000 currently approved for 2016 to \$250,000 is proposed with the 2016 amendment. The Big Dry Creek Stabilization project is proposed to be reduced by \$208,000 in 2016 to provide sufficient funding to meet the City’s match. (Net change = \$0)

Stormwater Drainage Fund	Net Change Proposed to Adopted Budget
Central Charges	+\$457,363
General Services	\$0
Community Development	+\$16,747
Public Works & Utilities	\$0
Parks, Recreation and Libraries	\$0
Stormwater Drainage Capital Improvements	+\$112,000
TOTAL	+\$586,110

FLEET MAINTENANCE FUND

- **Proposed Increase of 0.25 Secretary:** Staff is proposing to increase an existing 0.5 FTE Secretary position in the Fleet Division by 0.25 FTE (salary \$10,871, benefits \$1,848) to a 0.75 FTE (benefits are budgeted in Central Charges). Currently Staff is utilizing budget from the temporary salaries account to fund additional hours needed to meet the needs of the Division. The proposed change would provide for more consistent service delivery to all of the Fleet Division’s internal customers and a greater level of equity for the employee. Staff is proposing to reduce the temporary salaries account and utilize savings in other accounts to offset the addition of the 0.25 FTE. (Net change = \$0)

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

Staff Report – Adopted 2016 Budget – Mid-Biennial Budget Review – **EARLY DELIVERY**
FOR THE SEPTEMBER 21 STUDY SESSION

September 2, 2015

Page 26

GENERAL CAPITAL OUTLAY REPLACEMENT FUND (GCORF)

- Change in Police Patrol Vehicle Replacements: As part of the mid-year budget review process, Staff revisited vehicle needs, specifications and cost estimates. Some minor adjustments are proposed, with one significant modification proposed to the acquisition of police patrol vehicles in PST GCORF. Staff is recommending an increased 2016 level of funding for PST GCORF vehicles/equipment by \$195,000 to accommodate the purchase of 14 pursuit-rated, Ford Interceptor Utility Wagons at a cost of \$45,000. This proposed \$195,000 adjustment reflects the recommendation of Police Department and Fleet Maintenance to use a more practical and fuel efficient patrol vehicle. The original 2016 PST GCORF account projected the replacement of seven Ford Crown Victoria patrol cars with Ford Interceptor Sedans at a cost of \$38,500 apiece, and to “rebuild” the last seven Ford Crown Victoria’s at a cost of \$23,500 apiece. After reviewing officer needs and fuel mileage reports from three surrounding jurisdictions, the Interceptor Utility Wagon is recommended to replace all 14 vehicles. The new Interceptor Utility Wagon increases officer visibility, equipment storage and occupant room. Officers are sitting higher in the vehicle, allowing for significantly improved visibility. Officers have also expressed concern about space in the sedan model, noting a need for additional room for not only storage but also the ability to comfortably fit and to be able to safely and quickly enter and exit the vehicle. The improved visibility allows officers to see side-to-side and front-to-back in a way they have not had before, all essential for safe performance. Using the same engine and wheel base as the Interceptor Sedan, the V-6 engine Utility Wagon averages 14 miles per gallon, which is a two mile per gallon improvement over the seven Crown Victoria that would were originally recommended for rebuild in 2016. The Interceptor Utility Wagon equals the miles per gallon fuel consumption of the Ford Interceptor Sedan. Staff reviewed data provided by the Town of Castle Rock, Eagle County and the City of Arvada; all three public safety groups have operated the Interceptor Utility Wagon since 2013 and average 31 cents per mile to operate, equaling the City of Westminster operating cost for Interceptor Sedans. Based on the information outlined, Staff recommends purchasing 14 Ford Interceptor Utility Wagons at an increased cost of \$195,000 in 2016, including additional costs incurred in the initial set up phase for deploying these vehicles. These 14 utility wagons would replace seven Interceptor Sedan purchases and seven Crown Victoria rebuilds. In the Adopted 2016 Budget, \$181,750 from PST GCORF fund balance was approved pursuant to the catch up strategy to smooth out vehicle replacements to a manageable level, both from a budgetary and operational standpoint. The catch up strategy primarily allows for the replacement of critical street and park maintenance vehicles/equipment that have been delayed over the years due to available funding levels. Part of the funding strategy for the plan involves a cautious use of fund balance in GCORF, which was generated from years of cost savings and efficiencies. The additional cost associated with replacing patrol sedans with the utility wagons is proposed to be paid from fund balance, bringing the PST GCORF balance utilized in 2016 total to \$376,750. As City Council may recall, an additional \$500,000 was appropriated in August from 2014 carryover into the PST GCORF. The current balance as of Sept 1, 2015, totals \$1,716,076. (Net change = \$0)

<u>General Capital Outlay Replacement Fund</u>	<u>Net Change Proposed to Adopted Budget</u>
GCORF	\$0
TOTAL	\$0

GOLF COURSE FUND

Revenues continue to remain positive in 2015 with a continuation of a variety of creative promotions, incentives and advertising being pursued by Golf Course staff. Overall, revenues are projected to increase by \$245,213 from the originally Adopted 2016 Budget projections. The increase is primarily the result of projected increased revenues from green fees (+\$35,182), cart rental (+\$16,500), merchandise sales in the pro shops (+\$8,000) and use of 2014 carryover funds (+\$53,360). An internal

Staff Report – Adopted 2016 Budget – Mid-Biennial Budget Review – **EARLY DELIVERY**
FOR THE SEPTEMBER 21 STUDY SESSION

September 2, 2015

Page 27

transfer payment from Legacy Ridge to The Heritage Golf Course is necessary to accurately reflect accounting requirements (\$186,558); if this amount is excluded, the budget for the combined golf courses totals \$4,030,481.

It is believed that a renewed commitment to delivering exceptional value at the City’s two high quality courses has also played a role in driving increase in rounds played; it is expected that 2015 revenues will exceed the strong revenue experienced in 2014. Proposed expenditure adjustments follow.

Central Charges

- **Regular Salaries:** As noted previously, the total for market, step, merit and audit/reclassification adjustments are all budgeted within the Central Charges budget for the second year of the adopted two-year budget; with the mid-year budget amendment, these funds are moved out into the respective departments based on HR’s salary projections based on current staff and therefore Central Charges budget has a significant reduction overall. (Net change = -\$29,608)
- **Medical/Dental Insurance Premiums:** As noted previously, Staff originally budgeted for an anticipated 5% increase in medical and dental insurance costs in the Adopted 2016 Budget based on trend and experience. (Net change = +\$40,336)

Parks, Recreation & Libraries – Golf Operations

- **Department of Parks, Recreation and Libraries (PR&L) Reorganization:** In an effort to better align resources, Staff is proposing to move a 1.0 Horticulturist from the Golf Fund to the Community Enhancement Program Fund (CEP) in the General Capital Improvement Fund, which is still under the PR&L umbrella of funds. Currently all other horticultural activities and staff are housed in the CEP; it is anticipated that by reallocating this FTE, the City will experience increased efficiencies and achieve greater operational uniformity. It does not appear as a net increase to the FTE count in the GCIF as a result of the proposed new reallocation of a position from the CEP to the POST Fund in PR&L. (Net change = -\$54,388)
- **Capital Improvement Projects:** Proposed changes to the Golf Course projects are discussed in greater detail below in the General Capital Improvement Fund section. In summary, the following changes are proposed (Net change = +\$215,000):
 - Heritage Clubhouse Elevator – reduction of \$60,000 to \$0
 - Heritage Clubhouse South/North Patio Repairs (NEW) – \$75,000 proposed
 - Legacy Ridge Restaurant Kitchen Remodel (NEW) – \$100,000 proposed
 - Heritage Irrigation System Pump/Motor Replacement (NEW) – \$40,000 proposed
 - Heritage Clubhouse Restaurant/Banquet Room Furniture (NEW) – \$60,000 proposed

Golf Course Fund	Net change Proposed to Adopted Budget
Legacy Ridge Operations	+\$159,423
The Heritage Operations	\$98
Golf Course Capital Improvements	+\$215,000
TOTAL	+\$374,521

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

SALES & USE TAX FUND

As with most other municipalities in Colorado, sales and use tax provides the largest revenue source for the provision of services in the City of Westminster. In 2016, sales and use tax is projected to comprise 65.5% of total General Fund revenues (a slight increase from the adopted level of 65.4%). Over the last several years, multiple factors have put pressure on this revenue source, including increased retail

Staff Report – Adopted 2016 Budget – Mid-Biennial Budget Review – **EARLY DELIVERY**
 FOR THE SEPTEMBER 21 STUDY SESSION

September 2, 2015

Page 28

competition, the rise of on-line shopping, instability in the economy and the demise of the Westminster Mall. The City moved to stabilize and diversify sales and use tax revenues in order to provide replacement revenue despite these challenges and has seen positive results from the reinvestment efforts made particularly within urban renewal areas around the City. As the City’s economic condition has improved, the Sales and Use Tax Fund ended 2014 in significantly better position than staff originally anticipated. 2015 revenues continue to outperform original projections and 2016 is anticipated to exceed original projections. This positions the City to reinvest in important infrastructure, benefiting current and future residents and businesses. As part of the mid-year budget review, Staff worked to recalibrate projections based on these healthy year-end 2014 and current 2015 conditions. Year-end 2015 is estimated to be approximately 9.2% higher than the Adopted 2015 Sales and Use Tax Fund budget. Moving forward, the 2016 revenue projections are proposed to be amended to reflect an overall increase of 3.4% over the projected year-end 2015 collections, which is \$8 million higher than the Adopted 2016 Budget. Including public safety tax dollars, Staff is proposing a total budgeted revenue figure of \$84,624,275. This represents a 10.5% increase from the originally adopted 2016 Sales and Use Tax Fund total of \$76,603,521.

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

- Transfer to the General Capital Improvement Fund (GCIF): Due to conservative projections and an economic recovery that outpaced Staff’s expectations, funds are available to help address key infrastructure investments. These are outlined in the GCIF section later in this Staff Report. The transfer payment is proposed to increase from \$2,335,000 to \$7,207,000. (Net change = +\$4,872,000)
- Transfer to the General Fund: As the total General Fund increases, so does the amount needed to retain a 10% reserve. As noted previously in this Staff Report, the transfer payment to the General Reserve is proposed to increase from \$180,000 to \$600,000, retaining a 10.1% reserve balance. (Net change = +\$420,000)
- Transfer to the General Fund Stabilization Reserve: In fiscal planning for a future economic downturn, adding funds to reserves in good years is an important strategy. As noted previously in this Staff Report, the transfer payment to the General Fund Stabilization Reserve is proposed to increase from \$206,000 to \$967,426, increasing the GFSR from 6.27% to 7.48% balance. (Net change = +\$761,426)
- Transfer to the General Fund: An increase in the transfer payment for 2016 for ongoing services provided in the General Fund. The transfer payment is proposed to increase from \$69,982,521 to \$71,999,849. (Net change = +\$2,017,328)

<u>Sales & Use Tax Fund</u>	<u>Net Change Proposed to Adopted Budget</u>
Sales & Use Tax	+\$8,070,754
TOTAL	+\$8,070,754

PARKS, OPEN SPACE & TRAILS FUND (POST)

The overall revenues for the POST Fund are projected to increase by \$1,256,918. As noted in the Sales and Use Tax Fund section, the City’s improved economic condition resulted with the POST Fund ending 2014 in significantly better position than staff originally anticipated. Revenues ended 2014 higher than projected, 2015 revenues continue to outperform original projections and 2016 is anticipated to exceed original projections. As part of the mid-year budget review, Staff worked to recalibrate projections based on these healthy year-end 2014 and current 2015 conditions. Year-end 2015 is estimated to be approximately 8.8% higher than the Adopted 2015 POST Fund budget. Moving forward, the 2016 revenue projections are proposed to be amended to reflect an overall increase of \$618,738 over the

Staff Report – Adopted 2016 Budget – Mid-Biennial Budget Review – **EARLY DELIVERY**
FOR THE SEPTEMBER 21 STUDY SESSION

September 2, 2015

Page 29

Adopted 2016 projections. The most significant revenue adjustments may be found in the following areas:

- Increase in sales tax returns (+\$363,104)
- Increase in use tax sales (returns, building and auto) (+\$205,605)
- Increase in payment in lieu of use taxes (+\$50,029)
- Appropriation of 2014 carryover funds for one-time capital improvement needs (+\$638,180)

Major expenditure modifications proposed for 2014 follow:

Central Charges

- Regular Salaries: City Council may recall that the total for market, step, merit and audit/reclassification adjustments are all budgeted within the Central Charges budget for the second year of the adopted two-year budget; with the mid-year budget amendment, these funds are moved out into the respective departments based on HR's salary projections based on current staff and therefore this line in the Central Charges budget is reduced. (Net change = -\$13,174)
- Transfer to the General Capital Improvement Fund (Parks): The amount originally budgeted was contingent upon revenues available. As these have been recalibrated to reflect the current economic environment, additional funds are available for the GCIF-Parks capital improvement projects from POST sales and use tax projections and 2014 carryover appropriation. In addition, land purchase funds were previously allocated within the operating budget for the open space program and are recommended to be reallocated into the GCIF for better tracking (additional information is in the section that follows). (Net change = +\$1,267,638)

Parks, Recreation & Libraries

- Department of Parks, Recreation and Libraries (PR&L) Reorganization: In an effort to address a desire by the community and City Council to further activate the over 3,000 acres of open space and 100 miles of trails that have been preserved throughout the City, Staff is proposing the creation of a new Open Space Division within the Department of Parks, Recreation and Libraries. This new division will provide the strategic framework necessary to better support trails, open space, Standley Lake, nature based programming, volunteer opportunities, community gardens and other high priority areas.

In 1985, residents of the City of Westminster approved a sales tax specifically earmarked to acquire and preserve land within the City that had the potential for development. At the time, this was only the second municipal sales tax-funded open space program in the state of Colorado. Since 1985, voters have overwhelmingly supported the open space sales tax in three additional ballot measures. City Council established a goal of preserving 15% of the City's land mass when the open space program was initiated. In 2014, that goal was nearly reached with over 3,245 acres of open space preserved. Open space remains a top reason residents choose to live in Westminster per the biennial citizen survey (91% as highly or moderately important). In 2014, City Council adopted the Open Space Stewardship Plan that provides capital improvement recommendations and a comprehensive management program for the City's open space system. While property preservation through acquisition is the first step, active stewardship in perpetuity will ensure public amenities and natural resources are available for future generations to enjoy. The Stewardship Plan serves as a guide for current and future open space management, rehabilitation, enhancement, and sustainability for passive recreational uses in an effort to protect natural resources while ensuring high-quality visitor experiences now and in the future.

In 2016, a significant open space debt obligation will be retired, providing additional funding for maintenance/stewardship activities in future years. 2016 is the final year of payment for certificates of participation (COPs) associated with the Metzger Farm property, but most of this payment in 2016 is anticipated to be covered by funds in the required debt service reserve fund associated with

Staff Report – Adopted 2016 Budget – Mid-Biennial Budget Review – **EARLY DELIVERY**
FOR THE SEPTEMBER 21 STUDY SESSION

September 2, 2015

Page 30

these COPs (\$432,033 of the \$565,220 will be paid by the reserve). Therefore, additional ongoing funds are available for stewardship and maintenance activities in 2016. In addition, the retirement of additional debt associated with open space acquisitions is anticipated in the 2017/2018 timeframe and will provide additional revenues to be considered for programming through the City’s budget process.

The proposed new division will be accomplished through the reallocation of existing FTEs and the hiring of FTEs that were previously approved by City Council as part of the Adopted 2015/2016 Budget. Currently Open Space operates under the Park Services Division. The currently authorized staff in the POST Fund for open space totals 6.5 FTE in the Adopted 2016, which includes 1.5 FTE in acquisitions, 4.0 FTE Construction Crew (authorized in 2015), 1.0 FTE Horticultural Specialist, 1.0 FTE Recreation Specialist, and 2.0 FTE Parkworkers (the last four authorized for 2016). In the proposed new structure, the Construction Crew would remain under the supervision of the Park Service Division although paid for by the POST Fund (as a result that the majority of their work is linked to capital improvement projects funded by POST). The City forestry program management (funded in the GCIF through the Community Enhancement Fund) and Standley Lake Regional Park (funded in the General Fund from Standley Lake revenues) operations would move under the supervision of the new Open Space Division; funding for these positions would not change from their current sources. In addition, the POST maintenance crew authorized for 2016 would operate under this new division and the new emphasis on nature programming would as well. A Recreation Supervisor position is proposed to be reclassified and reallocated from the General Fund into the POST Fund to oversee nature programming that would include the open space volunteer specialist, the new 1.0 FTE Recreation Specialist previously approved for 2016, and two hourly program coordinators. The acquisition staff (1.5 FTE) would remain funded in open space as well. The acquisition staff (Open Space Superintendent and Open Space Technician) currently report to the Operations Division Manager and would be reassigned to report to the new Open Space Division Manager. The new division would officially total 12.5 FTE paid for by the POST Fund although the supervisory responsibility of the new division manager would be 16.5 FTE, five of which would be direct reports to the Division Manager, plus seasonal and hourly staff. The market adjustment and reclassification/reorganization totals \$140,558; temporary staff reassignment from the General Fund to POST totals \$35,949; and ancillary costs (uniform allowance, meeting expense, career development and telephone) totals \$10,260. (Net change = +\$186,767) [Strategic Plan Goal: Beautiful, Desirable, Safe and Environmentally Responsible City; Objective: Provide ongoing excellent management and maintenance of the City’s parks and open space system]

- **Land Purchases:** The amount originally budgeted within the acquisition activities in the Park Services Division based on previous practices is proposed to be reallocated to the GCIF. Based on the shift in operating procedures within PR&L, the funds previously allocated within the operating budget are proposed to be reallocated into the GCIF Trail Development and Connectivity project. They will be utilized pursuant to the Open Space Stewardship Plan to acquire important trail connections to improve overall connectivity of the City’s trail system citywide; there is no net reduction overall for land purchases but simply a reallocation of where these funds are budgeted and accounted. (Net change = -\$185,000)

Parks, Open Space, and Trails (POST) Fund	Net Change Proposed to Adopted Budget
Central Charges	+\$1,256,711
Open Space Division	+\$1,767
TOTAL	+\$1,256,918

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

Staff Report – Adopted 2016 Budget – Mid-Biennial Budget Review – **EARLY DELIVERY**
FOR THE SEPTEMBER 21 STUDY SESSION

September 2, 2015

Page 31

GENERAL CAPITAL IMPROVEMENT FUND (GCIF)

The total GCIF is proposed to increase by \$7,943,639 from \$10,192,000 to \$18,135,639 primarily as a result of a proposed appropriation of 2014 carryover into the Capital Improvement Program (CIP) and increased transfers from general and POST sales and use tax funds. Historically, City Council appropriated carryover into the CIP as part of the overall carryover appropriation action typically during July or August, separate from the regular budget development or budget amendment process in October. Commencing in 2014, Staff brings forward critical capital project funding requests for appropriation through the carryover appropriation process during the summer; the remaining funds are incorporated into the biennial budget development or mid-year budget review process. The proposed amendment reflects this process, allowing for a more comprehensive review of CIP needs and a greater level of transparency of available funding, while helping line up City Council priorities in one comprehensive CIP document. It does cause the five-year CIP plan to look larger in the first two years with “actual” carryover built in and lower in the out years with estimated carryover built in as Staff will continue its practice of conservative budgeting. Some carryover, primarily in the Parks section of the CIP, comes from dedicated revenue sources and projects proposed via carryover are prioritized based on restrictions associated with the funding sources to ensure compliance. The proposed General Fund CIP is all “pay as you go;” no debt funding is proposed. The most significant revenue adjustments may be found in the following areas:

- Increase in Adams County road tax (+\$103,207)
- Increase in the transfer from the Sales and Use Tax Fund (+\$4,872,000)
- Decrease in general carryover (-\$670,846)
- Increase in the accommodations tax (+\$28,000)
- Increase in the transfer from the POST Fund (+\$1,267,639)
- Increase in the transfer from the General Fund (+\$68,169)
- Increase in the Adams County open space attributable share (+\$10,000)
- Increase in park dedicated revenues carryover (+\$657,668)

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

<u>General Capital Improvement (GCIF) Fund</u>	<u>Net Change Proposed to Adopted Budget</u>
Capital Improvements	+\$6,443,000
TOTAL	+\$6,443,000

CONSERVATION TRUST FUND

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

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

- Increase in carryover (+\$71,945)
- Increase in projected lottery proceeds (+\$100,055)

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

<u>Conservation Trust Fund</u>	<u>Net Change Proposed to Adopted Budget</u>
Capital Improvements	+\$172,000
TOTAL	+\$172,000

Staff Report – Adopted 2016 Budget – Mid-Biennial Budget Review – **EARLY DELIVERY**
FOR THE SEPTEMBER 21 STUDY SESSION

September 2, 2015

Page 32

GENERAL CAPITAL IMPROVEMENT PROGRAM (CIP)

The General Capital Improvement Program includes funding from the General Capital Improvement Fund, Conservation Trust Fund, and Golf Course Fund. The total General Capital Improvement Program is proposed to increase by \$6,830,000 from \$11,072,000 to \$17,902,000 as a result of a proposed appropriation of 2016 carryover and adjustments in other revenues, including transfers. A total of \$829,154 is proposed carryover in the general non-parks CIP and \$1,238,973 is proposed carryover in the parks section (including parks, conservation trust and golf course carryover) of the CIP.

Staff is also recommending to retain approximately \$1.5 million in the general GCIF balance (not reflected in the proposed amendment) as a revenue source for potential infrastructure financing of the Downtown Westminster project. As noted in the July 27 Agenda Memorandum for the appropriation of 2014 carryover, a total of \$6.4 million was identified as the cash amount in the sources of funds previously reviewed with City Council for the Downtown Westminster Redevelopment Project. Separately, Staff identified approximately \$15.3 million in land sales proceeds with City Council as part of the funding sources for this project. The timing of land sales may not happen in a timeline to make the funds available to construct needed infrastructure, including construction of the telecommunication infrastructure and parking garages on the site; should this develop to be the case, staff may return to request temporary assistance with the cash flow. Construction of the roadway and Utility infrastructures began in late July. Should these funds not be needed for this purpose, they will be available for future appropriation.

Descriptions of all projects in the Adopted 2016 CIP are included in the attachment to this Staff Report with proposed modifications noted. Staff's proposed significant changes to the Adopted 2016 General CIP are summarized below:

- New Traffic Signals/Traffic Signal Pole Replacements: This project provides funding for the installation of a limited number of new signals that may be requested by citizens and meet the City's warrants for construction. The average cost of signalization for a four-legged intersection is approximately \$220,000. In the event that no new traffic signals are warranted in any particular year, this funding can be used to replace the aging LED traffic signal indications, fluorescent bulbs, ballasts, sign faces for the internally illuminated street name signs and other traffic control devices such as electronic "speed advisory" signs. For the first time in at least 35 years, funding will allow for the replacement of aging traffic signal poles that exhibit extreme levels of rust and have the potential for failure. Based on a recent assessment, a greater need exists to replace aging and deteriorating traffic signal poles; as a result, an additional \$205,000 is proposed for replacement signal poles through the proposed 2016 amendment. An additional \$176,000 is proposed to commence replacement of the traffic video detection system, which is aging and beginning to fail. Traffic video camera detectors are used to sense the presence of vehicles to provide a change in the traffic signal timing sequence, such as changing from a red to a green light. This technology usage has increased dramatically over the last 15 years and allows for greater flexibility and negates the need for in-pavement wire systems that are prone to failure and damage to the roadway. This increase will allow for replacement of aging equipment identified as being in the worst condition. (Net change = +\$381,000)
- Arterial Roadway Rehabilitation and Improvements: This project consists of resurfacing the existing pavement for a smoother ride, elimination of rutting and resealing the surface of the roadway. Proposed 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. Projects for 2016 include 88th Avenue from Wadsworth Parkway to Independence Drive and 112th Avenue from Huron Street to Federal Boulevard. Funding for 2016 is proposed to increase slightly based on additional lane miles added to the City in 2015 increasing the amount needed for the ongoing roadway rehabilitation program. (Additional funding is also requested in the operating budget of the Street Division in Public Works

and Utilities Department that assist in the City's overall roadway rehabilitation improvement program.) (Net change = +\$65,000) [Strategic Plan goal: Financially Sustainable Government Providing Excellence in City Services; Objective: Develop and maintain comprehensive municipal capital infrastructure master plan and financing strategy]

- Creekside Drive (Little Dry Creek Park) (Lowell Boulevard to Irving Street): This project was originally anticipated to be phased per the Adopted 2015/2016 Budget. The first phase of Creekside Drive will run along the south side of Little Dry Creek from approximately 69th Avenue and Lowell Boulevard to approximately Irving Street, including parking lot to serve the park and provide direct access to Westminster Station (commuter rail). Creekside Drive will also provide direct access to the forthcoming Little Dry Creek Park and Open Space area. The second phase was anticipated at a future date to extend the roadway east towards Federal Boulevard. However, based on the intergovernmental agreement entered with Adams County in February 2015, Adams County prefers the full Creekside Drive be constructed at one time, with two small parking lots, in time for the commencement of commuter rail service at the Westminster Station. Adams County will be contributing \$1,811,190 towards the construction of Creekside Drive in its entirety. A total of \$186,125 has been appropriated from carryover in 2014 and 2015 towards this project. The total project is estimated to cost \$3,623,000. The requested appropriation of funds in the 2016 amendment moves up funding originally anticipated in 2017 (which was for the original Phase I amount) and allows the full road and parking lots to be constructed by yearend 2016. (Net change = +\$1,549,000) [Strategic Plan goal: Dynamic, Diverse Economy; Objective: 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]
- Bicycle Master Plan Implementation: This project will fund various bicycle improvements that were identified in the City's Bicycle Master Plan. This will include striping and signing of bike lanes on certain streets that are going to be resurfaced, along with signage and markings for other roadways that provide connections to existing bike facilities. In order to stretch annual funding to the greatest extent possible, Staff's current strategy is to target bicycle sub-projects that happen to coincide with street overlay/reconstruction projects. The project pays for any additional striping that may be necessary in order to create the bike facility. Additional funds proposed in the 2016 amendment will provide for bike route signs and bike lane components associated with street resurfacing projects. (Net change = +\$38,000) [Strategic Plan goal: Ease of Mobility; Objective: Improve the walkability and bikeability of Westminster]
- Bus-Then-Bike Shelter at Westminster Center (NEW): This project will provide funding for the local match to a Denver Regional Council of Governments (DRCOG) grant application that is currently being coordinated through the 36 Commuting Solutions staff. If the grant is awarded, money will be provided to construct a Bus-then-Bike shelter on the north (east) side of the Westminster Center Bus Rapid Transit (BRT) station (a/k/a the Westminster Center Park-n-Ride) in the vicinity of the bus boarding platform. The bus shelter would be a completely enclosed and locked corral that would allow registered users to safely store their bicycles during the day or some similar, short duration period of time. (Net change = +\$31,000) [Strategic Plan goal: Ease of Mobility; Objective: Improve mass-transit options throughout Westminster]
- Westminster Center Urban Reinvestment Project (WURP): As one of City Council's highest Strategic Plan priorities, funding is provided for potential Phase I of WURP activities, which could include City obligations in addition to those obligations that would be the responsibility of Westminster Economic Development Authority (WEDA). This also provides funding for a 0.5 FTE budgeted in WEDA for ongoing maintenance and upkeep of the WURP site. Additional funding is proposed through the 2016 amendment to assist with site operating costs, including a construction trailer/on-site office for Downtown Westminster project staff. (Net change = +\$120,000)
- Westminster Station Platform and South Plaza: The Regional Transportation District's (RTD) base plan for the Westminster Station did not allow access to the Little Dry Creek park area even though

the loading platform is located on the south side of the tracks. This project will allow commuters and residents of the area direct access to the park area while also permitting access from unincorporated Adams County's Goat Hill neighborhood to the station platform. The City entered into an IGA with RTD in 2012 for the Northwest Rail Electrified Segment. One of the conditions of the IGA allows the City to request certain "betterments" to RTD's base plan. This project is one such betterment where the City requested the pedestrian tunnel daylight to the south of the tracks to allow commuters and future transit oriented development residents direct access to the regional Little Dry Creek Park. The station platform area will be owned, operated and maintained by RTD and the City will pay RTD directly for ongoing operations and maintenance as stipulated in the IGA. This project would also install landscape, rock land forms and irrigated turf grass. This general area also includes a 165-foot span pedestrian bridge that will cross Little Dry Creek and connect the south plaza to the parking lot adjacent to Creekside Drive. Funding for the pedestrian bridge will come from an Adams County-sponsored DRCOG TIP project in the amount of \$500,000 ("DRCOG Second \$60 Million") and a \$125,000 match from Adams County. The funding for this project was originally split over three years simply as a matter of funding availability; however, the priority has been to complete the construction of this component to align with opening day of the commuter rail service in mid-2016. These funds will provide for the transit area improvements (landscaping and sidewalks) in the center of the Little Dry Creek drainageway connecting the Station platform and South Plaza area to the pedestrian bridge. (Net change = +\$817,000) [Strategic Plan goal: Dynamic, Diverse Economy; Objective: 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]

- Westminster Station North Infrastructure: Per the IGA with RTD, the City is implementing betterments to RTD's base project, which was a large surface parking lot to serve Westminster Station. Instead, this project will build a parking structure and a plaza infrastructure necessary for the opening of the Westminster Station. Road projects include Westminster Station Drive, Hooker Street, part of Grove Street, and all associated utilities and infrastructure. Additional funds will support installation of north infrastructure, including the detention pond for CDOT at Westminster Station Drive and Federal Boulevard and sidewalk, curb and gutter along north Westminster Station Drive. (Net change = +\$440,000)
- Laserfiche Upgrades/Additional Licenses: This project funds software upgrades and additional licenses for the City's electronic document management system. The goal is to provide connectivity of all electronic records with appropriate security levels for day-to-day operational access/use of management in researching/decision making. Project objectives include application of business process management by automating many of the manual paper processes through database integration, systems integration, barcodes and workflow; identify records and populate template fields electronically without needing to re-enter all data; establish security levels per user; establish naming conventions for uniformity and automate ways to convert inconsistencies in data entry Citywide so documents can be retrieved easily; train users so they can use templates and naming conventions correctly; train management so they can access electronic records easily; and gain better compliance with records retention policies. The electronic packet component originally anticipated for 2016 is commencing in 2015, reducing funding needed in 2016. (Net change = -\$30,000)
- Photovoltaic Solar Panel System Acquisition: This project is for the final expected contribution to the acquisition of the four existing solar photovoltaic systems located at City Park Recreation Center, Westview Recreation Center, Public Safety Center and the Municipal Service Center, owned by Main Street Power Company. The solar arrays are available for purchase in the sixth year of the City's contract as a condition of the Power Purchase Agreement. Funds have already been set aside in previous budget years for this purchase. Analysis of this item in late 2014 determined that purchasing these panels is not cost effective and retaining the power purchase agreement whereby the City purchases electricity at a discounted rate remains a better alternative

Staff Report – Adopted 2016 Budget – Mid-Biennial Budget Review – **EARLY DELIVERY**
FOR THE SEPTEMBER 21 STUDY SESSION

September 2, 2015

Page 35

than acquiring the system. The funds appropriated in prior years were closed out and will be appropriated through 2014 carryover to other priorities in this proposed amendment. (Net change = -\$150,000)

- Council Chambers Renovation (NEW): This project will renovate the Council Chambers. City Council received an information only Staff Report in the August 17 packet that provided a status update on the master planning effort for the City Council Chambers and Board Room. As noted in the Staff Report, the project scope was for initial costs to renovate these rooms including security, flooring, furnishings, finishes and enhanced multimedia equipment and to improve the working environment and personal safety of the public, City Council and staff. The original project budget totaled \$395,000, of which \$52,954 is for master planning and cost estimating costs. In working with Anderson Hallas, the current estimates to renovate the two rooms ranges from \$1.5 to \$2.0 million. Staff is continuing to work with Anderson Hallas to refine and lower the costs associated with this project while meeting the key objectives originally established. As noted in the Staff Report, Staff recommends implementing improvements by room; as such, funds requested in 2016 are proposed for the City Council Chambers since this room is more public, has greater challenges associated with accessibility, audio visual, and security improvements. Staff will return to City Council later this year with revised estimates and seek direction on improvements to the Chambers. Future funding for renovations to the Board Room will be evaluated with the development of the Proposed 2017/2018 Budget next summer. (Net change = +\$650,000)
- Recycling Center (NEW): This funding is being set aside for a potential project at an existing City owned property that would create one consolidated, community recycling drop-off location. Pavement, fencing and other on-site improvements would be necessary after a specific site is vetted and chosen. Initial estimates for this project are significantly higher than the \$180,000 previously appropriated. During 2016, Staff will complete additional analysis and feasibility work on this project and report back to City Council. (Net change = +\$200,000)
- ADA Compliance Assessment and Transition Plan (NEW): Initiate a multi-year project to identify all Americans with Disabilities Act (ADA) facility non-compliant conditions, prioritize requirements and develop a transition plan to explain the City's plan for meeting all requirements. Although a previous preliminary study identified some existing requirements, conditions were not analyzed in consideration of reasonable accommodation. A more complete study with a prioritized plan to achieve compliance will enhance access to City facilities and services by staff and customers and ensure compliance with current federal ADA requirements. These funds will allow the City to document a transition plan as required by federal law to address the long range plan to ensure ADA compliance and access to our facilities, services and programs. (Net change = +\$100,000)
- Facility Infrastructure Assessment (NEW): This important assessment will allow the City develop a more comprehensive facility maintenance plan to properly budget for future facility requirements and avoid emergency repairs that could limit or prevent use of any facility. Also, this assessment will allow the Building Operations and Maintenance Division to effectively schedule and complete preventative maintenance to ensure maximum life from all systems and equipment. (Net change = +\$100,000) [Strategic Plan goal: Financially Sustainable Government Providing Excellence in City Services; Objective: Develop and maintain comprehensive municipal capital infrastructure master plan and financing strategy]
- Building Division Electronic Plan Review (NEW): This project is proposed to implement plan review best practices. This project will be an expansion or enhancement of the Accela Automation software program that is currently being used within the Community Development Department. The Accela Automation contains the basic software for the implementation of an electronic plan review application but funding is requested for additional hardware, software, implementation assistance and training. This project will be coordinated with the Community Development Department's e-permitting system to ensure maximum efficiencies within the department and for the public. (Net change = +\$50,000) [Strategic Plan goal: Dynamic, Diverse Economy; Objective: Develop an economic development strategy that contributes to City vision attainment and is

Staff Report – Adopted 2016 Budget – Mid-Biennial Budget Review – **EARLY DELIVERY**
FOR THE SEPTEMBER 21 STUDY SESSION

September 2, 2015

Page 36

executed through collaborative work between the City of Westminster, the business community, residents and other partners of Westminster]

- Ralston House (NEW): The Ralston House provides a friendly and safe place for children and teens who have been sexually abused to tell their stories and begin to heal. Ralston House receives referrals from law enforcement agencies including the City of Westminster, social services and the district attorney's office and works in conjunction with these entities to provide specialized forensic interviews and medical examinations. The City of Northglenn and Ralston House are currently evaluating funding options for a new facility in Northglenn and presented an overview to City Council in May 2015. Since the City of Westminster utilizes this facility, the City has been approached about assisting with the capital investment for a new facility. The funds proposed for 2016 will assist with the needs assessment and construction documents should the project proceed. Future capital contribution by the City is recommended for consideration during the development of the 2017/2018 Budget dependent upon the results of Northglenn and the Ralston House's planning efforts. (Net change = +\$50,000)
- Fire Station Concrete/Asphalt Replacement Program (NEW): This project provides critical repairs and resurfacing to concrete at Fire Stations 6, 3, and 1. Fire Station 6's driveway is deteriorating to the point that significant asphalt repairs are needed. A larger aerial apparatus is now stationed here that is causing additional damage to the existing pavement. This funding will provide for installation of a more durable concrete pavement in the rear and side driveway. Portions of Fire Station 3's pavement is deteriorating from the aerial truck turning into the bay. Replacing the deteriorated asphalt area with concrete will reduce future wear. Fire Station 1's pavement is also deteriorating. Reconstructing the area in concrete will also reduce future wear. (Net change = +\$164,000)
- Fire Station Emergency Generator Project: This project will test the emergency generators located at the six fire stations. Four of the generators are reaching their life expectancy. Recent issues have surfaced in terms of some systems (like station alerting) not being connected to the emergency power. Current capacity of the generators may suggest they are now undersized for adequate emergency power. Funding will evaluate load capacity, as well as identify what is currently on the emergency power circuits and what capacity might exist to add more circuits. The project will also help determine future life expectancy and appropriate sizing of each of the emergency generators. The additional funds will allow the City to begin to accumulate funds for future generator replacements as originally anticipated in the five-year CIP. (Net change = +\$30,000)
- Police Department Records Management System (RMS): The Police records management system is a repository for police crime reports as well as arrest, warrants, impounded evidence, stolen property and impounded vehicle data. The original Intergraph RMS was implemented in 2001 and needed to be replaced in 2015 due to newer technology requirements of operating the system. In December 2014, City Council authorized the reallocation of \$154,000 in savings from the radio system replacement project to fund the balance needed to purchase and commence implementation of the new RMS during 2015; the cost of the system totaled \$630,000. As a result of this project coming in under original estimated costs, the 2016 funding is not needed. (Net change = -\$500,000)
- Public Safety Center (PSC) Building Infrastructure: For 2016 and beyond, funds will address internal components (equipment, furniture, aesthetic and the security system) that are starting to deteriorate and will need repairs and/or replacement as the building continues to age. Increases in this budget in 2016 will allow these needs to be addressed. (Net change = +\$30,000)
- Public Safety Center Sally Port and Kennel Repairs: Funds are for design and repair of significant non-structural wall/ceiling gaps and cracks at the Public Safety Center. Investigation and design are expected to occur in 2015 with repairs in subsequent years. The cracking is primarily in the dog kennel and sally port areas of the Public Safety Center. These issues do not pose a risk to the structural integrity of the building. This project was originally budgeted over three years as a result of limited funding availability. Funds are recommended through the 2016 amendment to move funding planned in 2017 to 2016, allowing the repairs to move forward in 2016 (total project is estimated at \$150,000). (Net change = +\$50,000)

Staff Report – Adopted 2016 Budget – Mid-Biennial Budget Review – **EARLY DELIVERY**
FOR THE SEPTEMBER 21 STUDY SESSION

September 2, 2015

Page 37

- Public Safety Facilities Major Maintenance (BO&M): This ongoing project is for major maintenance of the Public Safety Center (PSC) and Fire Station facilities managed by BO&M. Planned projects include minor drywall crack repair at the PSC, expansion joint replacement at the PSC, repair to the east over-hang at the PSC, roof replacement at Fire Station 6 and replacement of a hot water heater at Fire Station 6. Increases in this budget as proposed for 2016 will allow more major maintenance items to be addressed, such as parking lot damage, portions of the HVAC system, and the exterior security gate. (Net change = +\$60,000)
- Public Safety Facilities Energy Projects (BO&M) (NEW): This project is proposed to implement previously identified public safety facilities' energy projects from an energy audit. This includes retro-commissioning, lighting replacements, and other energy improvements. (Net change = +\$60,000)
- Community Enhancement Program (CEP): The CEP is funded from the City's hotel accommodation tax. Project examples include enhancement of medians, gateways, interchanges, bridges, neighborhood grants, art and miscellaneous projects. This project also provides funding for salaries for Park Services and Design Development Staff, contractual maintenance for City medians and rights-of-way, Promenade maintenance, greenhouse operations, forestry operations, replacement park signs and the City's Plant-A-Tree program. Potential future projects include needs at the South Westminster transit oriented development area, City Park or Standley Lake. Additional funding proposed for 2016 reflects the appropriation of dedicated accommodations tax revenues from 2014 carryover into CEP. (Net change = +\$556,000)
- Trail Development & Connectivity: This project will complete trail connections and improve trail surfaces, including bridges and culverts where applicable, throughout the City. Actual projects to be implemented in 2016 will be determined by recommendations within the Open Space Stewardship Plan. In alignment with Council's priorities identified in the Strategic Plan, the recommended increase includes funds from the land acquisition account previously included within the POST operating budget (noted previously), funds for demolition costs associated with properties along Lowell Boulevard recently acquired for the future Little Dry Creek (LDC) recreational area in the LDC drainageway and funds for trail signage. (Net change = +\$774,000) [Strategic Plan goal: Beautiful, Desirable, Safe and Environmentally Responsible City; Objective: Promote ongoing excellent management and maintenance of the City's parks and open space system]
- Minor Median Maintenance: Medians are a vital part of the City and help enhance the public's driving experience in addition to upgrading commercial and retail areas. Because of the harsh conditions on the medians, plant material and associated irrigation requires replacement approximately every seven years. This funding provides for minor median plant material replacement and rehabilitation within medians throughout the City. The proposed increase in 2016 funding will allow more medians to be improved. (Net change = +\$25,000)
- Libraries Repair and Maintenance: This project provides funding for the repair and maintenances of the structure and furnishing at the Irving Street and College Hill libraries. This project also sets aside money for major capital repairs, maintenance and replacements at the libraries. This increase will allow the Library to complete more repairs and maintenance; it may also be utilized to address priorities that may be identified through Library Master Plan, which is anticipated to be complete in late 2015/early 2016. (Net change = +\$45,000)
- The Heritage Clubhouse Elevator (BO&M): Funds were originally appropriated to upgrade and replace most of the mechanical components of the elevator in the clubhouse. Upon further analysis, the original concerns initially identified were resolved and the need to conduct a significant overhaul to the elevator is no longer necessary. (Net change = -\$60,000)
- City Park Master Plan Implementation: Staff originally planned to update the existing City Park Master Plan during 2015 and commence implementation of the revised City Park Master Plan in 2016. However, given other higher priority parks, libraries and open space initiatives throughout the City, the City Park Master Plan update is on hold for at least a year and 2016 funds are proposed to be reallocated to other capital priorities. (Net change = -\$100,000)

Staff Report – Adopted 2016 Budget – Mid-Biennial Budget Review – **EARLY DELIVERY**
FOR THE SEPTEMBER 21 STUDY SESSION

September 2, 2015

Page 38

- City Hall Master Plan Implementation – Xeriscape: The City Hall Xeriscape Project was a multi-departmental effort to convert the turf area north of City Hall into a Xeriscape garden following the installation of ground source heat wells (geothermal) underway. Additional funds were originally appropriated in 2016 for this project. However, based on City Council direction in July, the north lawn area will be returned to its original turf state upon the completion of the geothermal project this fall. The funds originally appropriated for this project in 2016 are proposed to be reallocated to other parks, libraries and open space capital improvements. (Net change = -\$425,000)
- City Hall Master Plan Implementation – Plaza Renovation: City Hall plaza is 27 years old and has had no major improvements since its original construction. Hazards now exist on the concrete, stairs limit access from the east parking lot, traffic flow has changed and increased since the construction of the Public Safety Center. By redesigning and renovating the plaza, some of these hazards will be eliminated and create an updated space that reflects stewardship of the City's existing buildings. This project will provide a new plaza space that considers overall accessibility, pedestrian safety, reinterprets and integrates the plaza space with xeriscape improvements, and adds visitor parking. New concrete, geothermal heated sidewalks, planting beds, new traffic and pedestrian flows are part of the planned improvements. Based on the July 2015 review with City Council, the scope has been slightly scaled back, but allows for key components to be implemented with the overall renovation. As a results, the funding originally adopted in the 2016 budget is proposed to be reallocated to other priority capital projects. (Net change = -\$83,000)
- Park at Little Dry Creek Phase 1 (NEW): This project will begin to put aside money for the eventual construction of the future park at the Little Dry Creek drainageway and open space located south of the commuter rail Westminster Station. Master plan preparation for the park space is necessary to determine the scope and estimated cost of the construction of the future park. This park is part of the overall design plans for the re-development of the transit-oriented development area and will be the largest park in Westminster located south of 88th Avenue. The current estimated cost for the design and construction of this part totals \$3.4 million. (Net change = +\$1,258,000) [Strategic Plan goal: Beautiful, Desirable, Safe and Environmentally Responsible City; Objective: Promote ongoing excellent management and maintenance of the City's parks and open space system]
- Construction Crew Maintenance and Repairs (NEW): This project will provide funding for the Construction Crew to use on projects that are reactive or preventative to protect resources and public safety. These smaller projects are separate from the individually planned and funded capital improvement renovations on which the Construction Crew may work throughout the year. (Net change = +\$50,000)
- Skyline Vista Park (NEW): This provides funds to finish improvements to the Skyline Vista Park that began in 2015. Specifically, this money will provide for resurfacing of the playground and improvements to the top spin court and area. (Net change = +\$70,000)
- Poured In Place (PIP) Concrete Citywide (NEW): This project will provide repair/replace PIP surfacing as needed citywide. The longevity of PIP playground surfacing is shorter than the longevity of playground equipment and it is important for public safety that these surfaces be maintained in a functional condition. This project will allow staff to maintain/repair/replace these surfaces as necessary citywide. (Net change = +\$60,000)
- The Heritage Clubhouse South/North Patio (NEW): This project will provide for the repair of existing concrete settlement around The Heritage Clubhouse. The Clubhouse concrete has suffered extreme settlement around the existing foundation. Soils compaction tests were completed and it was determined that additional footers and pylons need to be installed to eliminate the settlement. Staff is working on options of re-pouring concrete or using a new decking system. An architectural firm is currently designing these options and final cost estimates should become available in late 2015. (Net change = +\$75,000)
- Legacy Ridge Restaurant Kitchen Remodel (NEW): This project will provide for the renovation of the 21 year old Legacy Ridge kitchen and associated equipment replacement. Remodeling is necessary to bring the kitchen to current restaurant standards and address health code concerns.

Staff Report – Adopted 2016 Budget – Mid-Biennial Budget Review – **EARLY DELIVERY**
FOR THE SEPTEMBER 21 STUDY SESSION

September 2, 2015

Page 39

The remodeling and equipment replacement will also coincide with restaurant contract going out for proposal. (Net change = +\$100,000)

- The Heritage Clubhouse Irrigation Repairs (NEW): This project will provide for the replacement of irrigation pumps and motors at The Heritage Golf Course. All of the existing pumps and motors have been in place since 1998. The motors have reached their useful life and need to be replaced. The pumps can still be refurbished. New motors will be much more efficient and will reduce energy costs while also increasing watering efficiency. (Net change = +\$40,000)
- The Heritage Clubhouse Restaurant/Banquet Room (NEW): All tables, chairs and bar stools in the banquet room and grill at The Heritage Golf Course were originally purchased and placed in service in 1999. They have reached their useful life and due to the number of damaged pieces that are not usable, the restaurant and banquet room are starting to lose capacity. This funding would allow The Heritage Golf Course enhance customer experience and maximize meeting/banquet space. (Net change = +\$60,000)
- City Facilities Parking Lot Maintenance Program (NEW): This project provides for contractual cracksealing, resurfacing, sealcoating and concrete replacement as required at municipal parking lot sites as managed by the Street Division in Public Works and Utilities. Numerous parking lots at parks and parks facilities throughout the City are in need of repair. The Street Division has identified a prioritized list for repair and improvements, including several recreational facilities. This project will help provide the funding needed to begin to address parking lot repairs needed at Westview Recreation Center, Legacy Ridge Golf Course and City Park Recreation Center. (Net change = +\$80,000)

General Capital Improvement Program	Net Change Proposed to Adopted Budget
Streets & Traffic Improvements	+\$2,064,000
Other Capital Improvements	+\$2,347,000
Public Safety Capital Improvements	-\$106,000
Park Improvements	+\$2,525,000
TOTAL	+\$6,830,000

SUMMARY OF MODIFICATIONS

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

Fund	Adopted 2016 Budget	Revised 2016 Budget	Net Change
General	\$107,046,268	\$109,983,060	+\$2,936,792
General Reserve	\$10,611,391	\$11,102,084	+\$490,693
GF Stabilization Reserve	\$5,101,529	\$6,327,562	+\$1,226,033
Utility (water/wastewater)	\$75,875,800	\$122,458,180	+\$46,582,380
Utility Rate Stabilization Reserve	\$13,405,331	\$13,658,100	+\$252,769
Utility Capital Project Reserve	\$11,371,780	\$16,972,076	+\$5,600,296
Stormwater Drainage	\$4,092,000	\$4,678,110	+\$586,110
Fleet Maintenance	\$2,765,364	\$2,765,364	\$0
General Capital Outlay Replacement	\$2,468,457	\$2,468,457	\$0
Golf Course	\$3,872,126	\$4,217,039	+\$374,521
Sales & Use Tax	\$76,603,521	\$84,674,275	+\$8,070,754
Parks, Open Space, and Trails (POST)	\$5,603,927	\$6,860,845	+\$1,256,918
General Capital Improvement	\$10,192,000	\$16,635,000	+\$6,443,000
Conservation Trust	\$750,000	\$922,000	+\$172,000
Property Liability/Workers' Compensation	\$2,255,192	\$2,255,192	\$0
Debt Service	\$7,694,808	\$7,694,808	\$0

PAY, CLASSIFICATION AND BENEFITS

Pay and Classification

A biennial review of the pay and classification system with market review of all benchmark classifications is anticipated in 2016 in preparation for the 2017/2018 Budget development. Staff is recommending a 2% market range adjustment to the three Non-Exempt pay plans (General Non-Exempt, Non-Exempt Police Sworn and Non-Exempt Fire Commissioned), Exempt and Administrative Pay Plans in 2016. Incumbent non-exempt employees would receive the 2% increase in January 2016 and exempt and Administrative Officers would be eligible for a merit increase during their annual performance review. This adjustment to ranges will keep the City competitive with other municipal organizations in the Front Range and assist the City in its ability to attract and retain quality staff. Current retirements and those on the horizon at the City are increasing the need for the City continue to be a known employer of choice in the competitive employment market that has dwindling numbers of qualified applicants.

Additionally, as part of the 2016 mid-year budget review process, the recommended amended 2016 Pay Plan includes classification and title changes. As noted previously in this Staff Report, Departments requested specific classifications, primarily non-benchmark positions, to be reviewed in 2015 to ensure proper classification and market alignment. In addition, a citywide administrative support study was conducted. From this review of individual classifications, Staff is recommending 42 changes that includes title changes and pay adjustments due to changes in position responsibilities as well as recommendations made as a result of the citywide administrative support study, which impact 85.25 Full Time Equivalents (FTE).

The City is committed to paying Federal and State Minimum Wages and in fact exceeds for the majority of positions. Staff has been authorized by Council to make adjustments as necessary with changes in minimum wage requirements. Staff is anticipating changes in 2016 and will make these adjustments to all Pay Plans as appropriate. Staff has incorporated an adjustment based on current information, totaling \$8,947 in the General and Golf Course Funds.

The attached Proposed 2016 Amended Pay Plans reflects the changes to positions identified in the attached Proposed 2016 Budget Proposed Change Sheet, the 2016 Adopted New Position Sheet, and the new 2016 Proposed New Position Sheet.

Benefits

Staff continues to work to provide a quality and sustainable benefits package to employees. The Affordable Care Act (ACA) solidified its presence and requirements, and Staff continues to closely monitor the regulation and its impact to the organization and to the City's healthcare plans.

City Council has prioritized healthcare cost containment efforts through a long-term planning strategy. A variety of events took place in 2015 that impacted the renewals for 2016. The City experienced above average large claim costs on both the Cigna and Kaiser plans with some exceeding the stop-loss maximum. Another impact on costs is healthcare trend increases nationally, mostly due to increased cost in pharmaceuticals and hospital charges as well as an overall increase in higher and more catastrophic claims. Due to these factors, the City will experience a 6.5% increase in healthcare costs for 2016 and is recommending several plan design and retiree program adjustments to contain the increase to this level. A recommended Premium Holiday for employees will reduce the employee premium portion to the equivalent of a 3% increase. Employees pay their insurance premiums twice a month with each pay period (when there are three pay periods in a month, employees only pay their insurance premiums in two of the three pay periods). A Premium Holiday would waive one pay period

Staff Report – Adopted 2016 Budget – Mid-Biennial Budget Review – **EARLY DELIVERY**
FOR THE SEPTEMBER 21 STUDY SESSION

September 2, 2015

Page 41

of employee health insurance premiums, having the effect of reducing the increase on the employee premium portion to approximately 3%; this will be discussed further at the budget review.

Staff will continue to place an emphasis on personal responsibility for individual preventative health through the City Wellness Program and education efforts. Consumer resources will remain in place to help employees navigate complex and confusing systems, supporting informed choices and reducing costs to both the individual and the organization. The Center for Healthy Living and the Wellness Program will continue to drive lower costs through direct service delivery, low cost pharmaceuticals and an emphasis on chronic disease management. These strategies have helped to keep the City's healthcare trend low, and will continue to keep the City's trend lower than what could be experienced without these resources and services.

Maintaining a healthy, market-based total rewards package is a key element of City Council's Strategic Objective to be a "Financially Sustainable Government Providing Excellence in City Services." The proposed pay and classification changes, market-based Pay Plans adjustment, step and merit increases and benefit package are in alignment with market information and will allow the City to continue to attract and retain a quality workforce, while also being fiscally responsible.

HUMAN SERVICES BOARD RECOMMENDATIONS REVIEW

At the August 3 Study Session, City Council reviewed and concurred with the Human Service Board's (HSB) agency funding recommendations for 2016. A total funding level for HSB agencies for 2016 is proposed at \$115,000; this represents an increase of \$15,000 from the 2015 funding level. The list of HSB recommended funding proposed for 2016 is attached to this Staff Report.

CITIZEN REQUESTS REVIEW

Two requests have been received to date for the Adopted 2016 Budget. A public meeting on the Adopted 2016 Budget will be held on Monday, September 14. Should any requests be received at that meeting or within the following week, Staff will research them and provide recommendations to City Council at the September 21 Study Session as part of the mid-year budget review. Any requests received after that date will be reviewed with City Council and included in the final budget amendment proposal to be acted on by City Council on October 12.

- 1) Transportation Improvement Requests: On August 13, 2015, Staff received an email from Westminster resident Laura Nokes Lang requesting that the City plan for and make the following improvements:
 - a) Installation of a sidewalk along Oakwood Drive between Auburn Lane and 80th Avenue;
 - b) Installation of a sidewalk on the south side of 84th Avenue between Lowell Boulevard and Federal Boulevard;
 - c) Installation of a pedestrian crossing on Lowell at 82nd Avenue; and
 - d) Three-way stop intersection at La Place Court and Bradburn Drive.

Staff researched and evaluated each of these items. The cost for the requested installation of the sidewalk along Oakwood Drive is estimated at \$43,000. Staff supports the installation of this sidewalk and is researching the potential to use CDBG funds for this project.

As it relates to the proposed sidewalk along the south side of 84th Avenue, the estimated cost is \$130,000-\$150,000. This stretch of sidewalk will require significant grading work. Funds are included within the Adopted 2016 CIP Budget for sidewalk connections (\$25,000) but does not

include sufficient funds for this segment. Staff recommends considering future CIP funding for this request.

The proposal to install a pedestrian crossing on Lowell at 82nd Avenue is not recommended by Staff. This location is in the proximity of the crest of a hill and could pose hazards to crossing pedestrians who may be encountered by distracted drivers who do not realize there is a crossing in that area. No funds are proposed at this time for this crossing.

Staff does not recommend the addition of a three-way stop at the intersection of La Place Court and Bradburn Drive. This intersection is currently a one-way stop for motorists on La Place Court. National traffic research has shown that adding stop signs on roadways that are relatively straight can have unintentional consequences in increased accidents. The Police Department reports no accidents at this intersection over the past year. The cost of a stop sign is minimal but the concern Staff has is the false sense of security for motorists on La Place Court could result in accidents.

- 2) Green Knolls: Westminster resident Angela Green spoke during the citizen communication portion at the July 13, 2015, City Council Meeting, and requested that the City install a trail connection between the Green Knolls subdivision (located 110th Avenue and old Wadsworth Boulevard) and the U.S. 36 Bikeway. Staff also received an email from Westminster resident Art Klein on July 17, 2015, making a similar request.

The total project cost estimates for this trail connection varies from \$105,000 to \$165,000. This cost estimate is comprised of two parts – the trail installation and then a potential crossing at 110th Avenue.

Trail Installation: The estimated cost for the construction of the trail is \$75,000, this includes engineering and contingency funds for a concrete trail from 110th Avenue to the U.S. 36 Bikeway. Staff evaluated the use of other materials for the trail construction, however it was determined that the concrete cost was minimally higher and scored much higher when compared in a life-cycle cost analysis.

Potential Trail Crossing: Staff is currently evaluating if a crossing on old Wadsworth Boulevard would be needed to accommodate the new trail. If it is determined that a crossing is warranted, the cost would be between \$30,000 for a rectangular rapid flash beacon and \$90,000 for a High Intensity Activated Crosswalk (HAWK) beacon. Average vehicle speeds, existing roadways design, and traffic counts will be used to determine the appropriate type of crossing to use. A crossing would need to be evaluated to ensure it is safe in this location and does not put trail users at risk for conflicts with vehicles at the crossing. A previous traffic warrant study in the area showed that it does not meet warrants for signalization, which is the remaining option; however, Staff will consider a new warrant study should a signalized crossing at this intersection be identified as the preferred alternative. If the decision is made that no crossing should be installed, the trail connection will need to be evaluated without a formal crossing.

Staff is currently prioritizing trail projects around the City. The connection from 110th Avenue to the U.S. 36 Bikeway is listed as a high priority trail connection. Staff will continue to evaluate costs and the appropriate crossing types for crossing Old Wadsworth.

No funds are specifically allocated for this project in the 2016 Budget due to outstanding factors that need to be resolved. However, Staff is looking at the 110th Avenue connection in conjunction with all possible trail connection projects proposed for 2016. Though Staff is generally supportive

Staff Report – Adopted 2016 Budget – Mid-Biennial Budget Review – **EARLY DELIVERY**
FOR THE SEPTEMBER 21 STUDY SESSION

September 2, 2015

Page 43

of the connection, there are several complicating factors that will need to be addressed prior to approval. Staff will continue working with the neighborhood.

This Staff Report is being sent two weeks ahead of the normal Staff Report distribution schedule to allow City Council time to review the attached materials. Staff will be in attendance at the September 21st Study Session to review the materials covered in this Staff Report and to answer any questions from City Council.

Reviewing the Adopted 2016 Budget and proposed amendments supports all six of the City's Strategic Plan Goals: Visionary Leadership, Effective Governance and Proactive Regional Collaboration; Vibrant, Inclusive and Engaged Community; Beautiful, Desirable, Safe and Environmentally Responsible City; Dynamic, Diverse Economy; Financially Sustainable Government Providing Excellence in City Services; and Ease of Mobility.

Respectfully submitted,

Donald M. Tripp
City Manager

Attachment:

- Adopted 2016 Budget – Proposed Amendment Packet



WESTMINSTER

Adopted 2016

Proposed Amendment

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

Phone: (303) 658-2006
Website: www.cityofwestminster.us

TABLE OF CONTENTS

Activity	Page #
Revenue & Expenditure Summary	
2016 Proposed Amended Budget Summary By Fund	1
General Fund Revenues	2
General Fund Expenditures	5
Utility Fund Revenues	7
Utility Fund Expenditures	9
General Capital Improvement Fund Revenues	11
Sales & Use Tax Fund Revenues	12
Parks, Open Space & Trails (POST) Fund Revenues	13
Golf Course Fund Revenues	14
Miscellaneous Funds Expenditures	
Sales & Use Tax Fund	15
Parks, Open Space & Trails (POST) Sales & Use Tax Fund	15
Conservation Trust Fund	15
General Capital Outlay Replacement Fund	15
Debt Service Fund	15
Golf Course Fund	15
Fleet Maintenance Fund	15
Property & Liability/Workers Compensation Funds	15
General Capital Improvement Fund	15
General Reserve Fund	15
General Fund Stabilization Reserve Fund	15
Utility Rate Stabilization Reserve Fund	15
Utility Capital Project Reserve Fund	15
Human Services Board Recommendations	16
Capital Improvement Program	
Project Summary	17
Project Descriptions	21
Staffing	
2016 Proposed New Positions Sheet	45
2016 Proposed Change Sheet	48
2016 Proposed Change Sheet - Accounts Only	61
2016 Proposed Full-Time Equivalent Employees	62
2016 Proposed Administrative Officer Titles	84
2016 Proposed Administrative Officer Pay Plan	86
2016 Proposed Exempt Position Titles	87
2016 Proposed Exempt Pay Plan	92
2016 Proposed Non-Exempt Position Titles	93
2016 Proposed Non-Exempt Pay Plan	98
2016 Proposed Non-Exempt Fire Commissioned Position Titles	108
2016 Proposed Non-Exempt Fire Commissioned Pay Plan	109
2016 Proposed Non-Exempt Police Sworn Position Titles	110
2016 Proposed Non-Exempt Police Sworn Pay Plan	110
2016 Amended Proposed Seasonal/Golf Instructor/Emergency Relief Position Titles	111
2016 Amended Proposed Seasonal/Golf Instructor/Emergency Relief Pay Plan	111
2016 Proposed Hourly (Non-benefited) Position Titles	112
2016 Proposed Hourly (Non-benefited) Pay Plan	112



WESTMINSTER

BUDGET SUMMARY BY FUND - PROPOSED 2014 AMENDMENT

	Beginning Balance (1/1/16)	+	Revenues	=	Funds Available	-	Expenses	-	Contingencies	=	Ending Balance (12/31/16)	
Operating Funds												
General	\$0	+	\$109,983,060	=	\$109,983,060	-	\$108,983,060	-	\$1,000,000	=	\$0	
Utility Enterprise	\$59,894	+	\$127,076,396	=	\$127,136,290	-	\$127,136,290	-	\$0	=	\$0	
Total Operating Funds	\$59,894	+	\$237,059,456	=	\$237,119,350	-	\$236,119,350	-	\$1,000,000	=	\$0	
Other Funds												
General Reserve	\$10,416,243	+	\$685,841	=	\$11,102,084	-	\$0	-	\$0	=	\$11,102,084	
GF Stabilization Reserve	\$5,313,913	+	\$1,013,649	=	\$6,327,562	-	\$0	-	\$0	=	\$6,327,562	
Utility Rate Stabilization Rsv	\$13,549,307	+	\$108,792	=	\$13,658,099	-	\$0	-	\$0	=	\$13,658,099	
Utility Capital Projects Rsv	\$20,747,587	+	\$4,798,084	=	\$25,545,671	-	\$8,573,594	-	\$0	=	\$16,972,077	
Golf Course	\$183,360	+	\$4,033,679	=	\$4,217,039	-	\$4,217,039	-	\$0	=	\$0	
Fleet Maintenance	\$0	+	\$2,765,364	=	\$2,765,364	-	\$2,765,364	-	\$0	=	\$0	
Gen Cap Outlay Replacement	\$0	+	\$2,468,457	=	\$2,468,457	-	\$2,468,457	-	\$0	=	\$0	
Sales & Use Tax	\$0	+	\$84,674,275	=	\$84,674,275	-	\$84,674,275	-	\$0	=	\$0	
Parks, Open Space & Trails	\$638,180	+	\$6,222,665	=	\$6,860,845	-	\$6,860,845	-	\$0	=	\$0	
Conservation Trust	\$131,945	+	\$790,055	=	\$922,000	-	\$922,000	-	\$0	=	\$0	
General Cap Improvement	\$1,752,822	+	\$14,882,178	=	\$16,635,000	-	\$16,635,000	-	\$0	=	\$0	
Debt Service	\$19,648	+	\$7,675,160	=	\$7,694,808	-	\$7,694,808	-	\$0	=	\$0	
Total Other Funds	\$52,753,005	+	\$130,118,199	=	\$182,871,204	-	\$134,811,382	-	\$0	=	\$48,059,822	
Total Operating Funds	\$59,894	+	\$237,059,456	=	\$237,119,350	-	\$236,119,350	-	\$1,000,000	=	\$0	
Total Other Funds	\$52,753,005	+	\$130,118,199	=	\$182,871,204	-	\$134,811,382	-	\$0	=	\$48,059,822	
(Less Transfers)	\$0	+	(\$113,109,403)	=	(\$113,109,403)	-	(\$113,109,403)	-	\$0	=	\$0	
GRAND TOTAL 2016	\$52,812,899	+	\$254,068,252	=	\$306,881,151	-	\$257,821,329	-	\$1,000,000	=	\$48,059,822	
Grand Total 2015	\$55,792,863	+	\$190,272,434	=	\$246,065,297	-	\$192,534,667	-	\$1,000,000	=	\$52,530,630	
Grand Total 2014	\$58,524,849	+	\$174,480,615	=	\$233,005,464	-	\$185,027,991	-	\$1,000,000	=	\$46,977,473	
Grand Total 2013	\$46,131,176	+	\$170,271,662	=	\$216,402,838	-	\$171,258,944	-	\$1,000,000	=	\$44,143,894	
Grand Total 2012	\$33,174,010	+	\$165,607,277	=	\$198,781,287	-	\$168,178,036	-	\$1,000,000	=	\$29,603,251	
Grand Total 2011	\$32,391,745	+	\$161,898,244	=	\$194,289,989	-	\$160,037,061	-	\$1,000,000	=	\$33,252,928	
Grand Total 2010	\$39,199,834	+	\$185,094,130	=	\$224,293,964	-	\$190,295,941	-	\$1,000,000	=	\$32,998,023	
Grand Total 2009	\$64,530,490	+	\$164,992,350	=	\$229,522,840	-	\$175,387,956	-	\$1,000,000	=	\$53,134,884	
Grand Total 2008	\$45,542,419	+	\$163,311,676	=	\$208,854,095	-	\$166,636,641	-	\$1,000,000	=	\$41,217,454	
Grand Total 2007	\$48,077,132	+	\$158,568,005	=	\$206,645,137	-	\$160,102,718	-	\$1,000,000	=	\$45,542,419	
Grand Total 2006	\$20,476,608	+	\$146,468,796	=	\$166,945,404	-	\$145,208,385	-	\$2,000,000	=	\$19,737,019	
Percent Change 2015-2016	-5.3%		33.5%		24.7%		33.9%		0.0%		-8.5%	

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

GENERAL FUND REVENUES

Source	2014 Actuals	2015 Actual (9/1/15)	2015 Revised (9/1/15)	2015 Estimated	2016 Adopted	2016 Proposed
Property Tax						
Property Tax Adams	\$2,297,848	\$2,277,898	\$2,370,000	\$2,343,805	\$2,417,400	\$2,417,400
Property Tax Jeffco	\$1,839,485	\$1,831,277	\$1,875,000	\$1,872,596	\$1,903,125	\$1,903,125
<i>Total</i>	<i>\$4,137,333</i>	<i>\$4,109,175</i>	<i>\$4,245,000</i>	<i>\$4,216,401</i>	<i>\$4,320,525</i>	<i>\$4,320,525</i>
Business Fees & Taxes						
Public Service Co	\$3,322,456	\$1,555,121	\$3,385,576	\$3,367,836	\$3,429,588	\$3,429,588
Century Link	\$152,335	\$91,267	\$154,635	\$155,686	\$156,491	\$156,491
Comcast	\$1,212,890	\$614,826	\$1,208,000	\$1,225,019	\$1,210,000	\$1,236,776
<i>Total</i>	<i>\$4,687,681</i>	<i>\$2,261,214</i>	<i>\$4,748,211</i>	<i>\$4,748,541</i>	<i>\$4,796,079</i>	<i>\$4,822,855</i>
Admissions Tax						
Movie Theaters	\$440,234	\$286,404	\$484,952	\$465,000	\$491,946	\$491,946
Bowling Alleys	\$54,206	\$36,815	\$59,870	\$55,300	\$60,886	\$60,886
Butterfly Pavillion	\$46,126	\$28,826	\$43,565	\$48,000	\$44,262	\$44,262
Cover Charges	\$13,213	\$7,674	\$14,831	\$14,000	\$15,024	\$15,024
<i>Total</i>	<i>\$553,779</i>	<i>\$359,719</i>	<i>\$603,218</i>	<i>\$582,300</i>	<i>\$612,118</i>	<i>\$612,118</i>
License Revenue						
Contractors	\$86,450	\$61,760	\$85,331	\$85,400	\$86,185	\$86,185
Beer & Liquor	\$101,516	\$54,449	\$91,055	\$92,000	\$91,966	\$91,966
Other Licenses	\$72,808	\$23,704	\$52,831	\$74,800	\$53,360	\$75,000
<i>Total</i>	<i>\$260,774</i>	<i>\$139,913</i>	<i>\$229,217</i>	<i>\$252,200</i>	<i>\$231,511</i>	<i>\$253,151</i>
Building Permit Revenue						
Adams County Commercial	\$848,180	\$591,120	\$400,000	\$600,000	\$400,000	\$400,000
Jefferson County Commercial	\$561,736	\$264,704	\$400,000	\$500,000	\$425,000	\$425,000
Adams County Residential	\$535,417	\$552,037	\$460,000	\$545,000	\$450,000	\$450,000
Jefferson County Residential	\$253,331	\$259,297	\$250,000	\$256,000	\$250,000	\$250,000
<i>Total</i>	<i>\$2,198,664</i>	<i>\$1,667,158</i>	<i>\$1,510,000</i>	<i>\$1,901,000</i>	<i>\$1,525,000</i>	<i>\$1,525,000</i>
Intergovernmental Revenue						
Cigarette Tax	\$229,157	\$106,146	\$225,000	\$220,000	\$220,000	\$212,000
Miscellaneous	\$275,184	\$7,689	\$0	\$7,689	\$0	\$0
Other Governmental - Thornton	\$246,926	\$464,994	\$475,000	\$464,995	\$500,000	\$500,000
<i>Subtotal</i>	<i>\$751,267</i>	<i>\$578,829</i>	<i>\$700,000</i>	<i>\$692,684</i>	<i>\$720,000</i>	<i>\$712,000</i>
Vehicle/Highway Taxes:						
HUTF	\$3,388,202	\$1,723,607	\$3,263,000	\$3,423,000	\$3,279,315	\$3,457,000
Ownership Adams	\$199,319	\$126,545	\$192,850	\$206,000	\$195,743	\$208,000
Ownership Jeffco	\$154,286	\$93,478	\$148,190	\$156,000	\$150,413	\$158,000
Vehicle Reg Adams	\$217,452	\$128,099	\$216,645	\$218,000	\$218,811	\$218,811
Vehicle Reg Jeffco	\$155,637	\$91,485	\$157,055	\$156,000	\$158,625	\$158,625
Road/Bridge Adams	\$433,460	\$401,858	\$422,000	\$423,500	\$422,000	\$422,000
Road/Bridge Jeffco	\$350,551	\$348,513	\$342,000	\$346,600	\$345,000	\$345,000
<i>Subtotal</i>	<i>\$4,898,907</i>	<i>\$2,913,585</i>	<i>\$4,741,740</i>	<i>\$4,929,100</i>	<i>\$4,769,907</i>	<i>\$4,967,436</i>

Source	2014 Actuals	2015 Actual (9/1/15)	2015 Revised (9/1/15)	2015 Estimated	2016 Adopted	2016 Proposed
State/Federal Grants:						
Federal Grants	\$166,837	\$8,876	\$35,000	\$75,000	\$35,000	\$35,000
State of Colorado	\$251,988	\$63,734	\$72,028	\$75,000	\$63,000	\$63,000
County Grants	\$55,671	\$27,010	\$0	\$23,390	\$0	\$0
Other Grants	\$8,500	\$500	\$0	\$500	\$0	\$0
CDOT Signal Reimb	\$21,780	\$43,560	\$44,650	\$44,650	\$44,650	\$44,650
<i>Subtotal</i>	<i>\$504,776</i>	<i>\$143,680</i>	<i>\$151,678</i>	<i>\$218,540</i>	<i>\$142,650</i>	<i>\$142,650</i>
<i>Total</i>	<i>\$6,154,950</i>	<i>\$3,636,094</i>	<i>\$5,593,418</i>	<i>\$5,840,324</i>	<i>\$5,632,557</i>	<i>\$5,822,086</i>
Recreation Charges						
Ice Center Joint Venture	\$1,148,567	\$495,016	\$964,488	\$964,488	\$966,838	\$966,838
Swim Fitness Center	\$535,788	\$387,820	\$558,250	\$540,000	\$566,624	\$566,624
Countryside Pool	\$58,289	\$50,846	\$68,000	\$60,000	\$70,000	\$63,000
Kings Mill Cell Tower Lease	\$15,870	\$10,580	\$15,870	\$15,870	\$15,870	\$15,870
Standley Lake	\$604,098	\$601,544	\$574,000	\$605,000	\$575,000	\$606,000
General Recreation/Programs	\$1,560,727	\$1,368,009	\$1,444,000	\$1,620,000	\$1,480,000	\$1,732,703
Athletic Fields	\$53,056	\$50,770	\$63,000	\$70,000	\$64,000	\$70,000
Westminster Sports Center	\$350,501	\$158,288	\$336,000	\$300,000	\$345,000	\$306,000
City Park Rec Center	\$1,229,239	\$947,095	\$1,305,000	\$1,260,000	\$1,320,000	\$1,320,000
City Park Fitness Center	\$887,283	\$583,239	\$881,890	\$890,000	\$900,000	\$900,000
West View Recreation Center	\$469,205	\$353,275	\$460,000	\$470,000	\$465,000	\$465,000
Park Rentals	\$58,086	\$50,702	\$50,000	\$58,000	\$50,000	\$58,000
The MAC	\$386,294	\$238,571	\$355,000	\$355,000	\$360,500	\$360,500
<i>Total</i>	<i>\$7,357,003</i>	<i>\$5,295,755</i>	<i>\$7,075,498</i>	<i>\$7,208,358</i>	<i>\$7,178,832</i>	<i>\$7,430,535</i>
Fines & Forfeitures						
Court Fines	\$1,449,076	\$1,028,633	\$1,350,000	\$1,440,000	\$1,450,000	\$1,450,000
Library Fines	\$135,984	\$90,726	\$161,000	\$139,000	\$161,000	\$135,000
<i>Total</i>	<i>\$1,585,060</i>	<i>\$1,119,359</i>	<i>\$1,511,000</i>	<i>\$1,579,000</i>	<i>\$1,611,000</i>	<i>\$1,585,000</i>
Interest Income	\$105,528	\$80,452	\$75,000	\$85,000	\$79,000	\$85,000
Total Reimbursement	\$640,240	\$416,326	\$56,565	\$416,500	\$55,000	\$55,000
General Miscellaneous						
EMS Billings	\$2,178,911	\$1,598,199	\$1,775,000	\$2,190,000	\$1,820,000	\$2,194,000
Street Cut Impact Fee	\$236,868	\$117,839	\$198,000	\$225,000	\$205,000	\$205,000
Infrastructure Fee	\$1,789,477	\$1,431,077	\$2,237,183	\$2,300,000	\$2,237,184	\$2,313,000
WEDA Reimbursement	\$82,000	\$0	\$82,000	\$82,000	\$82,000	\$82,000
GID Admin Fee	\$59,038	\$76,065	\$57,144	\$76,065	\$57,144	\$57,144
Pension Fund Admin Fee	\$108,275	\$72,815	\$109,222	\$109,222	\$109,412	\$109,412
Rental Housing Inspection Fee	\$185,348	\$80,110	\$150,000	\$150,000	\$215,000	\$215,000
Promenade CAM Billings	\$117,106	\$78,071	\$176,000	\$176,000	\$176,000	\$176,000
Recording & Filing	\$163,176	\$97,532	\$90,000	\$90,000	\$90,000	\$90,000
Conference Center Fee	\$137,508	\$73,725	\$102,500	\$102,500	\$102,500	\$102,500

Source	2014 Actuals	2015 Actual (9/1/15)	2015 Revised (9/1/15)	2015 Estimated	2016 Adopted	2016 Proposed
Weed Cutting	\$4,036	\$112	\$2,000	\$2,000	\$2,000	\$2,000
SRO Reimbursement	\$73,053	\$48,888	\$73,800	\$73,800	\$75,645	\$75,645
Off Duty Police Reimbursements	\$169,625	\$84,513	\$150,000	\$150,000	\$150,000	\$150,000
PD Training Reimb	\$12,220	\$19,246	\$12,000	\$20,000	\$12,000	\$12,000
Passport Fees	\$20,270	\$20,668	\$18,000	\$21,000	\$20,000	\$20,000
Sale of Assets	\$41,790	\$22,188	\$30,000	\$30,000	\$30,000	\$30,000
Miscellaneous	\$311,765	\$240,272	\$285,000	\$285,000	\$295,958	\$295,958
Thornton Reimbursement	\$1,268,250	\$248,544	\$1,267,088	\$1,267,088	\$1,269,363	\$1,269,363
Rentals/Leases	\$418,676	\$248,112	\$401,779	\$412,649	\$401,779	\$401,779
Westminster Faire	\$18,814	\$24,855	\$16,000	\$25,000	\$16,000	\$16,000
Westin Accommodations Tax	\$875,684	\$584,131	\$885,080	\$885,080	\$898,356	\$898,356
<i>Total</i>	<i>\$8,271,890</i>	<i>\$5,166,962</i>	<i>\$8,117,796</i>	<i>\$8,672,404</i>	<i>\$8,265,341</i>	<i>\$8,715,157</i>
Contributions	\$31,004	\$1,502	\$6,500	\$5,000	\$5,000	\$5,000
Lease Proceeds	\$0	\$577,946	\$577,947	\$577,946	\$0	\$0
Transfer Payments						
From Utility Fund	\$2,671,051	\$1,807,412	\$2,711,117	\$2,711,117	\$2,751,784	\$2,751,784
From Sales & Use	\$64,210,335	\$45,329,065	\$67,993,597	\$67,993,597	\$69,982,521	\$71,999,849
From 144th GID	\$62,065	\$47,700	\$0	\$0	\$0	\$0
From WEDA	\$237,847	\$653,011	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$67,181,298</i>	<i>\$47,837,188</i>	<i>\$70,704,714</i>	<i>\$70,704,714</i>	<i>\$72,734,305</i>	<i>\$74,751,633</i>
Total General Fund	\$103,165,204	\$72,668,763	\$105,054,084	\$106,789,688	\$107,046,268	\$109,983,060
Carryover	\$3,235,585	\$4,351,768	\$4,351,768	\$4,351,768	\$0	\$0
Total Funds Available	\$106,400,789	\$77,020,531	\$109,405,852	\$111,141,456	\$107,046,268	\$109,983,060

GENERAL FUND EXPENDITURES

Activity	2014 Actuals	2015 Actual (9/1/15)	2015 Revised (9/1/15)	2015 Estimated	2016 Adopted	2016 Proposed
City Council	\$239,142	\$142,468	\$266,525	\$270,722	\$267,525	\$268,525
City Attorney's Office	\$1,302,687	\$844,113	\$1,347,732	\$1,395,104	\$1,350,807	\$1,429,560
City Manager's Office						
Administration	\$1,136,161	\$555,273	\$881,181	\$876,828	\$791,430	\$1,244,379
Management and Budget	\$0	\$173,341	\$273,765	\$272,701	\$273,768	\$290,521
Economic Development	\$423,989	\$281,296	\$648,000	\$684,695	\$511,217	\$822,483
Communication and Outreach	\$0	\$225,277	\$571,475	\$472,556	\$532,443	\$645,306
<i>Subtotal</i>	\$1,560,150	\$1,235,187	\$2,374,421	\$2,306,780	\$2,108,858	\$3,002,689
Central Charges	\$24,067,755	\$13,352,521	\$25,801,227	\$25,877,236	\$28,038,743	\$26,232,776
General Services						
Administration	\$502,771	\$307,945	\$519,639	\$512,007	\$519,688	\$543,306
Human Resources	\$1,324,778	\$920,429	\$1,538,744	\$1,466,128	\$1,538,728	\$1,671,414
City Clerk's Office	\$557,539	\$406,584	\$638,333	\$666,523	\$702,780	\$815,969
Municipal Court	\$1,488,525	\$1,016,091	\$1,618,927	\$1,584,220	\$1,573,667	\$1,645,602
Building Operations & Maintenance	\$2,129,436	\$1,090,230	\$2,049,002	\$2,034,330	\$2,069,851	\$2,150,747
<i>Subtotal</i>	\$6,003,049	\$3,741,279	\$6,364,645	\$6,263,208	\$6,404,714	\$6,827,038
Finance						
Administration	\$421,623	\$292,535	\$521,803	\$451,054	\$521,997	\$542,286
Accounting	\$820,860	\$527,642	\$851,250	\$851,250	\$858,103	\$877,868
Treasury/Utility Billing	\$285,609	\$192,098	\$294,760	\$300,217	\$295,007	\$310,649
Sales Tax	\$580,365	\$368,759	\$606,256	\$593,256	\$606,256	\$623,802
<i>Subtotal</i>	\$2,108,457	\$1,381,034	\$2,274,069	\$2,195,777	\$2,281,363	\$2,354,605
Police						
Administration	\$897,415	\$492,879	\$719,846	\$728,778	\$755,181	\$763,568
Specialized Services	\$8,590,647	\$5,741,216	\$8,776,740	\$8,684,605	\$8,733,539	\$9,235,221
Patrol Services	\$11,926,655	\$8,202,144	\$12,671,989	\$12,598,860	\$12,685,278	\$13,015,559
<i>Subtotal</i>	\$21,414,717	\$14,436,239	\$22,168,575	\$22,012,243	\$22,173,998	\$23,014,348
Fire						
Emergency Services	\$12,748,540	\$8,069,001	\$12,851,780	\$12,815,877	\$12,979,245	\$13,731,425
<i>Subtotal</i>	\$12,748,540	\$8,069,001	\$12,851,780	\$12,815,877	\$12,979,245	\$13,731,425
<i>Subtotal Public Safety</i>	\$34,163,257	\$22,505,240	\$35,020,355	\$34,828,120	\$35,153,243	\$36,745,773
Community Development						
Administration	\$479,536	\$294,361	\$567,149	\$529,617	\$515,717	\$645,366
Planning	\$1,109,929	\$706,807	\$1,335,016	\$1,253,020	\$1,258,850	\$1,531,004
Building	\$1,169,361	\$877,607	\$1,329,465	\$1,361,015	\$1,290,408	\$1,483,744
Engineering	\$1,494,631	\$1,073,951	\$1,630,750	\$1,608,078	\$1,570,121	\$1,699,526
<i>Subtotal</i>	\$4,253,457	\$2,952,726	\$4,862,380	\$4,751,730	\$4,635,096	\$5,359,640
Public Works & Utilities						
Street Maintenance	\$8,057,628	\$3,620,166	\$8,811,994	\$8,590,232	\$8,685,623	\$9,083,731
<i>Subtotal</i>	\$8,057,628	\$3,620,166	\$8,811,994	\$8,590,232	\$8,685,623	\$9,083,731
Parks, Recreation and Libraries						
Administration	\$951,771	\$664,146	\$1,088,646	\$1,122,241	\$1,084,080	\$1,107,247
Park Services	\$3,673,586	\$2,536,213	\$4,257,466	\$4,218,175	\$3,690,448	\$3,873,229
Library Services	\$2,934,586	\$1,847,627	\$2,967,211	\$2,653,617	\$2,915,876	\$3,053,043
Standley Lake	\$474,691	\$356,399	\$475,116	\$478,648	\$474,872	\$464,822

Activity	2014 Actuals	2015 Actual (9/1/15)	2015 Revised (9/1/15)	2015 Estimated	2016 Adopted	2016 Proposed
Design Development	\$370,311	\$252,885	\$379,725	\$369,417	\$381,027	\$389,024
Recreation Facilities	\$4,292,429	\$2,799,091	\$4,490,340	\$4,446,466	\$4,528,394	\$4,436,134
Recreation Programs	\$2,669,683	\$1,875,197	\$2,560,882	\$2,771,671	\$2,517,405	\$2,758,861
<i>Subtotal</i>	\$15,367,057	\$10,331,558	\$16,219,386	\$16,060,235	\$15,592,102	\$16,082,360
<i>Subtotal Operating</i>	\$97,122,639	\$60,106,292	\$103,342,734	\$102,539,144	\$104,518,074	\$107,386,697
Transfer Payments						
To Reserve Fund	\$0	\$75,000	\$75,000	\$0	\$0	\$0
To GSRF	\$100,000	\$460,000	\$460,000	\$0	\$0	\$0
To GCORF	\$9,706	\$0	\$0	\$0	\$0	\$0
To Property/Liability	\$783,147	\$522,098	\$783,147	\$783,147	\$783,147	\$783,147
To Workers Compensation	\$672,038	\$448,025	\$672,038	\$672,038	\$672,038	\$672,038
To WEDA	\$200,000	\$300,000	\$300,000	\$300,000	\$0	\$0
To Capital Projects	\$3,217,370	\$2,748,597	\$2,772,933	\$2,748,597	\$73,009	\$141,178
<i>Subtotal</i>	\$4,982,261	\$4,553,720	\$5,063,118	\$4,503,782	\$1,528,194	\$1,596,363
<i>Subtotal General Fund (including transfers)</i>	\$102,104,900	\$64,660,012	\$108,405,852	\$107,042,926	\$106,046,268	\$108,983,060
Contingency	\$0	\$0	\$1,000,000	\$0	\$1,000,000	\$1,000,000
TOTAL GENERAL FD EXP	\$102,104,900	\$64,660,012	\$109,405,852	\$107,042,926	\$107,046,268	\$109,983,060
Less: CIP Transfers	\$3,217,370	\$2,748,597	\$75,129	\$75,129	\$73,009	\$141,178
TOTAL GF OPERATING EXP	\$98,887,530	\$61,911,415	\$109,330,723	\$106,967,797	\$106,973,259	\$109,841,882

UTILITY FUND REVENUES

Source	2014 Actuals	2015 Actual (9/1/15)	2015 Revised (9/1/15)	2015 Estimated	2016 Adopted	2016 Proposed
WATER REVENUES						
Contractor's License	\$103,740	\$74,090	\$75,000	\$85,000	\$75,000	\$75,000
Interest Income	\$358,565	\$196,680	\$277,500	\$295,000	\$285,000	\$285,000
Miscellaneous Income	\$1,707,036	\$820,153	\$300,000	\$375,000	\$300,000	\$300,000
Water Sales						
Residential	\$15,664,453	\$9,109,342	\$18,378,748	\$16,000,000	\$19,267,914	\$19,267,914
Commercial	\$5,898,440	\$3,359,082	\$6,908,373	\$5,500,000	\$7,301,588	\$7,301,588
Wholesale-Federal Heights	\$1,626,528	\$1,098,456	\$1,638,800	\$1,660,000	\$1,760,931	\$1,760,931
Wholesale-Brighton	\$2,288,688	\$1,390,827	\$2,354,951	\$2,540,000	\$2,354,951	\$3,048,480
Water Reclamation	\$1,921,591	\$889,151	\$2,238,804	\$1,900,000	\$2,281,660	\$2,281,660
Meter Service Fee	\$3,355,214	\$2,319,457	\$3,499,462	\$3,486,000	\$3,635,822	\$3,635,822
<i>Total</i>	<i>\$30,754,914</i>	<i>\$18,166,315</i>	<i>\$35,019,138</i>	<i>\$31,086,000</i>	<i>\$36,602,866</i>	<i>\$37,296,395</i>
Biosolids Farm	\$59,760	\$34,771	\$100,000	\$70,000	\$100,000	\$100,000
Water Tap Fees						
Residential	\$645,814	\$2,205,091	\$7,927,653	\$7,927,653	\$7,685,828	\$7,685,828
Commercial	\$4,369,607	\$2,434,990	\$2,400,000	\$2,400,000	\$2,600,000	\$2,600,000
<i>Total</i>	<i>\$5,015,421</i>	<i>\$4,640,081</i>	<i>\$10,327,653</i>	<i>\$10,327,653</i>	<i>\$10,285,828</i>	<i>\$10,285,828</i>
Total Water Revenue	\$37,999,436	\$23,932,090	\$46,099,291	\$42,238,653	\$47,648,694	\$48,342,223
WASTEWATER REVENUES						
Interest Income	\$105,696	\$75,639	\$83,000	\$83,000	\$85,000	\$85,000
Miscellaneous	\$23,835	\$6,075	\$10,000	\$10,000	\$10,000	\$10,000
Wastewater Sales						
Residential	\$11,263,901	\$7,871,766	\$11,689,208	\$11,715,000	\$12,581,298	\$12,447,000
Commercial	\$2,512,074	\$1,754,453	\$2,492,545	\$2,645,000	\$2,631,445	\$2,811,000
<i>Total</i>	<i>\$13,775,975</i>	<i>\$9,626,219</i>	<i>\$14,181,753</i>	<i>\$14,360,000</i>	<i>\$15,212,743</i>	<i>\$15,258,000</i>
Wastewater Tap Fees						
Residential	\$224,003	\$658,248	\$1,679,573	\$1,500,000	\$1,642,023	\$1,642,023
Commercial	\$1,286,387	\$1,094,148	\$678,000	\$1,100,000	\$547,340	\$547,340
<i>Total</i>	<i>\$1,510,390</i>	<i>\$1,752,396</i>	<i>\$2,357,573</i>	<i>\$2,600,000</i>	<i>\$2,189,363</i>	<i>\$2,189,363</i>
Total Wastewater Revenue	\$15,415,896	\$11,460,329	\$16,632,326	\$17,053,000	\$17,497,106	\$17,542,363
Total W/WW Revenue, excluding tap fees	\$46,889,521	\$28,999,942	\$50,046,391	\$46,364,000	\$52,670,609	\$53,409,395

Source	2014 Actuals	2015 Actual (9/1/15)	2015 Revised (9/1/15)	2015 Estimated	2016 Adopted	2016 Proposed
Water Tap Fee Income	\$5,015,421	\$4,640,081	\$10,327,653	\$10,327,653	\$10,285,828	\$10,285,828
Wastewater Tap Fee Income	\$1,510,390	\$1,752,396	\$2,357,573	\$2,600,000	\$2,189,363	\$2,189,363
<i>Tap Fees Total</i>	<i>\$6,525,811</i>	<i>\$6,392,477</i>	<i>\$12,685,226</i>	<i>\$12,927,653</i>	<i>\$12,475,191</i>	<i>\$12,475,191</i>
Carryover Water	\$0	\$0	\$1,218,228	\$1,218,228	\$0	\$0
Carryover Wastewater	\$0	\$0	\$909,054	\$909,054	\$0	\$0
<i>Carryover Total</i>	<i>\$0</i>	<i>\$0</i>	<i>\$2,127,282</i>	<i>\$2,127,282</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	\$10,979,793	\$0	\$0	\$0	\$8,400,000	\$8,573,594
Trsfr-Cap Proj Reserve to WW Fd	\$537,600	\$930,000	\$930,000	\$930,000	\$2,330,000	\$0
<i>Capital Project Reserve Total</i>	<i>\$11,517,393</i>	<i>\$930,000</i>	<i>\$930,000</i>	<i>\$930,000</i>	<i>\$10,730,000</i>	<i>\$8,573,594</i>
Bond Proceeds Water	\$0	\$0	\$0	\$0	\$0	\$17,000,000
Bond Proceeds Wastewater	\$0	\$0	\$0	\$0	\$0	\$31,000,000
<i>Bond Proceeds Total</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$48,000,000</i>
Total Water/Wastewater Revenue	\$64,932,725	\$36,322,419	\$65,788,899	\$62,348,935	\$75,875,800	\$122,458,180
STORMWATER DRAINAGE REVENUES						
Interest Income	\$31,210	\$25,454	\$26,000	\$26,000	\$27,000	\$27,000
Miscellaneous	\$130	\$12	\$2,439,676	\$2,439,676	\$0	\$0
Residential	\$1,339,484	\$1,095,444	\$1,667,000	\$1,716,000	\$2,000,000	\$2,049,605
Commercial	\$1,380,576	\$1,121,478	\$1,715,000	\$1,746,000	\$2,065,000	\$2,085,000
<i>Total</i>	<i>\$2,720,060</i>	<i>\$2,216,922</i>	<i>\$3,382,000</i>	<i>\$3,462,000</i>	<i>\$4,065,000</i>	<i>\$4,134,605</i>
Reimbursements	\$88,262	\$456,611	\$0	\$456,611	\$0	\$456,611
Bond Proceeds	\$0	\$4,610,000	\$4,610,000	\$0	\$0	\$0
Carryover Stormwater	\$0	\$0	\$44,204	\$44,204	\$0	\$59,894
Total Stormwater Revenue	\$2,839,662	\$7,308,999	\$10,501,880	\$6,428,491	\$4,092,000	\$4,678,110
TOTAL Utility Funds Available	\$67,772,387	\$43,631,418	\$76,290,779	\$68,777,426	\$79,967,800	\$127,136,290

UTILITY FUND EXPENDITURES

Activity	2014 Actuals	2015 Actual (9/1/15)	2015 Revised (9/1/15)	2015 Estimated	2016 Adopted	2016 Proposed
Water Operating Expenses						
Finance						
Utility Billing	\$575,092	\$393,583	\$662,357	\$635,151	\$670,397	\$676,238
<i>Subtotal</i>	\$575,092	\$393,583	\$662,357	\$635,151	\$670,397	\$676,238
Parks, Recreation & Libraries						
Standley Lake	\$137,767	\$105,817	\$152,467	\$143,089	\$152,467	\$152,467
<i>Subtotal</i>	\$137,767	\$105,817	\$152,467	\$143,089	\$152,467	\$152,467
Information Technology	\$2,798,537	\$1,865,239	\$3,286,908	\$3,270,708	\$3,261,797	\$3,619,222
Public Works & Utilities						
Administration	\$317,554	\$204,451	\$359,111	\$299,616	\$359,248	\$349,973
Utilities Planning & Engineering	\$5,700,046	\$4,160,112	\$6,769,265	\$6,890,500	\$6,546,501	\$7,295,885
Utilities Operations	\$6,511,842	\$3,770,192	\$8,385,254	\$6,819,286	\$8,512,843	\$8,523,376
<i>Subtotal</i>	\$12,529,442	\$8,134,755	\$15,513,630	\$14,009,402	\$15,418,592	\$16,169,234
Central Charges	\$9,908,873	\$3,850,788	\$7,741,479	\$7,654,503	\$8,038,216	\$8,432,431
<i>Subtotal Water Operating</i>	\$25,949,711	\$14,350,182	\$27,356,841	\$25,712,853	\$27,541,469	\$29,049,592
Transfer Payments						
To General Fund	\$1,711,665	\$1,158,227	\$1,737,340	\$0	\$1,763,400	\$1,763,400
To Utility Rate Stabilization Reserve Fund	\$418,698	\$198,113	\$198,113	\$0	\$0	\$0
To Utility Capital Reserve Fund	\$3,957,240	\$585,400	\$585,400	\$0	\$0	\$0
To Property/Liability Fund	\$332,618	\$221,745	\$332,618	\$0	\$332,618	\$332,618
To Workers Compensation Fund	\$115,207	\$76,805	\$115,207	\$0	\$115,207	\$115,207
To Sales & Use Tax Fund	\$252,360	\$0	\$0	\$0	\$0	\$0
To POST Sales & Use Tax Fund	\$18,640	\$0	\$0	\$0	\$0	\$0
<i>Subtotal</i>	\$6,806,428	\$2,240,290	\$2,968,678	\$0	\$2,211,225	\$2,211,225
WATER TOTAL EXPENSES	\$32,756,139	\$16,590,472	\$30,325,519	\$25,712,853	\$29,752,694	\$31,260,817
Wastewater Operating Expenses						
Public Works & Utilities						
Utilities Planning & Engineering	\$363,846	\$228,064	\$381,412	\$375,281	\$381,412	\$388,879
Utilities Operations	\$5,541,270	\$3,307,444	\$6,244,694	\$6,150,628	\$6,421,351	\$6,488,940
<i>Subtotal</i>	\$5,905,116	\$3,535,508	\$6,626,106	\$6,525,909	\$6,802,763	\$6,877,819
Central Charges	\$7,379,920	\$985,685	\$1,756,261	\$1,771,894	\$1,961,777	\$2,889,975
<i>Subtotal Wastewater Operating</i>	\$13,285,036	\$4,521,193	\$8,382,367	\$8,297,803	\$8,764,540	\$9,767,794
Transfer Payments						
To General Fund	\$959,386	\$649,185	\$973,777	\$973,777	\$988,384	\$988,384
To Utility Rate Stabilization Reserve Fund	\$134,696	\$64,439	\$64,439	\$0	\$0	\$0
To Utility Capital Reserve Fund	\$1,055,558	\$794,615	\$794,615	\$794,615	\$0	\$4,666,003
To Property/Liability Fund	\$179,372	\$119,581	\$179,372	\$179,372	\$179,372	\$179,372

Activity	2014 Actuals	2015 Actual (9/1/15)	2015 Revised (9/1/15)	2015 Estimated	2016 Adopted	2016 Proposed
To Workers Compensation Fund	\$172,810	\$115,207	\$172,810	\$172,810	\$172,810	\$172,810
To Sales & Use Tax Fund	\$44,903	\$0	\$0	\$0	\$0	\$0
To POST Sales & Use Tax Fund	\$3,097	\$0	\$0	\$0	\$0	\$0
<i>Subtotal</i>	\$2,549,822	\$1,743,027	\$2,185,013	\$2,120,574	\$1,340,566	\$6,006,569
WASTEWATER TOTAL EXPENSES	\$15,834,858	\$6,264,220	\$10,567,380	\$10,418,377	\$10,105,106	\$15,774,363
Stormwater Operating Expenses						
Central Charges	\$0	\$452,634	\$24,204	\$460,204	\$0	\$457,363
General Services						
Environmental Services	\$44,018	\$21,573	\$86,200	\$86,200	\$86,200	\$86,200
<i>Subtotal</i>	\$44,018	\$21,573	\$86,200	\$86,200	\$86,200	\$86,200
Community Development						
Engineering	\$181,137	\$120,416	\$201,396	\$195,027	\$186,237	\$202,984
<i>Subtotal</i>	\$181,137	\$120,416	\$201,396	\$195,027	\$186,237	\$202,984
Public Works & Utilities						
Street	\$264,700	\$128,870	\$338,404	\$338,404	\$351,563	\$351,563
<i>Subtotal</i>	\$264,700	\$128,870	\$338,404	\$338,404	\$351,563	\$351,563
Parks, Recreation & Libraries						
Park Services	\$154,411	\$80,772	\$200,000	\$194,000	\$200,000	\$200,000
<i>Subtotal</i>	\$154,411	\$80,772	\$200,000	\$194,000	\$200,000	\$200,000
<i>Subtotal Stormwater Operating</i>	\$644,266	\$804,265	\$850,204	\$1,273,835	\$824,000	\$1,298,110
Capital Improvements						
Water Capital Improvements	\$6,225,405	\$3,693,068	\$10,385,000	\$10,385,000	\$26,296,000	\$42,655,000
Wastewater Capital Improvements	\$2,204,316	\$1,681,278	\$4,592,000	\$4,592,000	\$9,722,000	\$32,768,000
Stormwater Capital Improvements	\$751,245	\$1,874,564	\$1,349,000	\$1,349,000	\$3,268,000	\$3,380,000
<i>Total Capital Improvements</i>	\$9,180,966	\$7,248,910	\$16,326,000	\$16,326,000	\$39,286,000	\$78,803,000
TOTAL UTILITY ENT. FUND EXP.	\$58,416,229	\$30,907,867	\$58,069,103	\$53,731,065	\$79,967,800	\$127,136,290

GENERAL CAPITAL IMPROVEMENT FUND REVENUES

Source	2014 Actuals	2015 Actual (9/1/15)	2015 Revised (9/1/15)	2015 Estimated	2016 Adopted	2016 Proposed
General Capital Improvements						
CIP Interest Income	\$364,363	\$238,019	\$270,000	\$300,000	\$280,000	\$280,000
ADCO Road Tax	\$1,338,199	\$557,522	\$1,337,250	\$1,418,490	\$1,350,622	\$1,453,829
Cash-in Lieu Future Capital	\$1,432,656	\$665,410	\$40,000	\$665,500	\$40,000	\$40,000
SID/Development Assessment Pmnts	\$39,444	\$41,662	\$35,000	\$42,000	\$0	\$0
Sale of Assets	\$0	\$4,644,931	\$4,619,931	\$4,619,931	\$0	\$0
Miscellaneous Income	\$1,117,622	\$665,683	\$7,491,349	\$299,587	\$299,378	\$299,378
Grants	\$282,458	\$200,383	\$0	\$200,383	\$0	\$0
Lease Proceeds	\$0	\$42,766,644	\$40,000,000	\$42,766,644	\$0	\$0
Transfer From General Fund	\$3,144,361	\$2,828,898	\$2,699,924	\$2,699,924	\$0	\$0
Transfer From Sales & Use Tax	\$5,395,474	\$7,644,575	\$6,337,089	\$7,644,575	\$2,335,000	\$7,207,000
Transfer From POST	\$264,878	\$0	\$0	\$0	\$0	\$0
Transfer From GID	\$25,483	\$0	\$0	\$0	\$0	\$0
Transfer From WEDA	\$350,000	\$350,000	\$350,000	\$350,000	\$375,000	\$375,000
Carryover	\$8,955,810	\$2,986,461	\$2,986,461	\$4,310,956	\$1,500,000	\$829,154
<i>Total General Capital Imp (non-park)</i>	<i>\$22,710,748</i>	<i>\$63,590,188</i>	<i>\$66,167,004</i>	<i>\$65,317,990</i>	<i>\$6,180,000</i>	<i>\$10,484,361</i>
Park Capital Improvements						
Park Development Fees	\$63,264	\$199,326	\$52,592	\$200,000	\$54,550	\$54,550
Accommodations Tax	\$1,868,467	\$1,002,455	\$1,520,000	\$1,540,000	\$1,535,000	\$1,563,000
Cash-in Lieu Parks	\$45,507	\$96,308	\$50,000	\$96,350	\$35,000	\$35,000
Transfer From POST Fund	\$590,088	\$360,201	\$527,014	\$527,014	\$175,441	\$1,443,080
Transfer From General Fd	\$73,009	\$48,673	\$73,009	\$73,009	\$73,009	\$141,178
Adco Open Space - Grants	\$427,317	\$0	\$0	\$0	\$0	\$0
Jeffco Open Space - Grants	\$0	\$0	\$0	\$0	\$0	\$0
Adco Open Space - City Share	\$475,321	\$261,657	\$480,000	\$490,000	\$490,000	\$500,000
Jeffco Open Space - City Share	\$1,430,506	\$594,697	\$1,379,000	\$1,473,400	\$1,383,000	\$1,490,163
Miscellaneous	\$68,568	\$11,025	\$0	\$0	\$0	\$0
Carryover	\$403,367	\$519,971	\$514,961	\$519,971	\$266,000	\$923,668
<i>Subtotal Park GCIF Revenues</i>	<i>\$5,445,414</i>	<i>\$3,094,313</i>	<i>\$4,596,576</i>	<i>\$4,919,744</i>	<i>\$4,012,000</i>	<i>\$6,150,639</i>
TOTAL GCIF REVENUES	\$28,156,162	\$66,684,501	\$70,763,580	\$70,237,734	\$10,192,000	\$16,635,000

SALES & USE TAX FUND REVENUES

Source	2014 Actuals	2015 Actual (9/1/15)	2015 Revised (9/1/15)	2015 Estimated	2016 Adopted	2016 Proposed
Sales Tax						
Returns	\$62,697,327	\$39,475,995	\$61,628,463	\$66,741,741	\$62,867,826	\$69,137,403
Audit	\$1,942,859	\$636,487	\$860,000	\$856,000	\$860,000	\$860,000
Refunds	(\$57,660)	(\$113,184)	(\$91,000)	(\$94,500)	(\$91,000)	(\$91,000)
Audit Returns	(\$12,358)	(\$104)	(\$7,500)	(\$7,500)	(\$7,500)	(\$7,500)
<i>Total</i>	<i>\$64,570,168</i>	<i>\$39,999,194</i>	<i>\$62,389,963</i>	<i>\$67,495,741</i>	<i>\$63,629,326</i>	<i>\$69,898,903</i>
Use Tax						
Returns	\$3,366,439	\$2,200,529	\$2,935,983	\$3,556,300	\$3,020,356	\$3,546,200
Building	\$2,192,452	\$2,325,601	\$2,110,000	\$2,420,480	\$2,140,000	\$2,250,500
Auto	\$6,880,923	\$4,028,517	\$6,455,975	\$7,229,500	\$6,595,435	\$7,079,500
Audit	\$1,546,012	\$554,400	\$970,000	\$1,010,000	\$970,000	\$970,000
Refunds	(\$33,788)	(\$35,509)	(\$101,500)	(\$101,500)	(\$101,500)	(\$101,500)
Collection Fees	(\$344,276)	(\$201,654)	(\$322,799)	(\$322,799)	(\$329,772)	(\$353,975)
<i>Total</i>	<i>\$13,607,762</i>	<i>\$8,871,884</i>	<i>\$12,047,659</i>	<i>\$13,791,981</i>	<i>\$12,294,519</i>	<i>\$13,390,725</i>
<i>Subtotal Sales & Use Tax</i>	<i>\$78,177,930</i>	<i>\$48,871,078</i>	<i>\$74,437,622</i>	<i>\$81,287,722</i>	<i>\$75,923,845</i>	<i>\$83,289,628</i>
Interest Income	\$78,470	\$75,836	\$51,000	\$83,500	\$51,000	\$51,000
Miscellaneous	\$11,557	\$0	\$0	\$0	\$0	\$0
Payment in Lieu of Use Taxes	\$329,463	\$289,983	\$434,975	\$434,975	\$628,676	\$1,333,647
<i>Subtotal</i>	<i>\$419,490</i>	<i>\$365,819</i>	<i>\$485,975</i>	<i>\$518,475</i>	<i>\$679,676</i>	<i>\$1,384,647</i>
<i>Total Sales & Use Tax Fund</i>	<i>\$78,597,420</i>	<i>\$49,236,897</i>	<i>\$74,923,597</i>	<i>\$81,806,197</i>	<i>\$76,603,521</i>	<i>\$84,674,275</i>
Transfer from WEDA	\$344,727	\$0	\$0	\$0	\$0	\$0
Carryover	\$0	\$0	\$7,037,908	\$7,037,908	\$0	\$0
Total Funds Available	\$78,942,147	\$49,236,897	\$81,961,505	\$88,844,105	\$76,603,521	\$84,674,275

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

PARKS, OPEN SPACE & TRAILS (POST) FUND REVENUES

Source	2014 Actuals	2015 Actual (9/1/15)	2015 Revised (9/1/15)	2015 Estimated	2016 Adopted	2016 Proposed
Sales Tax						
Returns	\$4,589,754	\$2,899,480	\$4,585,192	\$4,874,500	\$4,676,896	\$5,040,000
Audit	\$134,843	\$44,175	\$75,000	\$75,000	\$75,000	\$75,000
Refunds	(\$4,860)	(\$7,862)	(\$5,500)	(\$8,000)	(\$5,500)	(\$5,500)
<i>Total</i>	\$4,719,737	\$2,935,793	\$4,654,692	\$4,941,500	\$4,746,396	\$5,109,500
Use Tax						
Returns	\$239,166	\$153,283	\$209,865	\$252,550	\$213,013	\$248,250
Building	\$162,430	\$143,479	\$124,000	\$179,320	\$124,000	\$166,770
Auto	\$477,566	\$279,597	\$354,389	\$501,900	\$357,047	\$491,360
Audit	\$107,300	\$38,478	\$60,000	\$60,000	\$60,000	\$60,000
Refunds	(\$2,345)	(\$2,465)	(\$5,500)	(\$5,500)	(\$5,500)	(\$5,500)
Collection Fees	(\$23,895)	(\$13,996)	(\$17,719)	(\$25,095)	(\$17,853)	(\$24,568)
<i>Total</i>	\$960,222	\$598,376	\$725,035	\$963,175	\$730,707	\$936,312
<i>Subtotal Sales & Use Tax</i>	\$5,679,959	\$3,534,169	\$5,379,727	\$5,904,675	\$5,477,103	\$6,045,812
Interest Income	\$8,426	\$10,030	\$10,000	\$10,000	\$10,500	\$10,500
Payment in Lieu of Use Taxes	\$24,537	\$21,350	\$32,025	\$32,025	\$46,324	\$96,353
Miscellaneous	\$141,194	\$29,375	\$87,088	\$63,371	\$70,000	\$70,000
Intergovernmental	\$1,037,072	\$0	\$375,561	\$375,561	\$0	\$0
Rentals	\$27,429	\$9,530	\$11,280	\$11,280	\$0	\$0
Transfer from WEDA	\$23,925	\$0	\$0	\$0	\$0	\$0
Transfer from CDBG	\$200,000	\$0	\$0	\$0	\$0	\$0
Transfer from GCIF	\$0	\$0	\$0	\$0	\$0	\$0
<i>Subtotal</i>	\$1,462,583	\$70,285	\$515,954	\$492,237	\$126,824	\$176,853
<i>Total POST Sales & Use Tax</i>	\$7,142,542	\$3,604,454	\$5,895,681	\$6,396,912	\$5,603,927	\$6,222,665
	\$164					
Carryover	\$578,400	\$578,400	\$745,468	\$745,468	\$0	\$638,180
Total Funds Available	\$7,720,942	\$4,182,854	\$6,641,149	\$7,142,380	\$5,603,927	\$6,860,845

GOLF COURSE FUND REVENUES

Source	2014 Actuals	2015 Actual (9/1/15)	2015 Revised (9/1/15)	2015 Estimated	2016 Adopted	2016 Proposed
Golf Course Revenues						
Green Fees	\$2,131,702	\$1,604,470	\$2,089,250	\$2,125,000	\$2,104,818	\$2,140,000
Cart Rental	\$568,638	\$429,575	\$525,000	\$541,000	\$526,500	\$543,000
Driving Range	\$218,028	\$175,636	\$201,000	\$209,100	\$204,000	\$204,000
Pro Shop Retail	\$358,476	\$257,252	\$317,000	\$334,050	\$318,500	\$326,500
Junior Golf	\$8,200	\$13,678	\$7,000	\$7,000	\$7,200	\$7,200
Lesson Fees	\$18,186	\$29,385	\$19,100	\$29,230	\$20,200	\$20,200
Miscellaneous	\$264,598	\$54,846	\$45,700	\$45,700	\$45,900	\$45,900
Rentals	\$14,529	\$11,385	\$13,650	\$14,800	\$13,900	\$13,900
Concessions	\$68,200	\$50,650	\$66,050	\$66,050	\$66,050	\$66,050
<i>Subtotal</i>	\$3,650,557	\$2,626,877	\$3,283,750	\$3,371,930	\$3,307,068	\$3,366,750
Transfer Payments						
From General Capital Improvement Fund	\$336,000	\$123,333	\$185,000	\$185,000	\$230,000	\$230,000
From Legacy Ridge	\$0	\$56,399	\$84,598	\$84,598	\$54,387	\$186,558
From POST Fund	\$243,143	\$166,914	\$250,371	\$250,371	\$250,371	\$250,371
<i>Subtotal</i>	\$579,143	\$346,646	\$519,969	\$519,969	\$534,758	\$666,929
Carryover	\$375,000	\$158,287	\$158,287	\$158,287	\$130,000	\$183,360
Total Funds Available	\$4,604,700	\$3,131,810	\$3,962,006	\$4,050,186	\$3,971,826	\$4,217,039

MISCELLANEOUS FUNDS EXPENDITURES

Activity	2014 Actuals	2015 Actual (9/1/15)	2015 Revised (9/1/15)	2015 Estimated	2016 Adopted	2016 Proposed
Sales & Use Tax	\$74,205,809	\$57,666,974	\$81,961,505	\$81,961,505	\$76,603,521	\$84,674,275
POST Sales & Use Tax	\$6,550,251	\$3,761,286	\$6,641,149	\$2,063,735	\$5,603,927	\$6,860,845
Conservation Trust	\$605,407	\$483,968	\$932,000	\$932,000	\$750,000	\$922,000
General Capital Outlay Replacement	\$1,446,375	\$2,347,845	\$2,628,793	\$2,628,793	\$2,468,457	\$2,468,457
Debt Service	\$7,588,615	\$932,318	\$7,704,333	\$7,704,333	\$7,694,808	\$7,694,808
Golf Course Enterprise	\$3,594,052	\$2,308,888	\$3,962,006	\$3,774,254	\$3,842,518	\$4,217,039
Fleet Maintenance	\$2,458,797	\$1,422,167	\$2,696,894	\$2,631,194	\$2,765,364	\$2,765,364
Property & Liability/Workers Comp	\$1,892,849	\$1,203,191	\$2,281,742	\$2,554,742	\$2,255,192	\$2,255,192
General Capital Improvement	\$15,465,451	\$9,802,135	\$51,563,000	\$14,563,000	\$10,192,000	\$16,635,000
TOTAL EXPENDITURES	\$113,807,606	\$79,928,772	\$160,371,422	\$118,813,556	\$112,175,787	\$128,492,980

MISCELLANEOUS RESERVE FUND BALANCES

	2014 Ending Balance (Actual)	2015 Cash Balance (9/1/15)	2015 Revised Estimated Ending Balance (Revised Budget 9/1/15)	2015 Estimated Ending Balance (Estimated)	2016 Original Estimated Ending Balance (Adopted Budget)	2016 Proposed Estimated Ending Balance (Proposed Budget)
Reserves Cash Balance						
General Reserve	\$10,061,528	\$10,356,523	\$10,347,644	\$10,416,243	\$10,611,391	\$11,102,084
General Fund Stabilization Reserve	\$4,762,255	\$5,298,501	\$4,855,783	\$5,313,913	\$5,101,529	\$6,327,562
Utility Rate Stabilization Reserve	\$13,180,225	\$13,551,878	\$13,298,552	\$13,549,307	\$13,405,331	\$13,658,100
Utility Capital Project Reserve	\$20,139,027	\$20,759,422	\$22,009,647	\$20,747,587	\$11,371,780	\$16,972,076
TOTAL RESERVES	\$48,143,035	\$49,966,324	\$50,511,626	\$50,027,050	\$40,490,031	\$48,059,822

2016 Human Services Board Funding Recommendations

AGENCY	MISSION TYPE	2014 AWARD	2015 AWARD	2016 REQUEST	2016 RECOMMENDED
A Precious Child	Children's Services	\$1,000	\$2,000	\$10,000	\$4,000
Access Housing	Affordable Housing	\$0	\$0	\$5,000	\$0
Adams County Housing Authority (LIFE)	Shelter/Food/Other	\$2,500	\$2,500	\$4,000	\$2,500
Alternatives to Family Violence	Shelter/Food/Other	\$2,500	\$0	\$0	\$0
Audio Information Network	Disabled Services	\$1,000	\$1,000	\$1,500	\$1,500
Brothers Redevelopment	Affordable Housing	\$0	\$0	\$5,000	\$2,500
CASA of Adams County	Children's Services	\$3,500	\$4,000	\$7,000	\$5,000
CASA of Jefferson County	Children's Services	\$0	\$0	\$4,800	\$3,000
Catholic Charities of Denver (North Area CARES)	Shelter/Food/Other	\$5,000	\$5,000	\$7,000	\$5,000
Center for People With Disabilities (CPWS)	Disabled Services	\$1,500	\$1,800	\$2,500	\$2,000
Children's Outreach Project	Children's Services	\$3,500	\$3,500	\$5,000	\$5,000
Clinica Campesina Family Health Services, Inc.	Health Care	\$9,000	\$10,000	\$10,000	\$0
Colorado Homeless Families	Shelter/Food/Other	\$4,000	\$5,000	\$7,000	\$5,000
Community Reach Center (ADCO Mental Health)	Mental Health	\$1,000	\$1,000	\$5,000	\$2,000
Denver Hospice	Health Care	\$4,000	\$4,000	\$5,000	\$4,000
Family Tree, Inc.	Shelter/Food/Other	\$0	\$2,000	\$21,341	\$3,000
FISH Inc.	Food Bank	\$5,500	\$6,500	\$6,500	\$6,500
Food Bank of the Rockies	Food Bank	\$5,000	\$5,000	\$5,000	\$5,000
Growing Home - Interfaith Hospitality Network (IHN)	Shelter/Food/Other	\$0	\$1,700	\$5,000	\$5,000
Have a Heart Project, Inc.	Children's Services	\$5,000	\$6,000	\$12,000	\$8,000
Inter-Church ARMS	Shelter/Food/Other	\$2,500	\$3,000	\$8,000	\$3,500
Jefferson Center for Mental Health	Mental Health	\$7,500	\$7,500	\$10,000	\$8,500
Kempe Children's Fund	Children's Services	\$1,000	\$0	\$0	\$0
Kids First Health Care	Children's Services	\$9,000	\$10,000	\$10,000	\$10,000
Project Angel Heart	Food Bank	\$2,000	\$2,000	\$5,000	\$2,500
Ralston House (Arvada Child Advocacy Center)	Children's Services	\$4,000	\$4,000	\$5,000	\$5,000
Second Wind Fund	Children's Services	\$0	\$0	\$2,000	\$2,000
Senior Hub	Older Adult Services	\$10,000	\$10,000	\$15,000	\$10,000
Senior Resource Center	Older Adult Services	\$0	\$1,500	\$5,000	\$3,000
St. Anthony North Health Foundation	Health Care	\$0	\$0	\$0	\$0
Volunteers of America Colorado Branch	Older Adult Services	\$0	\$1,000	\$3,000	\$1,500
Total		\$90,000	\$100,000	\$191,641	\$115,000



WESTMINSTER

2016 PROPOSED AMENDED CAPITAL IMPROVEMENT PROGRAM

2016 General Capital Improvements

New Traffic Signals/Traffic Signal Pole Replacements (Originally \$225,000)	\$606,000
New Development Participation	\$125,000
Sidewalk Connection	\$25,000
New Street Light Program	\$25,000
Geographic Information System Upgrades	\$25,000
Arterial Roadway Rehabilitation and Improvements (Originally \$955,000)	\$1,020,000
Major Concrete Replacement Program	\$250,000
Lowell Boulevard Improvements - 120th to 124th Avenue (IGA with Broomfield)	\$425,000
Creekside Dr (Little Dry Creek Project) (Lowell Blvd to Irving St) (Originally \$80,000)	\$1,629,000
Bicycle Master Plan Implementation (Originally \$130,000)	\$168,000
Bus-then-Bike Shelter at Westminster Center (NEW)	\$31,000
City Facilities Parking Lot Maintenance Program	\$120,000
City Facilities Parking Lot Major Rehabilitation and Reconstruction Program	\$100,000
Enhanced Mobility and Connectivity	\$40,000
Building Operations and Maintenance (BO&M) Major Maintenance	\$80,000
City Facility Energy Improvements/Project Manager	\$105,000
Westminster Center Urban Reinvestment Project (WURP) (Originally \$100,000)	\$220,000
Miscellaneous Community Development Construction Projects	\$10,000
South Westminster Revitalization Project	\$50,000
Small Business Capital Project Grant Program	\$50,000
Westminster Station Platform and South Plaza (Originally \$1,283,000)	\$2,100,000
Westminster Station North Infrastructure (Originally \$600,000)	\$1,040,000
Laserfiche Upgrades/Additional Licenses (Originally \$66,000)	\$36,000
Photovoltaic Solar Panel System Acquisition (Originally \$150,000)	\$0
Council Chambers/Boardroom (NEW)	\$650,000
Recycling Center (NEW)	\$200,000
ADA Compliance Assessment and Transition Plan (NEW)	\$100,000
Facility Infrastructure Assessment (NEW)	\$100,000
Municipal Court Remodel and Security System Improvements	\$60,000
Historic Structures Maintenance	\$30,000
JD Edwards System Upgrades/Enhancements	\$50,000
Microsoft Software Upgrades	\$58,000
Mobile Technologies/Applications	\$40,000
Building Division Electronic Plan Review (module upgrade) (NEW)	\$50,000
Ralston House (NEW)	\$50,000
Adopted 2016 General Capital Improvements Total	\$5,257,000
PROPOSED AMENDED 2016 General Capital Improvements Total	\$9,668,000

2016 Public Safety Capital Improvements

Fire Station Major Modifications	\$15,000
Fire Station Concrete/Asphalt Replacement Program (NEW)	\$164,000
Fire Station Emergency Generator Project (Originally \$20,000)	\$50,000
Police Department Records Management System (RMS) (Originally \$500,000)	\$0
Public Safety Center Building Infrastructure (PD) (Originally \$20,000)	\$50,000
Public Safety Center Sally Port and Kennel Repairs (Originally \$50,000)	\$100,000
Public Safety Facilities Major Maintenance (BO&M) (Originally \$40,000)	\$100,000
Public Safety Facilities Energy Projects (BO&M) (NEW)	\$60,000

PROPOSED AMENDED 2014 CAPITAL IMPROVEMENT PROGRAM

Municipal Court Remodel and Security System Improvements	\$40,000
Computer Aided Dispatch/Report Management System (CAD/RMS) Software Upgrades	\$140,000
JD Edwards System Upgrades/Enhancements	\$49,000
Microsoft Software Upgrades	\$29,000
Mobile Technologies/Applications	<u>\$20,000</u>
Adopted 2016 Public Safety Capital Improvements Total	\$923,000
PROPOSED AMENDED 2016 Public Safety Capital Improvements Total	\$817,000

2016 Parks, Recreation and Libraries Capital Improvements

Community Enhancement Program (Originally \$1,535,000)	\$2,091,000
Greenbelt and Drainage Improvements	\$25,000
Trail Development & Connectivity (Originally \$50,000)	\$824,000
Landscape Architect II/Project Manager	\$75,000
Recreation Facilities Improvements	\$200,000
Park Maintenance - Jefferson County Open Space (JCOS)	\$510,000
Adams County Open Space Land Acquisition	\$175,000
Park Renovation Program	\$250,000
Standley Lake Regional Park Improvements	\$50,000
Standley Lake Master Plan Implementation	\$75,000
Standley Lake Regional Park Trail Development	\$150,000
Recreation Facilities Major Maintenance (BO&M)	\$150,000
Minor Median Maintenance (Originally \$25,000)	\$50,000
Aquatics Major Maintenance (BO&M)	\$50,000
Westminster Sports Center	\$20,000
Tepper Fields and Westbury Open Space Parking Lot Rehabilitation	\$76,000
Libraries Repair and Maintenance (Originally \$55,000)	\$100,000
Libraries Radio Frequency Identification Project (RFID)	\$198,000
Open Space Repair and Maintenance	\$150,000
Park Operations Facilities Repair and Maintenance	\$30,000
Recreation Facilities Major Maintenance - Energy (BO&M)	\$40,000
Transfer to Golf Course Fund	\$230,000
Golf Course Improvements	\$70,000
The Heritage Clubhouse Elevator (BO&M) (Originally \$60,000)	\$0
Enhanced Mobility and Connectivity	\$35,000
City Park Master Plan Implementation (Originally \$100,000)	\$0
City Hall Master Plan Implementation - Xeriscape (Originally \$425,000)	\$0
City Hall Master Plan Implementation - Plaza Renovation (Originally \$83,000)	\$0
Park at Little Dry Creek Phase 1 (NEW)	\$1,258,000
Construction Crew Maintenance/Repairs/New Construction (NEW)	\$50,000
Skyline Vista Park (NEW)	\$70,000
Poured-In-Place Concrete Issues Citywide (NEW)	\$60,000
Heritage Golf Course Clubhouse South/North Patio (NEW)	\$75,000
Legacy Ridge Restaurant Kitchen Remodel (NEW)	\$100,000
Heritage Golf Course Irrigation System Pump/Motor Replacement (NEW)	\$40,000
Heritage Golf Course Clubhouse Restaurant/Banquet Room Furniture (NEW)	\$60,000
City Facilities Parking Lot Maintenance Program – Park Facilities (NEW)	<u>\$80,000</u>
Adopted 2016 Park Capital Improvements Total	\$4,892,000
PROPOSED AMENDED 2016 Park Capital Improvements Total	\$7,417,000

ADOPTED 2016 GENERAL FUND CIP TOTAL	\$11,072,000
PROPOSED AMENDED 2016 GENERAL FUND CIP TOTAL	\$17,902,000

2016 Wastewater Capital Improvements

Sanitary Sewer Line Trenchless Rehabilitation	\$250,000
Sanitary Sewer Line Open Cut Replacement	\$250,000
BDCWWTF Biosolids & Dewatering Improvements (NEW DEBT)	\$7,010,000
Little Dry Creek Interceptor Repairs (Originally \$5,000,000) (DEBT)	\$20,590,000
BDCWWTF Digester Complex Major R&R	\$150,000
Lift Station and Forcemains Major Repair and Replacement (DEBT)	\$3,400,000
Water Quality Compliance and Testing Facility Repair and Replacement	\$70,000
Big Dry Creek Wastewater Treatment Facility Buildings and Facility Maintenance	\$290,000
JD Edwards System Upgrades/Enhancements	\$8,000
Microsoft Software Upgrades	\$29,000
Mobile Technologies/Applications	\$15,000
Wastewater Capital Outlay Replacement Program (WWCORP)	\$83,000
Payment In Lieu of Use Tax (Originally \$177,000)	\$623,000
Adopted 2016 Wastewater Capital Improvements Total	\$9,722,000
PROPOSED AMENDED 2016 Wastewater Capital Improvements Total	\$32,768,000

2016 Water Capital Improvements

Raw Water System Improvements	\$350,000
Pump Station Equipment - Major Repair and Replacement	\$150,000
Reclaimed Water Treatment Facility - Major Repair and Replacement	\$50,000
Croke Canal and Standley Lake Improvements	\$200,000
Gravel Lakes Facilities Major Repair and Replacement	\$50,000
Supervisory Control and Data Acquisition/Programmable Logic Control Updates	\$50,000
Water Quality Lab Equipment Major Repair and Replacement	\$235,000
Pressure Zone 3 Expansion (Orig. \$10,350,000) (Cash \$9,400,000/ Debt \$17,000,000)	\$26,400,000
Distribution System Pressure Reducing Valves Repair and Replacement	\$50,000
Northwest Water Treatment Facility Membrane Repair and Replacement	\$50,000
Semper and Northwest Water Treatment Facilities - HVAC Repair and Replacement	\$200,000
City-wide Water Main Installation	\$200,000
Semper Water Treatment Facility Filtration Repair and Replacement	\$2,250,000
Countryside Pump Station and Tank Repair and Replacement	\$1,000,000
Distribution System Master Meter Repair and Replacement	\$4,000,000
Sheridan Boulevard Water Main Repair and Replacement (south of U.S. 36)	\$4,750,000
Semper Water Treatment Facility Campus/Pump Station Roof Repair and Replacement	\$850,000
Temporary Engineer/Project Manager	\$100,000
Water Capital Outlay Replacement Program (WCORP)	\$486,000
Teleworks Upgrade	\$100,000
JD Edwards System Upgrades/Enhancements	\$13,000
Microsoft Software Upgrades	\$27,000
Mobile Technologies/Applications	\$20,000
Utility Billing Software Upgrade or Replacement	\$250,000
City Hall Cashier System	\$75,000
Payment in Lieu of Use Tax (Originally \$440,000)	\$749,000
Adopted 2016 Water Capital Improvements Total	\$26,296,000
PROPOSED AMENDED 2016 Water Capital Improvements Total	\$42,655,000

2016 Stormwater Capital Improvements

Miscellaneous Storm Drainage Improvements (Originally \$200,000)	\$312,000
Little Dry Creek Storm Drainage/Detention (Lowell Boulevard to Federal Boulevard)	\$2,045,000
South Branch Hylands Creek	\$200,000
Big Dry Creek Stabilization (Originally \$453,000)	\$245,000

Middle Cotton Creek	\$270,000
City Park Channel Phase Two (Originally \$42,000)	\$250,000
Payment in Lieu of Use Tax	<u>\$58,000</u>
Adopted 2016 Stormwater Capital Improvements Total	\$3,268,000
PROPOSED AMENDED 2016 Stormwater Capital Improvements Total	\$3,380,000
Adopted 2016 UTILITY FUND CIP TOTAL	\$39,286,000
PROPOSED 2016 UTILITY FUND CIP TOTAL	\$78,803,000
Adopted 2016 CIP GRAND TOTAL	\$50,358,000
PROPOSED AMENDED 2016 CIP GRAND TOTAL	\$96,705,000

CIP Project Acronym Key

BDCWWTF = Big Dry Creek Wastewater Treatment Facility
 BO&M = Building Operations and Maintenance
 CD = Community Development
 CWSP = Comprehensive Water Supply Plan
 JCOS = Jefferson County Open Space
 LDC = Little Dry Creek
 MSC = Municipal Service Center
 NWTF = Northwest Water Treatment Facility
 PLC = Programmable Logic Control
 RWTF = Reclaimed Water Treatment Facility
 SCADA = Supervisory Control and Data Acquisitions
 SWTF = Semper Water Treatment Facility



WESTMINSTER

2016 PROPOSED AMENDED CAPITAL PROJECT DESCRIPTIONS

GENERAL CAPITAL IMPROVEMENT FUND PROJECTS

General Capital Improvement Projects:

New Traffic Signals/Traffic Signal Pole Replacements

Adopted 2016 = \$225,000

Proposed Amended 2016 = \$606,000

This project provides funding for the installation of a limited number of new signals that may be requested by citizens and meet the City's warrants for construction. The average cost of signalization for a four-legged intersection is approximately \$220,000. In the event that no new traffic signals are warranted in any particular year, this funding can be used to replace the aging LED traffic signal indications, fluorescent bulbs, ballasts, sign faces for the internally illuminated street name signs and other traffic control devices such as electronic "speed advisory" signs. For the first time in at least 35 years, funding will allow for the replacement of aging traffic signal poles that exhibit extreme levels of rust and have the potential for failure. *Based on a recent assessment, there is a greater need to replace aging and deteriorating traffic signal poles; as a result, an additional \$205,000 is proposed for replacement signal poles through the proposed 2016. An additional \$176,000 is proposed to commence replacement of the traffic video detection system, which is aging and beginning to fail. Traffic video camera detectors are used to sense the presence of vehicles to provide a change in traffic signal timing sequence, such as changing from a red to a green light. This technology usage has increased dramatically over the last 15 years and allows for greater flexibility and negates the need for in-pavement wire systems that are prone to failure and damage the roadways. This increase will allow for replacement of aging equipment identified as being in the worst condition.*

New Development Participation

Adopted 2016 = \$125,000

This project provides funding for the City's share of certain public improvements installed by private developers. The Westminster Municipal Code mandates that the City is responsible for approximately the middle 24 feet of a fully improved arterial-sized street, while the developers of adjacent properties are responsible for the outer portions of that street. Occasionally, a developer's work to widen such a street requires the middle portion to be adjusted in some manner, thus triggering the City's participation in that project. No need for City participation in new development activity is anticipated in 2015. However, funding is budgeted in 2016 in the event that the property located at the northeast corner of the intersection of 128th Avenue and Huron Street is developed in 2015 or 2016. If that property proceeds to development, City participation in the reconstruction of an existing traffic signal located at the intersection of 128th Avenue and Delaware Street would be warranted.

Sidewalk Connection

Adopted 2016 = \$25,000

This project provides funds for the installation of "missing links" of sidewalk that were not previously constructed by private developers (due to varying circumstances) or are located in areas of great need where development is not anticipated to occur in the near future. Targeted sub-projects include routes to schools and other highly used pedestrian paths. Potential sub-projects include 112th Avenue (north side) between Airport Creek and Westminster Boulevard, 92nd Avenue between Federal Boulevard and Westminster City Hall and 72nd Avenue between Sheridan Boulevard and Raleigh Street.

New Street Light Program

Adopted 2016 = \$25,000

This project provides funding for the installation of individual street lights in warranted locations, usually as requested by residents or neighborhoods. Staff follows a certain technical criteria to determine if such requested lights are warranted. In the past, residential area street lights were typically installed by

developers of properties in accordance with designs furnished by Xcel Energy. However, those designs are occasionally faulty and additional street lights may be justified. In such instances, the City pays for the new lights.

Geographic Information System (GIS) Upgrades

Adopted 2016 = \$25,000

This project provides funding for enhancements to the City's GIS program. The GIS program continues to update and enhance the City's geospatial data resources. Every two years the Denver Regional Council of Governments provides updated aerial imagery to the community. The next flight will be in 2016. Current and accurate GIS data is critical to police, fire, public works and utilities, parks, and community development operations.

Arterial Roadway Rehabilitation and Improvements

Adopted 2016 = \$955,000

Proposed Amended 2016 = \$1,020,000

This project consists of resurfacing the existing pavement for a smoother ride, elimination of rutting and resealing the surface of the roadway. Proposed 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. Projects for 2016 include 88th Avenue from Wadsworth Parkway to Independence Drive and 112th Avenue from Huron Street to Federal Boulevard. *Funding for 2016 is proposed to increase slightly based on additional lane miles added to the City in 2015, increasing the amount needed for Roadway Rehabilitation. (Additional funding is also requested in the operating budget in the Street Division in Public Works and Utilities Department that assist in the City's overall roadway rehabilitation improvement program.)*

Major Concrete Replacement Program

Adopted 2016 = \$250,000

This project will replace 27,000 lineal feet of deteriorated curbs, gutters, sidewalks, curb ramps and crosspans in the Kings Mill, Sunstream and Boulevard Plaza subdivisions. These subdivisions are due for pavement rehabilitation in 2015/2016, have not been considered for concrete replacement under the City's concrete policy in the past and have an extensive amount of deteriorated concrete. Staff has inspected these areas and estimates that 20% of the concrete is in poor condition and must be replaced prior to resurfacing the streets. In addition, over 100 handicap ramps are substandard or need to be added to meet Americans with Disabilities Act (ADA) regulations.

Lowell Blvd Improvements - 120th to 124th Ave (IGA with Broomfield)

Adopted 2016 = \$425,000

This project will fund the widening of Lowell Boulevard between 120th Avenue and 124th Avenue to a four-lane arterial street with turn lanes and a raised median. Also included is a pedestrian/drainage structure for the Nissan drainageway. The City & County of Broomfield will manage the project and Westminster will pay for the work associated with one northbound lane that is within the City's jurisdiction. The estimated cost of the entire project is approximately \$5.6 million. This budget request is for the City's share of the cost only per the signed Intergovernmental Agreement with Broomfield. Additional funding will be necessary in future years (projected through 2018).

Creekside Drive (Little Dry Creek Park) (Lowell Blvd to Irving St)

Adopted 2016 = \$80,000

Proposed 2016 Amended = \$1,629,000

The first phase of Creekside Drive will run along the south side of Little Dry Creek from approximately 69th Avenue and Lowell Boulevard to approximately Irving Street. Additionally, the project will include a parking lot that will serve the park and provide direct access to Westminster Station (commuter rail). Creekside Drive will also provide direct access to the forthcoming Little Dry Creek Park and Open Space area. 2016 funding will be directed towards design. Subsequent funding will be necessary in future years for construction. The total phase one cost is approximately \$1.7 million. A second phase will be considered in the future, extending the roadway east towards Federal Boulevard. *Funding of Phase 1 of this project is pushed to 2016 so the completion can coincide with the arrival of rail service.*

Bicycle Master Plan Implementation

Adopted 2016 = \$130,000

Proposed 2016 Amended = \$168,000

This project will fund various bicycle improvements that were identified in the City’s Bicycle Master Plan. This will include striping and signing of bike lanes on certain streets that are going to be resurfaced, along with signage and markings for other roadways that provide connections to existing bike facilities. In order to stretch annual funding to the greatest extent possible, Staff’s current strategy is to target bicycle sub-projects that happen to coincide with street overlay/reconstruction projects. The project pays for any additional striping that may be necessary in order to create the bike facility. *Additional funds proposed in the 2016 amendment will provide for bike route signs and bike lane components associated with street resurfacing projects.*

“Bus-then-Bike” Shelter at Westminster Center (NEW)

Adopted 2016 = \$0

Proposed Amended 2016 = \$31,000

This project will provide funding for the local match to a Denver Regional Council of Governments (DRCOG) grant application that is currently being coordinated through the 36 Commuting Solutions staff. If the grant is awarded, money will be provided to construct a Bus-then Bike shelter on the north (east) side of the Westminster Center Bus Rapid Transit (BRT) station (a/k/a the Westminster Center Park-n-Ride) in the vicinity of the bus boarding platform. The bus shelter would be a completely enclosed and locked corral that would allow registered users to safely store their bicycles during the day or some similar, short duration period of time.

City Facilities Parking Lot Maintenance Program

Adopted 2016 = \$120,000

This project provides for contractual cracksealing, resurfacing, sealcoating and concrete replacement as required at 98 municipal parking lot sites. 80 locations have asphalt pavement, 15 have concrete pavement and three have a combination of asphalt and concrete pavement, all requiring regular maintenance. This project also funds necessary repairs at two concrete courtyards. Rotation for asphalt pavement requires cracksealing every three years and sealcoating every six years. Concrete pavement requires cracksealing every six years and sealing every 10 years.

City Facility Parking Lot Major Rehab & Reconstruction Program

Adopted 2016 = \$100,000

This project funds the overlay or reconstruction of 27 City facility parking lots. A comprehensive pavement evaluation of all City facility parking lots was done in 2013 and found 27 of the 98 parking lots have deteriorated to the point where low-cost, preventive maintenance is no longer beneficial. Of the 27 lots, 24 require overlay and three require total reconstruction. Due to the size and layout of these lots, as well as the costs associated with asphalt overlay and reconstruction, Staff will commence funding for these more expensive parking lot needs in 2016.

Enhanced Mobility and Connectivity

Adopted 2016 = \$40,000

This project will develop a Master Plan to enhance mobility for citizens, businesses and visitors and improve the connectivity of the City’s streets, bicycle routes, pedestrian network, transit amenities, open spaces, trails, parks, recreation facilities, libraries and other civic facilities. Funding in 2015/2016 will fund the Master Plan effort itself, along with pilot projects to test concepts, illustrate solutions and provide tangible results for citizens, businesses and visitors seeking enhanced mobility and connectivity throughout the City. Funding will be necessary in future years to continue to make improvements annually per the Master Plan. Funding for this project is split across the General Capital Improvement Fund (“general” revenue and dedicated Parks, Recreation and Libraries revenue). The total project is \$125,000 in 2015 and \$75,000 in 2016.

Building Operations and Maintenance (BO&M) Major Maintenance

Adopted 2016 = \$80,000

This ongoing project provides funding for major repair and replacement needs at General Fund facilities. Planned projects for 2015/2016 include fire suppression sprinkler head replacements at City Hall, building automation system improvements (City Hall and Municipal Service Center), overhead door replacement at Fleet, replacement of a sanitary line across bays at Fleet, replacement of water shutoff valve at the Municipal Court and other major maintenance items.

City Facility Energy Improvements/Project Manager **Adopted 2016 = \$105,000**
This project funds the City’s Energy and Facilities Projects Coordinator’s salary in addition to potential energy projects at General Fund facilities. Due to funding demands on the General Capital Improvement Fund as a whole, the majority of the funding will go toward salary costs. Energy projects will be implemented in future years when sufficient funding becomes available or is accrued.

Westminster Center Urban Reinvestment Project (WURP) **Adopted 2016 = \$100,000**
Proposed 2016 Amended = \$220,000
As one of City Council’s highest Strategic Plan priorities, funding is provided for potential Phase I of WURP activities, which could include City obligations in addition to those obligations that would be the responsibility of Westminster Economic Development Authority (WEDA). This also provides funding for a 0.5 FTE budgeted in WEDA for ongoing maintenance and upkeep of the WURP site. *Additional funding is proposed through the 2016 amendment to assist with site operating costs, including a construction trailer/on-site office for Downtown Westminster project staff.*

Miscellaneous Community Development Construction Projects **Adopted 2016 = \$10,000**
This project provides funding for the maintenance of City-owned brick walls (i.e. 72nd Avenue/Sheridan Boulevard and 120th Avenue adjacent to The Ranch Subdivision) and wood fences (i.e. 92nd Avenue adjacent to the Trendwood Subdivision) as well as minor construction and maintenance work within public rights-of-way and other public lands. This includes the removal of abandoned silt fences within the public right-of-way and the mowing of weeds on certain City-owned properties.

South Westminster Revitalization Project **Adopted 2016 = \$50,000**
This ongoing project was established in 2002 to assess and facilitate redevelopment opportunities, promote and market the area for development and investment, and implement small-scale capital improvements. These investments are aimed at improving the functional and visual quality of the area while enhancing business and resident recruitment to the area. The project provides a readily available source of funds to allow Staff to quickly respond to time-sensitive issues and opportunities as they arise throughout the year. This includes preparing conceptual development plans for strategically situated or available properties. It also includes providing matching funds for small grants, funding assistance for various community events and activities, capital funds for improvements to the Rodeo Market building and park and the community theater, public art and enhancements to public property, and other projects of value to and supported by the community.

Small Business Capital Project Grant Program **Adopted 2016 = \$50,000**
The Small Business Capital Project Grant provides financial assistance to encourage the growth of existing businesses in Westminster with 25 or fewer employees. The program provides grant funds to businesses for one-time, project-related costs. Qualifying projects include tangible asset costs, office furnishings, specialized equipment, software purchases, information technology equipment, capital improvements and machinery. The maximum grant amount is \$5,000 or 10% of total project cost. One grant is allowed per business per year.

Westminster Station Platform and South Plaza **Adopted 2016 = \$1,283,000**
Proposed Amended 2016 = \$2,100,000
The Regional Transportation District’s (RTD) base plan for the Westminster Station did not allow access to the Little Dry Creek park area even though the loading platform is located on the south side of the tracks. This project will allow commuters and residents of the area direct access to the park area while also permitting access from unincorporated Adams County’s Goat Hill neighborhood to the station platform. The City entered into an IGA with RTD in 2012 for the Northwest Rail Electrified Segment. One of the conditions of the IGA allows the City to request certain “betterments” to RTD’s base plan. This project is one such betterment where the City requested the pedestrian tunnel daylight to the south of the tracks to allow commuters and future transit oriented development residents direct access to the regional Little Dry Creek Park. The station platform area will be owned, operated and maintained by RTD and the City will pay RTD directly for ongoing operations and maintenance as stipulated in the IGA. This project would

also install landscape, rock land forms and irrigated turf grass. This general area also includes a 165-foot span pedestrian bridge that will cross Little Dry Creek and connect the south plaza to the parking lot adjacent to Creekside Drive. Funding for the pedestrian bridge will come from an Adams County-sponsored DRCOG TIP project in the amount of \$500,000 (“DRCOG Second \$60 Million”) and a \$125,000 match from Adams County. ***The funding for this project was originally split over three years simply as a matter of funding availability; however the priority has been to complete the construction of this component to align with opening day of the commuter rail service in mid-2016. These funds will provide for the transit area improvements (landscaping and sidewalks) in the center of Little Dry Creek drainageway connecting the Station platform and South Plaza area to the pedestrian bridge.***

Westminster Station North Infrastructure

Adopted 2016 = 600,000

2016 Proposed Amended = \$1,040,000

Per the IGA with RTD, the City is implementing “betterments” to RTD’s base project, which was a large surface parking lot to serve Westminster Station. Instead, this project will build a parking structure and a road network that creates redevelopment opportunities in this area. This project will also complete north plaza infrastructure necessary for the opening of the Westminster Station. Road projects include Westminster Station Drive, Hooker Street, Grove Street and all associated utilities and infrastructure. ***Additional funds will support installation of north infrastructure, including the detention pond for CDOT at Westminster Station Drive and Federal Boulevard and sidewalk, curb and gutter along north Westminster Station Drive.***

Laserfiche Upgrades/Additional Licenses

Adopted 2016 = \$66,000

Proposed 2016 Amended = \$36,000

This project funds software upgrades and additional licenses for the City’s electronic document management system. The goal is to provide connectivity of all electronic records with appropriate security levels for day-to-day operational access/use of management in researching/decision making. Project objectives include application of business process management by automating many of the manual paper processes through database integration, systems integration, barcodes and workflow; identify records and populate template fields electronically without needing to re-enter all data; establish security levels per user; establish naming conventions for uniformity and automate ways to convert inconsistencies in data entry Citywide so documents can be retrieved easily; train users so they can use templates and naming conventions correctly; train management so they can access electronic records easily; and gain better compliance with records retention policies. ***The electronic packet component originally anticipated for 2016 is commencing in 2015, reducing funding needed in 2016 by \$30,000.***

Photovoltaic Solar Panel System Acquisition

Adopted 2016 = \$150,000

Proposed 2016 Amended = \$0

This project is for the final expected contribution to the acquisition of the four existing solar photovoltaic systems located at City Park Recreation Center, Westview Recreation Center, Public Safety Center and the Municipal Service Center, owned by Main Street Power Company. The solar arrays are available for purchase in the sixth year of the City’s contract as a condition of the Power Purchase Agreement. Funds have already been set aside in previous budget years for this purchase. Current analysis indicates that owning these solar assets may result in net savings over the ensuing years due to reduced energy costs. Acquisition proceedings would begin in the fourth quarter of 2015. ***Further analysis of this item in late 2014 determined that purchasing these panels in 2016 is not cost effective and retaining the power purchase agreement whereby the City purchases electricity at a discounted rate remains a better alternative than acquiring the system. The funds appropriated in prior years were closed out and will be appropriated through t2104 carryover to other priorities in the proposed amendment.***

Chambers/Boardroom (NEW)

2016 = \$0

Proposed 2016 Amended = \$650,000

This project will renovate the Council Chambers. City council received an information only Staff Report in the August 17 packet that provided a status update on the master planning effort for the City Council Chambers and Board Room. As noted the Staff Report, the project scope was for initial costs to renovate

these rooms, including security, flooring, furnishings, finishes and enhanced multimedia equipment and to improve the working environment and personal safety of the public, City Council and staff. The original project budget totaled \$395,000, of which \$52,954 was for planning and cost estimating costs. In working with Anderson Hallas, the current estimates to renovate the two rooms ranges from \$1.5 to \$2.0 million. Staff is continuing to work with Anderson Hallas to refine and lower the costs associated with this project while meeting the key objectives originally established. As noted in the Staff Report, Staff recommends implementing improvements by room; as such, funds requested in 2016 are proposed for the City Council Chambers since this room is more public, has greater challenges associated with accessibility, audio visual, and security improvements. Staff will return to City Council later this year with revised estimates and seek direction on improvements to the Chambers. Future funding for renovations to the Board Room will be evaluated with the development of the Proposed 2017/2018 Budget next summer.

Recycling Center (NEW)

2016 = \$0

Proposed 2016 Amended = \$200,000

This funding is being set aside for a potential project at an existing City owned property that would create one consolidated, community recycling drop-off location. Pavement, fencing and other on-site improvements would be necessary after a specific site is vetted and chosen. Initial estimates for this project are significantly higher than the \$180,000 previously appropriated. During 2016, Staff will complete additional analysis and feasibility work on this project and report back to City Council.

ADA Compliance Assessment and Transition Plan (NEW)

2016 = \$0

Proposed 2016 Amended = \$100,000

Initiate a multi-year project to identify all Americans with Disabilities Act (ADA) facility non-compliant conditions, prioritize requirements and develop a transition plan to explain the City’s plan for meeting all requirements. Although a very limited study identified some existing requirements, it was not analyzed in consideration of reasonable accommodation. A more complete study with a prioritized plan to achieve compliance will enhance access to City facilities and services by staff and public customers and ensure compliance with federal ADA requirements. These funds will allow the City to document a transition plan as required by federal law to address the long range plan to ensure ADA compliance and access to our facilities, services and programs.

Facility Infrastructure Assessment (NEW)

2016 = \$0

Proposed 2016 Amended = \$100,000

This important assessment will allow the City to develop a more comprehensive facility maintenance plan to properly budget for future facility requirements and avoid emergency repairs which could limit or prevent use of any facility. Also, this assessment will allow the Building Operations and Maintenance Division to effectively schedule and complete preventative maintenance to ensure maximum life from all systems and equipment.

Municipal Court Remodel and Security System Improvements

Adopted 2016 = \$60,000

This is a continuing remodel and security improvement project based on the April 2014 National Center for State Courts security audit. Preliminary recommendations to enhance/improve safety and security of employees and citizens include: a security fence around the parking area on the west side; purchase and installation of an X-ray machine at the front entrance screening area; replacement of prosecutor main entry door with wire mesh door; relocation of duress alarm panel from cashier area to front security and add more alarm buttons; installation of 8 duress alarms for prosecutors and judges; installation of 6 more cameras; installation of an alarm at east employee entrance; installation of ballistic materials under courtroom benches; installation of bullet proof glass and pass thru windows at cashier area; installation of an exterior exit door in the probation section; and construction of a sally port for prisoner transport. Funds are also provided for remodeling to address witness visibility issues in Courtroom B and to expand clerk work area in both courtrooms, including new podiums and tables, and benches in the lobby and Courtroom B will be replaced. Probation office desks and files will be updated. The project will also re-design the front of the building to add an enclosure to bring citizens out of inclement weather and make room for an X-ray

machine. These improvements will be funded over a period of several years and implemented as funding allows. An additional \$10,000 per year was added in the public safety tax funded part of the project per City Council feedback to provide for a study to analyze and provide direction on future court facility needs. The total budget for this project is \$100,000 in both 2015 and 2016; funding is split across the General Capital Improvement Fund (General and Public Safety).

Historic Structures Maintenance

Adopted 2016 = \$30,000

This project is for funding for the assessment and rehabilitation of historic structures owned by the City. The needs are typically related to upgrades, reconstruction and stabilization of existing city-owned historic structures on Open Space. Due to their historic nature, special consultants and contractors may be required to maintain them. 2016 funding is for the physical assessment of the structures, project identification and prioritization. Also, additional funds are provided in the first year for the purpose of stabilizing the Semper Farm barn.

JD Edwards System Upgrades/Enhancements

Adopted 2016 = \$50,000

The JD Edwards EnterpriseOne ERP application is a significant portion of the City’s enterprise application portfolio (financial management, payroll, human resources, etc.). To keep this application maintained and technologically viable, a variety of upgrades and enhancements are performed annually. These upgrades include the application itself, its underlying tools platform, data and web servers, and functional enhancements. With the product moving to embrace newer technology like web services and mobile deployment, the need for continual capital improvement of the application becomes even greater. The total budget for this project is \$66,000 in 2015 and \$120,000 in 2016. Funding is split across the General Capital Improvement Fund (General and Public Safety), the Wastewater Fund and the Water Fund.

Microsoft Software Upgrades

Adopted 2016 = \$58,000

This project provides funds for Microsoft Exchange, SharePoint and Office applications. The project is necessary to ensure feature updates, security enhancements, patches and technical support remain current for these applications. The City pursues these upgrades on a four-year cycle, but consistent funding is requested each year to smooth out budget needs. The total budget for this project is \$143,000 in 2015 and 2016. Funding is split across the General Capital Improvement Fund (General and Public Safety), the Wastewater Fund and the Water Fund.

Mobile Technologies/Applications

Adopted 2016 = \$40,000

In 2014, Information Technology (IT) Staff conducted a comprehensive, City-wide study to gauge interest and evaluate opportunities for mobile technologies. In meetings with division managers from all departments, IT Staff identified an initial 67 internal and external (customer) facing mobile applications that have the potential to enhance services, improve operational efficiencies and productivity, and reduce cost. IT prepared a full documented strategic plan outlining goals, current state of mobile technology in the City, network infrastructure to support mobile, skills inventory, support requirements, development methodologies, hardware and security. This project will start funding implementation of that strategic plan. The total budget for this project is \$95,000 in 2015 and 2016. Funding is split across the General Capital Improvement Fund (General and Public Safety), the Wastewater Fund and the Water Fund.

Building Division Electronic Plan Review (NEW)

2016 = \$0

Proposed 2016 Amended = \$50,000

This project is proposed to implement plan review best practices. This project will be an expansion or enhancement of the Accela Automation software program that is currently being used within the Community Development Department. The Accela Automation contains the basic software for the implementation of an electronic plan review application but funding is requested for additional hardware, software, implementation assistance and training. This project will be coordinated with the Community Development Department’s e-permitting system to ensure maximum efficiencies within the department and for the public.

Ralston House (NEW)

2016 = \$0

Proposed 2016 Amended = \$50,000

The Ralston House provides a friendly and safe place for children and teens who have been sexually abused to tell their stories and begin to heal. Ralston House receives referrals from law enforcement agencies, including City of Westminster, social services and the district attorney’s office, and works in conjunction with these entities to provide specialized forensic interviews and medical examinations. The City of Northglenn and Ralston House are currently evaluating funding options for a new facility in Northglenn and presented an overview to City Council in May 2015. Since the City of Westminster utilizes this facility. The funds proposed for 2016 will assist with the needs assessment and construction documents should the project proceed. Future capital contribution by the City is recommended for consideration during the development of the 2017/2018 Budget dependent upon the results of Northglenn’s and Ralston House’s planning efforts.

Adopted 2016 General Capital Improvements Total	\$5,257,000
Proposed Amended 2016 General Capital Improvements Total	\$9,668,000

Public Safety Capital Improvement Projects:

Fire Station Major Modifications

Adopted 2016 = \$15,000

This ongoing project funds major modifications to all Fire Stations for projects not covered by Building Operations and Maintenance. Potential projects include painting at Stations 2, 3 and 4; sewer line replacement, roof leak repairs and bay door replacements at Station 1; sewer drain work on Station 5; and sound-proofing of sleeping areas at Station 6.

Fire Station Concrete/Asphalt Replacement Program (NEW)

Adopted 2016 = \$0

Proposed 2016 Amended = \$164,000

This project provides critical repairs and resurfacing to concrete at Fire Stations 6, 3, and 1. Fire Station 6’s driveway is deteriorating to the point that significant asphalt repairs are needed. A larger aerial apparatus is now stationed here that is causing additional damage to the existing pavement. This funding will provide for installation of a more durable concrete pavement in the rear and side driveway. Portions of Fire Station 3’s pavement is showing signs of deteriorating from the aerial truck turning into the bay. Replacing the deteriorated asphalt with concrete will reduce future wear. Fire Station 1’s pavement is also deteriorating. Reconstructing the area in concrete will also reduce future wear.

Fire Station Emergency Generator Project

Adopted 2016 = \$20,000

Proposed 2016 Amended = \$50,000

This project will test the emergency generators located at the six fire stations. Four of the generators are reaching their life expectancy. Recent issues have surfaced in terms of some systems (like station alerting) not being connected to the emergency power. Current capacity of the generators may suggest they are now undersized for adequate emergency power. Funding will evaluate load capacity, as well as identify what is currently on the emergency power circuits and what capacity might exist to add more circuits. The project will also help determine future life expectancy and appropriate sizing of each of the emergency generator. *The additional funds will allow the City to begin to accumulate funds for future generator replacements as originally anticipated in the five-year CIP.*

Police Department Records Management System (RMS)

Adopted 2016 = \$500,000

Proposed 2016 Amended = \$0

The Police records management system is a repository for police crime reports as well as arrest, warrants, impounded evidence, stolen property and impounded vehicle data. It generates monthly and annual crime statistics that are required to be reported to the Federal Bureau of Investigation and Colorado Bureau of Investigation. This project addresses the need to select a vendor for the Police Department’s records management system. The Intergraph RMS that was implemented in 2001 was built on Microsoft technology and Microsoft has announced a “sunset” of FoxPro, a major and required component of the system. Intergraph is not able to upgrade its RMS called “I-Leads” because Fox Pro will no longer be available for updates, patches or fixes. Intergraph’s solution is to replace its own RMS with a system that

is more technologically sound and could be purchased as a client/server system or a Web-based system. Through an RFI process to occur by early fall of 2014, Staff will return later this fall with a recommendation on whether to convert to Intergraph’s new RMS or to replace it with another vendor (to be determined). This project will fund the replacement of the current system. Additional funds may be necessary depending on the results of the RFI. ***In December 2014, City Council authorized the reallocation of \$154,000 from the radio system replacement project to fund the balance needed to purchase and commence implementation of the new RMS during 2015; the cost of the system totaled \$630,000. As a result of this project coming in significantly under original estimated costs, the 2016 funding is not needed.***

Public Safety Center (PSC) Building Infrastructure **Adopted 2016 = \$20,000**
Proposed 2016 Amended = \$50,000

For 2016 and beyond, funds will address internal components (equipment, furniture, aesthetic and the security system) that are starting to deteriorate and will need repairs and/or replacement as the building continues to age. ***Increases in this budget in 2016 will allow more needs to be addressed.***

Public Safety Center Sally Port and Kennel Repairs **Adopted 2016 = \$50,000**
Proposed 2016 Amended = \$100,000

Funds are for design and repair of significant wall/ceiling gaps and cracks at the Public Safety Center. Investigation and design are expected to occur in 2015 with repairs in subsequent years. This primarily affects the kennel and sally port. These issues do not pose a risk to the structural integrity of the building. This project was originally budgeted over three years as a result of limited funding availability. ***Funds are recommended through the 2016 amendment to move funding planned in 2017 to 2016. This will expedite the completion of repairs.***

Public Safety Facilities Major Maintenance (BO&M) **Adopted 2016 = \$40,000**
Proposed 2016 Amended = \$100,000

This ongoing project is for major maintenance of the Public Safety Center (PSC) and Fire Station facilities managed by BO&M. Planned projects include minor drywall crack repair at the PSC, expansion joint replacement at the PSC, repair to the east over-hang at the PSC, roof replacement at Fire Station 6 and replacement of a hot water heater at Fire Station 6. ***Increases in this budget as proposed for 2016 will allow more major maintenance items to be addressed, such as parking lot damage, portions of the HVAC system, and the exterior security gate.***

Public Safety Facility Energy Projects (BO&M) (NEW) **Proposed 2016 Amended = \$60,000**
This project is proposed to implement previously identified public safety facilities’ energy projects from an energy audit. This includes retro-commissioning, lighting replacements, and other energy improvements.

Municipal Court Remodel and Security System Improvements **Adopted 2016 = \$40,000**
For more information on this project, please see the project description under the “General Capital Improvements Projects” section. The total budget for this project is \$100,000 in both 2015 and 2016. Funding is split across the General Capital Improvement Fund between the General and Public Safety funding sources.

CAD/RMS Software Upgrades **Adopted 2016 = \$140,000**
This project funds the three to four-year upgrade requirements for Public Safety applications (iLeads, iMobile, Computer Aided Dispatch (CAD) and Report Management System (RMS) to ensure ongoing product support and enhancements. The City of Westminster has made a significant investment in application software to provide public safety services and records management tools for employees. These software products require upgrades to acquire new features and to guarantee ongoing vendor support. The vendors will only provide support for the last several versions of their software applications and will not provide support, updates and fixes for older, non-current software releases.

JD Edwards System Upgrades/Enhancements **Adopted 2016 = \$49,000**
 For more information on this project, please see the project description under the “General Capital Improvement Projects” section. The total budget for this project is \$66,000 in 2015 and \$120,000 in 2016. Funding is split across the General Capital Improvement Fund (General and Public Safety), the Wastewater Fund and the Water Fund.

Microsoft Software Upgrades **Adopted 2016 = \$29,000**
 For more information on this project, please see the project description under the “General Capital Improvement Projects” section. The total budget for this project is \$143,000 in 2015 and 2016. Funding is split across the General Capital Improvement Fund (General and Public Safety), the Wastewater Fund and the Water Fund.

Mobile Technologies/Applications **Adopted 2016 = \$20,000**
 For more information on this project, please see the project description under the “General Capital Improvement Projects” section. The total budget for this project is \$95,000 in 2015 and 2016. Funding is split across the General Capital Improvement Fund (General and Public Safety), the Wastewater Fund and the Water Fund.

Adopted 2016 Public Safety Capital Improvements Total	\$923,000
Proposed 2016 Amended Public Safety Capital Improvements Total	\$817,000

Parks, Recreation and Libraries Capital Improvement Projects:

Community Enhancement Program (CEP) **Adopted 2016 = \$1,535,000**
Proposed 2016 Amended = \$2,091,000
 The CEP is funded from the City’s hotel accommodation tax. Project examples include enhancement of medians, gateways, interchanges, bridges, neighborhood grants, art and miscellaneous projects. This project also provides funding for salaries for Park Services and Design Development Staff, contractual maintenance for City medians and rights-of-way, Promenade maintenance, greenhouse operations, forestry operations, replacement park signs and the City’s Plant-A-Tree program. Potential future projects include needs at the South Westminster transit oriented development area, City Park or Standley Lake. *Additional funding proposed for 2016 reflects the appropriation of dedicated accommodations tax revenues from 2014 carryover into CEP.*

Greenbelt and Drainage Improvements **Adopted 2016 = \$25,000**
 These funds provide for additional right-of-way improvements in greenbelt and drainage areas, along with mandated Corps of Engineers wetland mitigation and State drainage permitting. Examples include Airport Creek through Sheridan Green, Walnut Creek, Big Dry Creek Trail discharge permit and Quail Creek.

Trail Development & Connectivity **Adopted 2016 = \$50,000**
Proposed 2016 Amended = \$824,000
 This project will complete trail connections and improve trail surfaces, including bridges and culverts where applicable, throughout the City. Actual projects to be implemented in 2015 and 2016 will be determined by recommendations within the Open Space Stewardship Plan. *In alignment with Council’s priorities identified in the strategic plan, the recommended increase includes funds from the land acquisition account previously included within the POST operating budget (noted previously), funds for demolition costs associated with properties along Lowell Boulevard recently acquired for the future Little Dry Creek (LDC) recreational area in the LDC drainageway and funds for trail signage.*

Landscape Architect II/Project Manager **Adopted 2016 = \$75,000**
 This position focuses on trial 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.

Recreation Facilities Improvements

Adopted 2016 = \$200,000

This project provides ongoing funding for the City’s recreation facilities for projects that will upgrade, update and renovate existing facilities and equipment. Projects include locker room improvements, pool equipment replacement, weight and cardio equipment replacement, stereo and security system replacements, replacement of table and chairs, and classroom and program area enhancements. Funds will also be leveraged with Building Operations and Maintenance funds for painting and flooring improvements. This capital account funds projects at City Park Recreation Center, City Park Fitness Center, The MAC, Swim and Fitness Center, West View Recreation Center, and Countryside Pool and Facility. Specific planned projects for 2015/2016 include roof replacement, exterior work and new weight room equipment at the MAC. Other planned projects include new equipment at the Swim and Fitness Center and replacement of the running track floor at West View Recreation Center as funding allows.

Park Maintenance - Jefferson County Open Space (JCOS)

Adopted 2016 = \$510,000

This ongoing project funds the salaries of nine staff members (3.0 FTE Crewleaders, 2.0 FTE Irrigators and 4.0 FTE Parkworker positions) in the Park Services Division via the use of Jefferson County open space attributable share funds. These positions perform needed maintenance in the Jefferson County portion of the City open space and at City Park.

Adams County Open Space Land Acquisition

Adopted 2016 = \$175,000

These funds are a portion of the open space attributable share sales tax revenue received from Adams County from the 2001 voter-approved tax. As such, the funds must be utilized for acquisitions within the Adams County portion of the City. The City will use these funds to help pay for the Metzger Farm Certificates of Participation (COPs) payments in 2015, as has been the practice in prior years. This debt service commenced in 2006 and will be paid off under the current schedule in 2015. These COPs financed the acquisition of the Metzger Farm Open Space. In 2016, funds will be utilized to help implement recommendations from the Open Space Stewardship Plan.

Park Renovation Program

Adopted 2016 = \$250,000

This ongoing project provides annual funding for existing parks in need of repair and renovation. Projects for 2015 will include playground and irrigation improvements at Squires Park and playground improvements at Skyline Vista Park. Major projects for 2016 include general park renovation work at Sherwood Park and irrigation system replacement and concrete work at Municipal Park and the grounds of the Municipal Court. Additional funds are allocated to minor repairs on an as-needed basis.

Standley Lake Regional Park Improvements

Adopted 2016 = \$50,000

This ongoing project is funded from boating permit fees and provides funds for improvements that will upgrade, update and renovate existing facilities at the Standley Lake Regional Park. Projects planned for 2015/2016 include restroom floor replacement, nature center deck replacement, campsite renovations and main dock replacement.

Standley Lake Master Plan Implementation

Adopted 2016 = \$75,000

With the immense natural and recreational amenities available at Standley Lake, Parks, Recreation and Libraries has launched a master plan process to assist visioning the future of recreation at the park and drawing a higher level of visitation. The master plan will provide guidance to implement programming and construct capital projects for a viable market share based on an approach weighing revenue potential with first and ongoing maintenance and operational costs, and evaluated against market analyses, public engagement and more. In 2016, funds will start implementing the master plan.

Standley Lake Regional Park Trail Development

Adopted 2016 = \$150,000

This multi-year project will complete trails west of Standley Lake and will open recreational access where none has existed. Pending detailed design, this could include three or more miles of new trail and multiple bridge, low water and boardwalk crossings to complete the lake loop trail totaling 7 miles or more. Staff will concurrently launch design and implementation of Phase 1 master plan recommendations. Additional funding may be available through grant opportunities.

Recreation Facilities Major Maintenance (BO&M)

Adopted 2016 = \$150,000

This ongoing project provides funding for major facility maintenance for the City's recreation facilities. Planned projects for 2015/2016 include resealing caulking joints, glazing, replacing sprinkler heads, replacing failed glass panes and replacing two condensing units at City Park Recreation Center. Other projects include replacing the roof at the MAC, repairing the metal deck at the entrance to City Park Fitness Center and painting at Swim and Fitness Center as funding allows.

Minor Median Maintenance

Adopted 2016 = \$25,000

Proposed 2016 Amended = \$50,000

Medians are a vital part of the City and help enhance the public's driving experience in addition to upgrading commercial and retail areas. Because of the harsh conditions on the medians, plant material and associated irrigation requires replacement approximately every seven years. This funding provides for minor median plant material replacement and rehabilitation within medians throughout the City. *The proposed increase in 2016 funding will allow more medians to be improved.*

Aquatics Major Maintenance (BO&M)

Adopted 2016 = \$50,000

This project dedicates funds for major repair and replacement of aquatics equipment maintained by BO&M at the City's pools. This equipment includes pool pumps, motors, heat exchangers, boilers and ozone equipment. The City operates indoor pools at City Park Recreation Center and at Swim and Fitness Recreation Center as well as an outdoor pool at Countryside.

Westminster Sports Center

Adopted 2016 = \$20,000

In 2015, this project will add funds to prior years' appropriations to replace the field turf on the indoor soccer field. Existing turf was installed prior to Westminster Sports Center opening in 2007. Lifespan of indoor turf used for soccer is estimated to be six to seven years. City staff have maintained existing turf with several patch repairs over the years as needed. In 2016, this project will fund the installation of a driveway and garage door. This will allow Staff to access the interior with large Genie lifts to do work. In addition, the improved access will help with loading and unloading equipment.

Tepper Fields and Westbury Open Space Parking Lot Rehabilitation

Adopted 2016 = \$76,000

The parking lot for Tepper Fields, located at 73rd Avenue and Depew Street, is in poor condition and requires a partial reconstruction and asphalt overlay to bring it back into an acceptable condition. Similarly, the Westbury Open Space parking lot, located at 115th Avenue and Pecos Street, is in very poor condition and requires a full reconstruction.

Libraries Repair and Maintenance

Adopted 2016 = \$55,000

Proposed 2016 Amended = \$100,000

This project provides funding for the repair and maintenance of the structure and furnishings at the Irving Street and College Hill libraries. This project also sets aside money for major capital repairs, maintenance and replacements at the College Hill and Irving Street libraries. *This increase will allow the Library to complete more repairs and maintenance; it may also be used to address priorities that may be identified through the Library Master Plan, which is anticipated to be complete in late 2015/early 2016.*

Libraries Radio Frequency Identification Project (RFID)

Adopted 2016 = \$198,000

Westminster Public Library (WPL) desires to purchase all equipment and software needed to convert WPL to a radio frequency identification (RFID) working environment. The goal is to streamline materials handling and inventory, provide enhanced security for materials and automate check-in and sorting of materials where possible. There are three major scopes to the project. The first is installation of RFID-ready patron self-checkout systems to replace aging units already in place. The second major scope is implementation of the RFID tags, programming stations and other equipment to convert the collection to RFID. The third major scope is installation of automated materials handling systems.

Open Space Repair and Maintenance

Adopted 2016 = \$150,000

Management of the City’s open space system requires a broad stewardship approach. Per the City’s Open Space Stewardship Plan, noxious weed control, trail upgrades and erosion control are specific areas of concern that will be addressed with this funding. Staff will be hiring outside contractors for weed spraying and goat grazing on open space properties. Trail improvements will include concrete replacement, trail additions and wayfinding signage. Erosion control projects will be focused along the Big Dry Creek corridor where the stream banks are being severely cut by the water flow.

Park Operations Facilities Repair and Maintenance

Adopted 2016 = \$30,000

Facilities supported through this project include the greenhouse, the Open Space and Forestry Operations facility at the Braugh property, the Park Operations Center, and the lift station and pump house at City Park. 2016 funding will start setting funds aside to rebuild the pump house at City Park (estimated construction cost = \$150,000).

Recreation Facilities Major Maintenance - Energy (BO&M)

Adopted 2016 = \$40,000

This project is for various energy projects identified in the Ameresco Energy Audit completed in 2013. Other projects have been identified by Staff as necessary upgrades, but are expected to reduce current operating costs as well through maintenance savings. Planned projects include lighting and heating improvements at the Swim and Fitness Center, installation of dedicated HVAC for the childcare room at City Park Recreation Center, replacement of condensing units with dual chillers at City Park Recreation Center, replacement of furnace and air conditioner at The Heritage maintenance facility, and more miscellaneous projects to improve energy efficiency and save costs.

Transfer to Golf Course Fund

Adopted 2016 = \$230,000

This transfer from the General Capital Improvement Fund (GCIF) to the Golf Course Fund is necessary in order to attain a balanced budget for the Golf Course Fund. Due primarily to continuing debt obligations at The Heritage, revenues from Golf operations alone are not projected to cover the total expenditures proposed for Golf operations in 2015/2016.

Golf Course Improvements

Adopted 2016 = \$70,000

This ongoing project provides funds for improvements that will upgrade, update and renovate existing facilities at The Heritage Golf Course at Westmoor and Legacy Ridge Golf Course. Planned projects at Legacy Ridge include patio furniture replacement, replacement of maintenance yard fencing, kitchen renovation, cart path renovation and installation of a drinking fountain at the driving range. Planned projects for The Heritage include a remodel of the front counter at the club house, table top replacement at the banquet room, kitchen renovation, pump station motor replacement and installation of a drinking fountain at the driving range.

The Heritage Clubhouse Elevator (BO&M)

Adopted 2016 = \$60,000

Proposed 2016 Amended = \$0

Funds were originally appropriated to upgrade and replace most of the mechanical components of the elevator in the clubhouse. *Upon further analysis, the original concerns initially identified were resolved and the need to conduct a significant overhaul to the elevator is no longer necessary.*

Enhanced Mobility and Connectivity

Adopted 2016 = \$35,000

For a description of this project, please see its listing in the General Capital Improvement Fund section. Funding for this project is split across the General Capital Improvement Fund (“general” revenue and dedicated Parks, Recreation and Libraries revenue). The total project is \$125,000 in 2015 and \$75,000 in 2016.

City Park Master Plan Implementation

Adopted 2016 = \$100,000

Proposed 2016 Amended = \$0

Staff originally planned to update the existing City Park Master Plan during 2015 and commence implementation of the revised City Park Master Plan in 2016. However, given other higher priority parks,

libraries and open space initiatives throughout the City, the City Park Master Plan update is on hold and 2016 funds are proposed to be reallocated to other capital priorities.

City Hall Master Plan Implementation - Xeriscape

**Adopted 2016 = \$425,000
Proposed 2016 Amended = \$0**

The City Hall Xeriscape Project was a multi-departmental effort to convert the turf area north of City Hall into a Xeriscape garden following the installation of ground source heat wells (geothermal) underway. Additional funds were originally appropriated in 2016 for this project. However, based on City Council direction in July, the north lawn area will be returned to its original turf state upon the completion of the geothermal project this fall. The funds originally appropriated for this project in 2016 are proposed to be reallocated to other parks, libraries and open space capital improvements.

City Hall Master Plan Implementation—Plaza Renovation

**Adopted 2016 = \$83,000
Proposed 2016 Amended = \$0**

City Hall plaza is 26 years old and has had no major improvements since its original construction. The current plaza presents challenges. Hazards now exist on the concrete, stairs limit access from the east parking lot, traffic flow has changed and increased since the construction of the Public Safety Center, and there is an overall lack of use of the plaza by citizens and employees. By redesigning and renovating the plaza, some of the above risks will be eliminated and create an updated space that reflects stewardship of the City’s existing buildings. This project will provide a new plaza space that considers overall accessibility, reinterprets and integrates the plaza space with the proposed xeriscape improvements and adds visual interest. New concrete, a natural fountain with limited water use, a new arcade, planting beds, areas designated for art, seating, tables, new traffic and pedestrian flows are part of the planned improvements. *Based on the July 2015 review with City council, the scope has been slightly scaled back, but allows for key components to be implemented with the overall renovation. As a result, the funding originally adopted in the 2016 budget is proposed to be reallocated to other priority capital projects.*

Park at Little Dry Creek Phase 1 (NEW)

**2016 = \$0
Proposed 2016 Amended = \$1,258,000**

This project will begin to put aside money for the eventual construction of the future park at the Little Dry Creek drainageway and open space located south of commuter rail Westminster Station. Master plan preparation for the future park is necessary to determine the scope and estimated cost of the construction of the future park. This park is part of the overall design plans for the re-development of the transit-oriented development area and will be the largest park in Westminster located south of 88th Avenue. The current estimated cost for the design and construction of this park totals \$3.4 million.

Construction Crew Maintenance and Repairs (NEW)

**2016 = \$0
Proposed 2016 Amended = \$50,000**

This project will provide funding for the Construction Crew to use on projects that are reactive or preventative to protect resources and public safety. These smaller projects are separate from the individually planned and funded capital improvement renovations on which the Construction Crew may work throughout the year.

Skyline Vista Park (NEW)

**2016 = \$0
Proposed 2016 Amended = \$70,000**

This provides funds to finish improvements to the Skyline Vista Park that began in 2015. Specifically, this money will provide for resurfacing of the playground and improvements to the Top Spin court.

Poured In Place (PIP) Concrete Citywide (NEW)

**2016 = \$0
Proposed 2016 Amended = \$60,000**

This project will provide repair/replace PIP surfacing as needed citywide. The longevity of PIP playground surfacing is shorter than the longevity of playground equipment and it is important for public safety that these surfaces be maintained in a functional condition. This project will allow staff to maintain/repair/replace these surfaces as necessary Citywide.

The Heritage Clubhouse South/North Patio (NEW) 2016 = \$0
Proposed 2016 Amended = \$75,000
This project will provide for the repair of existing concrete settlement around The Heritage Clubhouse. The clubhouse concrete has suffered extreme settlement around the existing foundation. Soils compaction tests were completed and it was determined that additional footers and pylons need to be installed to eliminate the settlement. Staff is working on options of re-pouring concrete or using a new decking system. An architectural firm is currently designing these options and final cost estimates should become available in late 2015.

Legacy Ridge Restaurant Kitchen Remodel (NEW) 2016 = \$0
Proposed 2016 Amended = \$100,000
This project will provide for the renovation of the 21 year old Legacy Ridge kitchen and associated equipment replacement. Remodeling is necessary to bring the kitchen to current restaurant standards and address health code concerns. The remodeling and equipment replacement will also coincide with restaurant contract going out for proposal.

The Heritage Clubhouse Irrigation Repairs (NEW) 2016 = \$0
Proposed 2016 Amended = \$40,000
This project will provide for the replacement of irrigation pumps and motors at The Heritage Golf Course. All of the existing pumps and motors have been in place since 1998. The motors have reached their useful life and need to be replaced. The pumps can still be refurbished. New motors will be much more efficient and will reduce energy costs while also increasing watering efficiency.

The Heritage Clubhouse Restaurant/Banquet Room (NEW) 2016 = \$0
Proposed 2016 Amended = \$60,000
All tables, chairs and bar stools in the banquet room and grill at The Heritage Golf Course were originally purchased and placed in service in 1999. They have reached their useful life and due to the number of damaged pieces that are not usable, the restaurant and banquet room are starting to lose capacity. This funding would allow The Heritage Golf Course to enhance customer and experience and maximize meeting/banquet space.

City Facilities Parking Lot Maintenance Program (NEW) 2016 = \$0
Proposed 2016 Amended = \$80,000
This project provides for contractual cracksealing, resurfacing, sealcoating and concrete replacement as required at municipal parking lot sites as managed by the Street Division in Public Works and Utilities. Numerous parking lots at parks and parks facilities throughout the City are in need of repair. The Street Division has identified a prioritized list for repair and improvements, including several recreation facilities. This project will help provide the funding needed to begin to address parking lot repairs needed at Westview Recreation Center, Legacy Ridge Golf Course, and City Park Recreation Center.

Adopted 2016 PRL Capital Improvements Total	\$4,892,000
Proposed 2016 Amended PRL Capital Improvements Total	\$7,417,000

ADOPTED 2016 GRAND TOTAL GCIF	\$11,072,000
PROPOSED 2016 AMENDED GRAND TOTAL GCIF	\$17,902,000

UTILITY FUND CAPITAL IMPROVEMENT PROJECTS

Wastewater System Capital Improvement Projects:

Sanitary Sewer Line Trenchless Rehabilitation Adopted 2016 = \$250,000
 This ongoing project provides funds for the repair of deteriorated sanitary sewer lines by trenchless rehabilitation techniques (pipe lining). Repairs are prioritized based on age and condition as determined

through the City’s inspection programs. Maintaining sanitary sewers helps to minimize storm water inflow and infiltration into the sanitary sewer collection system, reduces pipeline failures and resulting backups, and helps to reduce costs the City pays for flows directed to the Metro Wastewater Reclamation District. This project helps extend the lifespan of the existing collection system by the most cost-effective methods available.

Sanitary Sewer Line Open-Cut Replacement **Adopted 2016 = \$250,000**

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 programs or coordination with other City sewer, street rehabilitation or development projects. Open cut replacement of sanitary sewers is necessary where trenchless technology is not available or applicable. It is usually more costly and disruptive than trenchless rehabilitation and therefore only used when necessary.

BDCWWTF Biosolids & Dewatering Improvements (NEW) (DEBT) **Adopted 2016 = \$0**
Proposed 2016 Amended = \$7,010,000

This project will allow for dewatering biosolids at the Big Dry Creek Wastewater Treatment Facility. Wastewater treatment results in the generation of a byproduct known as biosolids. Biosolids are treated at the plant to make it suitable for land application and subsequently hauled to the City’s Strasburg Natural Resource Farm for ultimate disposal as a farming fertilizer. In 2012, the City completed a Biosolids Management Master Plan and a key recommendation was to transition biosolids treatment to a process that dewater biosolids to form a cake. Dewatering reduces City costs by having to haul fewer truckloads to the farm and allows higher rates of application. Originally, the City planned to fund this project in out years of the CIP. However, to take advantage of favorable financing rates, funding is proposed to move up to 2016; this is a proposed debt financed project in the wastewater fund.

Little Dry Creek Interceptor Repairs (DEBT) **Adopted 2016 = \$5,000,000**
Proposed 2016 Amended = \$20,590,000

The City completed an extensive survey of the age, condition and hydraulic capacity of its large-diameter sewer mains in 2012. As part of that effort, several sewer pipeline projects were identified throughout the City and prioritized for repair or replacement. The focus in the next several years is on the sewers in South Westminster because this area of the City showed both hydraulic capacity and age/condition issues. Using the findings of the 2012 Sewer System Report, Staff initiated replacement and repairs in the Little Dry Creek Sewer System. Some of the improvements have been completed or are in progress in the vicinity of Federal Boulevard, Lowell Boulevard, 72nd Avenue and Raleigh Street. This project will repair and replace the remaining portions of the Little Dry Creek interceptor sewer, including: England Park to Lowell, 70th Avenue due from Sheridan Boulevard to Bradburn Boulevard, 64th Avenue to Pecos sewer outfall, England Park at Elk Drive, Wolff Street to Utica Street, 73rd Avenue to 78th Avenue, 78th Avenue and Xavier Street, and U.S. 36 and 88th Avenue. Total project cost is estimated at \$12.5 million. A debt issue is anticipated in 2017 to help fund a portion of this project’s costs and provide funding for another major project in the proposed 2017 CIP (Big Dry Creek Wastewater Treatment Facility Biosolids and De-watering Improvements). *Originally, the City planned to fund this project in out years of the CIP. However, to take advantage of favorable rates, funding is proposed to move up to 2016; this is a proposed debt financed project in the wastewater fund.*

Big Dry Creek Wastewater Treatment Facility Digester Complex Repair and Replacement **Adopted 2016 = \$150,000**

The Big Dry Creek Wastewater Treatment Facility is in need of various repairs and replacement of assets as part of its normal operational life. Repairs are needed especially in and around treatment processes involving the digesters. The digester complex structures and equipment are 20 to 40 years old and operate in a very harsh and corrosive environment. A digester replacement and dewatering master plan is planned for 2015 to evaluate the long-term needs of the digester facility and the most cost-effective means to achieve those goals. The 2015 project includes necessary near-term repairs to digester structures and replacement of the mixing and methane gas handling equipment. This project also includes emptying and cleaning

several digesters in 2016 to remove accumulated inorganic material that collects on the floors of the digesters. Work included within the project is necessary to maintain the functionality of the plant and reduce excessive maintenance costs and emergency repairs.

Lift Station and Forcemains Major Repair and Replacement **Adopted 2016 = \$3,400,000**

The City’s wastewater collection system includes several pump stations that help transfer and direct sewer flows to the City’s wastewater treatment facilities. These pumping facilities are known as lift stations and pump into pipelines known as force mains. Three of the City’s force mains have reached the end of their useful life and are in need of repair or replacement to maintain the safety and reliability of the City’s sewer service. Additionally, some lift station communication and electrical equipment will be replaced to meet current electrical codes and operational needs. Projects will focus on the Federal lift station, Zuni lift station and North Huron forcemain. Communication equipment will be upgraded at the Standley Lake lift station.

Water Quality Compliance and Testing Facility Repair and Replacement **Adopted 2016 = \$70,000**

As part of normal operations for the wastewater treatment facilities, the City is responsible to monitor compliance with all local, state and federal regulations. A key component of that work involves the collection of many water quality samples and subsequent testing and analysis of those samples in a City-owned laboratory. The purpose of this project is to replace laboratory testing equipment that has reached the end of its useful life.

Big Dry Creek Wastewater Treatment Facility

Buildings and Facility Maintenance

Adopted 2016 = \$290,000

The Big Dry Creek Wastewater Treatment Facility is in need of various repairs and replacement of assets as part of its normal operational life. The 2015 projects include repair/replacement of buildings, roofs, valves and piping and certain treatment process equipment. This project also includes replacement of the odor control media and modifications to the headworks building to improve operation and maintenance access to equipment in the lower level. Work included within the project is necessary to maintain the functionality of the plant and reduce excessive maintenance costs and emergency repairs.

JD Edwards System Upgrades/Enhancements

Adopted 2016 = \$8,000

For more information on this project, please see the project description under the “General Capital Improvement Projects” section. The total budget for this project is \$66,000 in 2015 and \$120,000 in 2016. Funding is split across the General Capital Improvement Fund (General and Public Safety), the Wastewater Fund and the Water Fund.

Microsoft Software Upgrades

Adopted 2016 = \$29,000

For more information on this project, please see the project description under the “General Capital Improvement Projects” section. The total budget for this project is \$143,000 in 2015 and 2016. Funding is split across the General Capital Improvement Fund (General and Public Safety), the Wastewater Fund and the Water Fund.

Mobile Technologies/Applications

Adopted 2016 = \$15,000

For more information on this project, please see the project description under the “General Capital Improvement Projects” section. The total budget for this project is \$95,000 in 2015 and 2016. Funding is split across the General Capital Improvement Fund (General and Public Safety), the Wastewater Fund and the Water Fund.

Wastewater Capital Outlay Replacement Program (WWCORp)

Adopted 2016 = \$83,000

This project funds vehicle, large equipment and copier replacement associated with wastewater operations. 2015 funding is for a new 3/4 ton truck with lights for the 1.0 FTE Utility Technician who was added at Big Dry Creek Wastewater Treatment Facility in 2014. 2016 includes replacement of two 3/4 ton trucks for wastewater field operations, along with replacement of a 4-inch water pump (driven by a diesel engine on a trailer) for emergency sanitary sewer backups.

Payment in Lieu of Use Tax

Adopted 2016 = \$177,000

Proposed 2016 Amended = \$623,000

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. *Payment in Lieu of Use Tax collections were higher than originally anticipated for the 2016 CIP due to moving the projects associated with the debt issuance forward.*

Adopted 2016 Wastewater System Capital Improvements Total	\$9,722,000
Proposed 2016 Amended Wastewater System Capital Improvements Total	\$32,768,000

Water System Capital Improvement Projects:

Raw Water System Improvements

Adopted 2016 = \$350,000

The City’s Comprehensive Water Supply Plan calls for a certain amount of water rights to be purchased by build-out. These funds will be for water rights that become available on the market that can be included in the City’s raw water system. In addition, these funds can be used to purchase water rights on lower Clear Creek and Ralston Creek for use in the City’s Jim Baker Reservoir system and a future South Westminster non-potable water system.

Pump Station Equipment - Major Repair and Replacement

Adopted 2016 = \$150,000

The City operates several potable water pump stations that are used to meet potable water demands and for fire flow service during emergencies. Repairs are required on a regular basis in order to maintain safe operations and high-quality potable water service to City customers. The purpose of this project is to repair or replace miscellaneous parts and equipment that has reached the end of its useful life. These funds are also used to respond to unanticipated emergencies that can occur at these facilities.

Reclaimed Water Treatment Facility - Major Repair and Replacement

Adopted 2016 = \$50,000

The Reclaimed Water Treatment Facility is a complex, highly mechanical, \$20 million facility that requires regular maintenance and repair of significant systems. Some of the facility’s mechanical equipment, such as high service pumps, HVAC units and process monitoring equipment, as well as major building systems such as the membrane roof and concrete sidewalks, require ongoing repair or replacement. The purpose of this project is to address these types of items.

Croke Canal and Standley Lake Improvements

Adopted 2016 = \$200,000

This is a multi-year project. The City contributes to repair and replacement costs as members of the Croke Canal Company ownership. Repair work in 2015 involves Standley Lake dam, shaft and spillway repairs and replacing the water sealer in the dam’s labyrinth spillway. 2016 will fund a study to look at potential enlargement of Standley Lake to protect and maintain the City’s full raw water storage rights.

Gravel Lakes Facilities Major Repair and Replacement

Adopted 2016 = \$50,000

This ongoing project funds infrastructure needs at the City’s gravel lakes. These facilities were developed primarily for the purpose of exchanging water rights to provide additional water to and to help protect the quality of Standley Lake. Specific projects include repair and improvements of the Jim Baker Reservoir facility instrumentation and electrical equipment, yard piping, maintenance building and irrigation pump. The project also includes general annual maintenance and repair of other gravel lake facilities.

Supervisory Control and Data Acquisition (SCADA) /

Programmable Logic Control (PLC) Updates

Adopted 2016 = \$50,000

This project includes repairs, replacements, improvements and upgrades to utility PLC and SCADA components. PLC and the SCADA system work together to help operations Staff control instruments, machinery and equipment of pump stations, water tanks and water treatment processes. Together the SCADA and PLC systems also provide a means for utilities operations Staff to remotely control equipment in emergency situations. This project is a multi-year project to replace worn PLC components and SCADA equipment on a regularly scheduled plan.

Water Quality Lab Equipment Major Repair and Replacement

Adopted 2016 = \$235,000

As part of normal operations for the water treatment facilities and water distribution system, the City is responsible to monitor compliance with all local, state and federal regulations. A key component of that work involves the collection of many water quality samples and subsequent testing and analysis of those samples in a City-owned laboratory. The purpose of this project is to replace laboratory testing equipment that has reached the end of its useful life.

Pressure Zone 3 Expansion (\$9,400,000 Cash; \$17,000,000 Debt)

Adopted 2016 = \$10,350,000

Proposed 2016 Amended = \$26,400,000

The overall intent of this project is to improve portions of the distribution system to meet the level of service experienced elsewhere in the system for adequate water pressure and flow. The project will also improve the City-wide water storage volume to help provide needed operational storage to meet daily demand fluctuations, emergency storage to provide water in the event of a widespread interruption of water supply and fire flow storage. These improvements will be accomplished by expanding Pressure Zone 3. The zone will be expanded west to incorporate customers west of U.S. 36 to Pierce Street and north/south between approximately 88th Avenue and the Farmers' High Line Canal. The improvements will be sized for buildout demands within the City, including anticipated development and redevelopment. The improvements relieve water supply and storage requirements from other pressure zones in the City's water distribution system, thereby increasing levels of service, reliability and redundancy in a relatively larger portion of the City. *Originally, the City planned to fund this project in out years of the CIP. However, to take advantage of favorable rates, funding is proposed to move up to 2016; this is a proposed debt financed project in the water fund.*

Distribution System Pressure Reducing Valves Repair and Replacement

Adopted 2016 = \$50,000

The potable water distribution system is operated to provide water to City customers within a target pressure range. Achieving the right pressures involves pumps, storage tanks and specialized valves known as pressure reducing valves (PRVs). There are a total of 17 PRVs throughout the City distribution system and some are at the end of their useful life and need replacement. Valves, piping and vaults will be repaired or replaced as necessary to ensure reliable pressures, operator safety and reduced distribution system maintenance.

Northwest Water Treatment Facility Membrane Repair and Replacement

Adopted 2016 = \$50,000

The Northwest Water Treatment Facility has been in operation for over 13 years and some of the membrane filtration equipment has reached the end of its useful life. The facility utilizes 902 membrane modules to filter water and over time, the membranes experience wear and must be replaced. In 2015, 328 modules are scheduled to be replaced along with certain supporting instruments that help control the filtration process. Additional membrane modules will be replaced at regular intervals over time to maintain plant operations and treatment capacity.

Semper and Northwest Water Treatment Facilities - HVAC Repair and Replacement

Adopted 2016 = \$200,000

The Semper Water Treatment Facility was originally constructed in 1969 and requires regular repairs and replacement of assets as part of its normal operational life. This project includes repairs and improvements to the existing heating ventilation and air conditioning (HVAC) system. The current system is at the end

of its useful life and inadequate for the current building configuration. New equipment will be designed and installed to be more efficient, reduce the facility energy consumption costs and better meet the needs of the facility. This project is necessary to protect existing equipment and provide a safe work environment for Staff. Also included in this project are improvements to the HVAC system at the Northwest Water Treatment Facility. This facility requires additional HVAC equipment within the electrical and the acid chemical feed/storage rooms. The new equipment is necessary to protect against overheating existing equipment and provide adequate ventilation to maintain safety for operations staff.

City-wide Water Main Installation

Adopted 2016 = \$200,000

The City-wide Water Main Installation project consists of water main projects that are high priority. A total of 4,670 feet of new pipeline will be constructed ranging in size from 8-30 inches in diameter. The new mains are necessary for system redundancy, improved flow and fire protection, and to support increased capacity demands resulting from development and redevelopment. One project consists of the installation of approximately 1,070 feet of 24-inch of transmission main within Federal Parkway between Zuni Street and 122nd Avenue. This segment of transmission main will connect with existing pipe stubs and its purpose is to provide parallel redundancy to the transmission main in Huron Street that feeds the City north of 120th Avenue. A second project consists of the installation of approximately 820 feet of 24-inch to 30-inch transmission main within the Westminster Promenade Subdivision. This transmission main will connect and run parallel with an existing transmission main through the Promenade and its purpose is to provide redundancy to a large area of the City as water feeds north of U.S. 36 from the Northwest Water Treatment Plant. A third project consists of the installation of approximately 2,780 feet of 8-inch and 12-inch water mains in the following streets: Federal Boulevard between Westminster Station Drive and 72nd Avenue, Craft Way, Grove Street and 71st Way. Water mains are both new and replacement mains and provide looping of the distribution system for development in the transit oriented development area around RTD's commuter rail station. The project will also convert 35 existing Crestview Water and Sanitation District customers to the City's water system.

Semper Water Treatment Facility Filtration Repair and Replacement

Adopted 2016 = \$2,250,000

The Semper Water Treatment Facility was originally constructed in 1969 and requires regular repairs and replacement of assets as part of its normal operational life. This project includes repairs to the filtration system, a critical part of the water treatment process. Due to age and heavy use, several components of this system require replacement, including filter sand, valves and piping. The focus of this project is to repair or replace components of the filtration process to maintain high-quality of drinking water.

Countryside Pump Station and Tank Repair and Replacement

Adopted 2016 = \$1,000,000

The City operates several potable water pump stations and storage tanks that are used to meet potable demands and for fire flow service during emergencies. Regular repairs and parts replacement are needed for these assets as part of their normal operational life. Repairs to the Countryside Pump Station and storage tank are the focus of this project. The needed repairs and safety/code compliance improvements for the current below-ground pump station are extensive so a new, more accessible pump station is planned. Repairs to the tank are required to maintain its structural integrity, compliance with safe drinking water regulations and improvements to tank safety for maintenance personnel. The first phase of this project is design, planned for 2016, with construction to follow in subsequent years.

Distribution System Master Meter Repair and Replacement

Adopted 2016 = \$4,000,000

Various large water customers throughout the City are provided water through what is called a master water meter. These water meters are located within below-ground vaults and connect the City water distribution system to the customer's private system downstream of the water meter. Many of these master meter vaults are in poor condition and have reached the end of their useful life. The purpose of this project is to rehabilitate or replace several of the City's master meters and their vaults. This work will improve vault safety, access and water usage billing accuracy. The project also includes replacement of the meter shop test bench equipment. This equipment has reached the end of its useful life and replacing it is necessary to maintain the capabilities of the City to calibrate existing customer water meters.

Sheridan Water Main Repair and Replacement - South of U.S. 36 **Adopted 2016 = \$4,750,000**

The City has an extensive network of water mains to deliver treated water to customers. Some of those water mains are used to transfer large quantities of water from one region of the City to another. These large-diameter pipes are referred to as transmission mains. The purpose of this project is to implement a multi-year phased repair of a priority transmission main in Sheridan Boulevard from 70th Avenue to 120th Avenue. A total of 5.7 miles of pipeline will be rehabilitated on pipelines ranging from 12 inches to 30 inches in diameter. Rehabilitation of the transmission mains will be used for many sections of the project with some open cut replacement required.

Semper Water Treatment Facility Roof Repair and Replacement **Adopted 2016 = \$850,000**

The Semper Water Treatment Facility campus has several buildings with roofs showing deterioration and the need for replacement. Roofs at two of the City's water pump stations are in similar condition and have reached the end of their useful life. This project will replace these roofs and extend the life of facilities.

Temporary Engineer/Project Manager **Adopted 2016 = \$100,000**

Prior to 2014, the Utilities Planning and Engineering Division was staffed to support the City's historic priority project load from year to year. However, the proposed Pressure Zone 3 Expansion and Little Dry Creek Interceptor projects represent significant work load that is in addition to the efforts required to implement the ongoing CIP. To support this additional work load, an additional full-time engineering position was funded in 2014. Staff have reviewed the costs associated with outsourcing a contract engineer through an engineering firm and believe it is more cost effective and in the best interest of the City to maintain a temporary engineer. Salary and benefits for this position are consistent with the City's current policy regarding temporary employees. Funding for the temporary position will be supplied from capital improvement funds on a temporary basis only and will not increase standing operating costs to the City. Funding is provided in 2015 and 2016 to continue this temporary position.

Water Capital Outlay Replacement Program (WCORP) **Adopted 2016 = \$486,000**

This project funds vehicle, large equipment and copier replacements associated with water operations. 2015 funding is for two new 3/4 ton trucks in 2015 associated with the level of service addition for the Meter Shop (offset by additional revenues). The cost for both of these trucks is \$64,000. 2015 also includes replacement of several trailers, an all-terrain forklift, an excavator, three field trucks, one pool car and three copier replacements. 2016 includes replacement of two water main break vans, a trailer, a field crew backhoe, three field trucks and one copier.

Teleworks Upgrade **Adopted 2016 = \$100,000**

Teleworks is used to provide customers access to account information and to make online payments for utility bills. The system also provides integration with the building permit system services for the Building Division and jury notification system for the Municipal Court. Funding is provided in the Water Fund in 2016 to be combined with future proposed funding in the General Capital Improvement Fund in 2017 to complete this project. A total project of \$160,000 is anticipated for upgrades for this system.

JD Edwards System Upgrades/Enhancements **Adopted 2016 = \$13,000**

For more information on this project, please see the project description under the "General Capital Improvement Projects" section. The total budget for this project is \$66,000 in 2015 and \$120,000 in 2016. Funding is split across the General Capital Improvement Fund (General and Public Safety), the Wastewater Fund and the Water Fund.

Microsoft Software Upgrades **Adopted 2016 = \$27,000**

For more information on this project, please see the project description under the "General Capital Improvement Projects" section. The total budget for this project is \$143,000 in 2015 and 2016. Funding is split across the General Capital Improvement Fund (General and Public Safety), the Wastewater Fund and the Water Fund.

Mobile Technologies/Applications

Adopted 2016 = \$20,000

For more information on this project, please see the project description under the “General Capital Improvement Projects” section. The total budget for this project is \$95,000 in 2015 and 2016. Funding is split across the General Capital Improvement Fund (General and Public Safety), the Wastewater Fund and the Water Fund.

Utility Billing Software Upgrades or Replacement

Adopted 2016 = \$250,000

This project will fund upgrades to the current utility billing software or the replacement of this software with a system that will provide the tools needed for the evolving complexities of the water, wastewater and stormwater programs. The upgrade or replacement will improve reporting functionalities and web portal integration to provide customer tools for research consumption and billing records. The first task of this project in 2016 will be to assess the current software system and determine the best approach to improve functionality and customer tools.

City Hall Cashier System

Adopted 2016 = \$75,000

This project replaces the existing cashier system located at City Hall, as the current system will not be supported by the end of 2017. Transactions processed at City Hall through this system provide citizens an integral means to make payments to the City for predominately water bill payments. Other payments collected for the system include building permit fees and passport fees. The total project is estimated to cost \$150,000; future funding is proposed in 2017.

Payment in Lieu of Use Tax

Adopted 2016 = \$440,000

Proposed 2016 Amended = \$749,000

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. *Payment in Lieu of Use Tax collections were higher than originally anticipated for the 2016 CIP due to moving projects associated with the debt issuance forward.*

Adopted 2016 Water System Capital Improvements Total	\$26,296,000
Proposed 2016 Amended Water System Capital Improvements Total	\$42,655,000

Adopted 2016 Wastewater and Water Projects Total	\$36,018,000
Proposed 2016 Amended Wastewater and Water Projects Total	\$75,423,000

Stormwater System Capital Improvement Projects:

Miscellaneous Storm Drainage Improvements

Adopted 2016 = \$200,000

2016 Proposed Amended = \$312,000

This ongoing project provides funds for several smaller storm drainage improvements throughout the City as necessary. Funds are also used for compliance activities associated with the Clean Water Act as administered by the Colorado Department of Public Health and Environment (CDPHE), topographic mapping of the City for updating the Flood Insurance Rate Maps, and studies with the Urban Drainage and Flood Control District (UDFCD). *An increase of \$112,000 is proposed to fund additional storm drainage improvements citywide.*

**Little Dry Creek Storm Drainage/Detention
(Lowell Boulevard to Federal Boulevard)**

Adopted 2016 = \$2,045,000

With Westminster Station (FasTracks) and South Westminster transit-oriented development (TOD) on the north side of the Burlington Northern Santa Fe Railroad, this project will greatly enhance the existing Little Dry Creek area with a regional stormwater detention facility. Additionally, various properties that are currently in the floodplain will be removed from the floodplain. The project funds improvements that will include re-aligning Little Dry Creek to move it away from existing single-family residences, a regional detention facility near Federal Boulevard, a regional water quality facility, various grade control structures and pedestrian bridges across the re-aligned creek, and massive excavation to accommodate the needed detention storage. Adams County and the Urban Drainage and Flood Control District (UDFCD) are partners with the City on this project and will help fund project costs. The City will continue to request project funds from Adams County and UDFCD on an annual basis as the project moves forward. The total project is estimated to cost approximately \$14 million.

South Branch Hylands Creek

Adopted 2016 = \$200,000

Located west of Waverly Acres subdivision and within the Hylands Creek open space, this project combines the South Hylands Creek and Middle Hylands Creek channel stabilizations since they are adjacent to each other. These two stream segments are listed in the 2007 storm drainage study as number four and five priorities. An exposed sanitary sewer pipe within the South Hylands Creek channel gave it a high ranking on the list of priorities. The Middle Hylands Creek in this same area was observed to be severely eroded and threatening, but not exposing, nearby sanitary sewer pipes. The project will consist of stream bank stabilization, drop structure installation and sanitary pipe protection generally in the area between 104th Avenue and Sheridan Boulevard. This is also listed on the Urban Drainage and Flood Control's CIP list for matching funds. The project is estimated to cost \$1.209 million over 2016 to 2018.

Big Dry Creek Stabilization

Adopted 2016 = \$453,000

Proposed 2016 Amended = \$245,000

This project is for stabilization efforts along the Big Dry Creek between 120th Avenue and Huron Street was identified as severely eroded with incised vertical banks between 7 and 12 feet in the 2007 Storm Drainage Study. Additionally, a section of Big Dry Creek embankment, located about 200 feet upstream of the Bull Canal diversion, lost structural stability and washed out during the flooding events of September 2013. This embankment was plugged temporarily and requires a permanent installation of engineered material. The broader Big Dry Creek stabilization project will be designed to break down the roughly 2.5 miles of creek length into multiple project phases to be completed as funds become available. *The improvements to Big Dry Creek will take multiple years and will be implemented as funding permits. A portion of these funds are proposed to be reallocated in 2016 to meet contractual obligations associated with the City Park Channel Phase Two project.*

Middle Cotton Creek

Adopted 2016 = \$270,000

This channel has significant erosion and is severely overgrown. This channel has diminished flood flow volume due to overgrowth of vegetation, trees and sedimentation. Diminished flood flow volume increases the probability of flooding structures in the vicinity. This project will stabilize the channel and repair the culvert.

City Park Channel Phase Two

Adopted 2016 = \$42,000

Proposed 2016 Amended = \$250,000

In cooperation with the Urban Drainage and Flood Control District (UDFCD) and the City and County of Broomfield, this project would construct the second phase of the City Park Channel from approximately 800 feet east of Lowell Boulevard to Big Dry Creek. This phase includes installing a drainage channel with drop structures to accept a portion of the existing runoff from City Park channel. This project is listed as an UDFCD project, which is eligible for 50% matching funds. Therefore, UDFCD will provide \$600,000 of the estimated \$1.2 million cost of the project, and Westminster and Broomfield will each provide \$300,000. *Originally, this project was anticipated to move forward in 2017 and funded accordingly. However, the IGA between the City and County of Broomfield requires a cumulative \$300,000 match*

from each local jurisdiction by 2016. Since \$50,000 was provided by the City during 2015, \$250,000 is needed for 2016. An increase from the \$42,000 currently approved for 2016 to \$250,000 is proposed with the 2016 amendment. The Big Dry Creek Stabilization project is proposed to be reduced by \$208,000 in 2016 to provide sufficient funding to meet the City’s match.

Payment in Lieu of Use Tax

Adopted 2016 = \$58,000

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.

Adopted 2016 Stormwater Capital Improvements Total	\$3,268,000
Proposed 2016 Amended Stormwater Capital Improvements Total	\$3,380,000
Adopted 2016 GRAND TOTAL Utility Fund	\$39,286,000
Proposed 2016 Amended GRAND TOTAL Utility Fund	\$78,803,000
Adopted 2016 CIP GRAND TOTAL	<u>\$50,358,000</u>
Proposed 2016 Amended CIP GRAND TOTAL	<u>\$96,705,000</u>

**Mid-Year 2016 Budget Review
2016 Proposed New Positions Sheet**

Fund	Department	Division	Home Business Unit	Position Title	FTE	2016 Total Salary without Benefits by FTE	Benefit Expense by FTE	Total Cost with Benefits
General	CAO	CAO/Prosecuting	100031200125	Legal Investigator	1.00	\$48,947	\$8,321	\$57,268
General	CMO	Administration	10005050	Management Analyst	1.00	\$64,981	\$11,047	\$76,028
General	CMO	Administration	10005050	Senior Projects Engineer	1.00	\$115,893	\$19,702	\$135,595
General	CMO	Economic Development	10005340	Economic Development Specialist (upgrade from E5 to E7)	1.00	\$69,856	\$11,875	\$81,731
General	CD	Administration	10030050	Applications Specialist	0.50	\$28,284	\$4,808	\$33,093
General	GS	Human Resources	10012060	Human Resources Analyst / SR Human Resources Analyst	1.00	\$64,981	\$11,047	\$76,028
General	PR&L	Recreation-Westview	100507200967	Facility Assistant	0.50	\$22,764	\$3,870	\$26,633
General	PR&L	Recreation-SFC	100507200963	Facility Assistant	0.50	\$22,764	\$3,870	\$26,633
General	PR&L	Recreation/SFC	100507200963	Guest Relations Clerk II	0.50	\$15,860	\$2,696	\$18,556

**Mid-Year 2016 Budget Review
2016 Proposed New Positions Sheet**

Fund	Department	Division	Home Business Unit	Position Title	FTE	2016 Total Salary without Benefits by FTE	Benefit Expense by FTE	Total Cost with Benefits
General	PR&L	Recreation-Westview	100507200967	Guest Relations Clerk II	0.40	\$12,688	\$2,157	\$14,845
General	PR&L	Recreation-CPRC	100507200860	Guest Relations Clerk II	0.60	\$19,032	\$3,235	\$22,267
General	PR&L	Recreation-Aquatics	100507200511	Lead Lifeguard	0.50	\$12,765	\$2,170	\$14,935
General	PR&L	Operations	10050050	Recreation Specialist <i>(Working Title - Special Events)</i>	0.40	\$22,491	\$3,823	\$26,314
General	PR&L	Library Services	10050620	Library Associate II	0.20	\$8,471	\$1,440	\$9,911
General	PR&L	Library Services	10050620	Library Associate II	1.00	\$42,356	\$7,200	\$49,556
General	PR&L	Library Services	10050620	Library Clerk II	0.80	\$25,376	\$4,314	\$29,690
General	PR&L	Library Services	10050620	Library Clerk I/II	0.50	\$14,754	\$2,508	\$17,262
General	PR&L	Library Services	10050620	Librarian I	0.10	\$6,044	\$1,027	\$7,071
General	PR&L	Library Services	10050620	Library Shelver (benefited)	0.10	\$2,374	\$404	\$2,778
GENERAL FUND TOTAL					11.60	\$620,680		
Utility	IT	IT	20060230	Internet Software Engineer	0.20	\$17,355	\$2,950	\$20,306
UTILITY FUND TOTAL					0.20	\$17,355		

**Mid-Year 2016 Budget Review
2016 Proposed New Positions Sheet**

Fund	Department	Division	Home Business Unit	Position Title	FTE	2016 Total Salary without Benefits by FTE	Benefit Expense by FTE	Total Cost with Benefits
Other	GS	Fleet	30012460	Secretary	0.25	\$10,871	\$1,848	\$12,719
OTHER FUND TOTAL					0.25	\$10,871		

TEMPORARY INTERNS

Utility	IT	IT	20060230	Management Intern I	1	\$45,532	\$7,740	\$53,273
Utility	PW&U	Water Plant	20035490	Intern	1	\$31,716	\$5,392	\$37,108
Utility	PW&U	WW Plant	21035490	Intern	1	\$31,716	\$5,392	\$37,108
					3	\$108,964		

		Total Cost W/O Benefits
General Fund Total	11.60	\$620,680
Utility Fund Total	0.20	\$17,355
Other Fund Total	0.25	\$10,871
TOTAL ALL FUNDS	12.050	\$648,907

Temp Intern Positions (non FTE)	\$108,964	(3 positions Non FTE)
	\$757,871	

Mid-Year 2016 Budget Review
2016 Proposed Change Sheet
(sorted by fund)

Pay Plan	Fund	Dept.	Div.	Original Business Unit (BU)	Classification	Current Grade	FTE	Changes	New Grade	Justification	Estimated Cost per FTE	Ending BU (if changes made to BU)	Total FTEs impacted per BU
Exempt	General	CAO	CAO	10003120	Deputy City Attorney	E15	1.00	Reclassify to Administrative Pay Plan A5	A5	Department Request	\$0	10003120	1.00
Exempt	General	CAO	CAO	10003120	Legal Secretary	E3	2.80	Title Change to Legal Assistant; no change to grade; eliminate classification	E3	Admin Support Study	\$0	10003120	2.80
Exempt	General	CMO	CMO	10005050	Administrative Secretary	E3	3.00	Upgrade 7.5% to E4; Title Change to Executive Assistant; eliminate classification	E4	Admin Support Study	\$34,662	10005050	3.00
Exempt	General	CMO	CMO	10005050	Executive Secretary to City Manager	E5	1.00	Upgrade 7.5% to E6; Title change to Executive Assistant to the City Manager; eliminate classification	E6	Admin Support Study	\$4,675	10005050	1.00
Exempt	General	CMO	Economic Development	10005340	Administrative Secretary	E3	1.00	Upgrade 7.5% to E4; Title Change to Executive Assistant; eliminate classification	E4	Admin Support Study	\$3,846	10005340	1.00
Exempt	General	CMO	Economic Development	10005340	Economic Development Specialist	E5	1.00	Upgrade 30% to E9 and title change to Economic Development Coordinator; keep classification but upgrade to E7	E9	Department Request	\$13,740	10005340	1.00
Exempt	General	GS	Administration	10012050	Administrative Secretary	E3	1.00	Upgrade 7.5% to E4; Title Change to Executive Assistant; eliminate classification	E4	Admin Support Study	\$4,046	10012050	1.00
Exempt	General	GS	Administration	10012050	Human Resources Analyst/HRIS	E6	1.00	Upgrade; Reclassification and Title Change to ERP Business Analyst: (E8) 15%	E8	Salary Survey	\$8,634	10012050	1.00

Mid-Year 2016 Budget Review
2016 Proposed Change Sheet
(sorted by fund)

Pay Plan	Fund	Dept.	Div.	Original Business Unit (BU)	Classification	Current Grade	FTE	Changes	New Grade	Justification	Estimated Cost per FTE	Ending BU (if changes made to BU)	Total FTEs impacted per BU
Non Exempt	General	GS	Human Resources	10012060	Clerk Typist I/II	N5/N8	n/a	Title Change to Administrative Assistant (Substitute); eliminate classification	N11	Admin Support Study	\$0	10012060	n/a
Non Exempt	General	GS	Human Resources	10012060	Clerk Typist I/II	N5/N8	n/a	Title Change to Document Imaging Clerk and move to Hourly Pay Plan H13 (\$13.67, \$14.66, \$15.72); eliminate classification	H13	Admin Support Study	\$0	10012060	n/a
Non Exempt	General	GS	Human Resources	10012060	Secretary	N10	2.05	Upgrade 7.5% to N11; Title Change to Administrative Assistant; eliminate classification	N11	Admin Support Study	\$8,270	10012060	2.05
Non Exempt	General	GS	City Clerk	10012070	Records Management Technician	N13	1.00	Upgrade 5% to N15 and Title Change to Deputy City Clerk; keep classification	N15	Reorganization	\$3,407	10012070	1.00
Non Exempt	General	GS	City Clerk	10012070	Secretary	N10	0.50	Upgrade 7.5% to N11; Title Change to Administrative Assistant; eliminate classification	N11	Admin Support Study	\$485	10012070	0.50
Exempt	General	GS	Municipal Court	10012130	Court Financial/ Technical Supervisor	E4	1.00	Upgrade and Title Change to Court Financial Supervisor (E5) eliminate job classification	E5	Salary Survey	\$4,012	10012130	1.00
Non Exempt	General	GS	BO&M	10012390	Electromechanic Specialist	N15	1.00	Reclassification, Upgrade 7.5% to N16 and Title Change to Foreman; keep classification	N16	Audit	\$3,074	10012390	1.00

Mid-Year 2016 Budget Review
2016 Proposed Change Sheet
(sorted by fund)

Pay Plan	Fund	Dept.	Div.	Original Business Unit (BU)	Classification	Current Grade	FTE	Changes	New Grade	Justification	Estimated Cost per FTE	Ending BU (if changes made to BU)	Total FTEs impacted per BU
Non Exempt	General	GS	BO&M	10012390	Secretary	N10	1.00	Upgrade 7.5% to N11; Title Change to Administrative Assistant; eliminate classification	N11	Admin Support Study	\$1,940	10012390	1.00
Exempt	General	Finance	Administration	10015050	Administrative Secretary	E3	1.00	Upgrade 7.5% to E4; Title Change to Executive Assistant; eliminate classification	E4	Admin Support Study	\$4,046	10015050	1.00
Non-Exempt	General	Finance	Accounting	10015220	Accounting Specialist	N13	1.00	Upgrade 53% to E8; Reclassification and Title Change to ERP Business Analyst; eliminate classification	E8	Salary Survey	\$10,115	10015220	1.00
Exempt	General	Police	Administration	10020050	Administrative Coordinator	E4	1.00	Title Change to Executive Assistant; no change to grade; eliminate classification	E4	Admin Support Study	\$0	10020050	1.00
Non Exempt	General	Police	Specialized Svcs / Admin	10020300	Secretary	N10	1.00	Upgrade 7.5% to N11; Title Change to Administrative Assistant; eliminate classification	N11	Admin Support Study	\$2,141	10020300	1.00
Non Exempt	General	Police	Patrol Services	10020500	Secretary	N10	0.80	Upgrade 7.5% to N11; Title Change to Administrative Assistant; eliminate classification	N11	Admin Support Study	\$1,182	10020500	0.80
Exempt	General	Fire	Emergency Services	10025260	Administrative Secretary	E3	1.00	Upgrade 7.5% to E4; Title Change to Executive Assistant; eliminate classification	E4	Admin Support Study	\$3,236	10025260	1.00

Mid-Year 2016 Budget Review
2016 Proposed Change Sheet
(sorted by fund)

Pay Plan	Fund	Dept.	Div.	Original Business Unit (BU)	Classification	Current Grade	FTE	Changes	New Grade	Justification	Estimated Cost per FTE	Ending BU (if changes made to BU)	Total FTEs impacted per BU
Non Exempt	General	Fire	Emergency Services	10025260	Secretary	N10	2.50	Upgrade 7.5% to N11; Title Change to Administrative Assistant; eliminate classification	N11	Admin Support Study	\$12,799	10025260	2.50
Exempt	General	CD	Administration	10030050	Administrative Coordinator	E4	1.00	Title Change to Executive Assistant; no change to grade; eliminate classification	E4	Admin Support Study	\$0	10030050	1.00
Non Exempt	General	CD	Administration	10030050	Secretary	N10	1.10	Upgrade 7.5% to N11; Title Change to Administrative Assistant; eliminate classification	N11	Admin Support Study	\$2,334	10030050	1.10
Non Exempt	General	CD	Administration	10030050	Secretary	N10	0.50	Upgrade 15% to N12; Title Change to Community Redevelopment Technician; align to Building Permit Technician; eliminate classification	N12	Admin Support Study	\$835	10030050	0.50
Non Exempt	General	CD	Planning	10030360	Planning Aide	N11	1.00	Upgrade 7.5% to N12 - No Change to Title	N12	Admin Support Study	\$2,302	10030360	1.00
Non Exempt	General	CD	Planning	10030360	Secretary	N10	0.50	Upgrade 7.5% to N11; Title Change to Administrative Assistant; eliminate classification	N11	Admin Support Study	\$535	10030360	0.50
Non Exempt	General	CD	Building	10030370	Secretary	N10	1.50	Upgrade 7.5% to N11; Title Change to Administrative Assistant; eliminate classification	N11	Admin Support Study	\$3,584	10030370	1.50

Mid-Year 2016 Budget Review
2016 Proposed Change Sheet
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Pay Plan	Fund	Dept.	Div.	Original Business Unit (BU)	Classification	Current Grade	FTE	Changes	New Grade	Justification	Estimated Cost per FTE	Ending BU (if changes made to BU)	Total FTEs impacted per BU
Non Exempt	General	CD	Engineering	10030380	Secretary	N10	0.50	Upgrade 7.5% to N11; Title Change to Administrative Assistant; eliminate classification	N11	Admin Support Study	\$485	10030380	0.50
Non Exempt	General	PW&U	Street Maintenance	10035450	Secretary	N10	1.00	Upgrade 7.5% to N11; Title Change to Administrative Assistant; eliminate classification	N11	Admin Support Study	\$1,673	10035450	1.00
Exempt	General	PR&L	Administration	10050050	PR&L Marketing Analyst	E5	0.20	Reclassification; Downgrade -7.5% to E4; Title change to Recreation Specialist; Account change to 10050760; keep classification	E4	Restructure Request	-\$73	10050050	0.20
Exempt	General	PR&L	Administration	10050050	Administrative Coordinator	E4	1.00	Title Change to Executive Assistant; no change to grade; eliminate classification	E4	Admin Support Study	\$0	10050050	1.00
Non Exempt	General	PR&L	Administration	10050050	Secretary	N10	3.00	Upgrade 7.5% to N11; Title Change to Administrative Assistant; eliminate classification	N11	Admin Support Study	\$19,273	10050050	3.00
Non-Exempt	General	PR&L	Parks	10050550	Crew leader	N13	3.00	Upgrade 7.5% to N14	N14	Restructure Request	\$22,196	10050550	3.00
Non-Exempt	General	PR&L	Parks	10050550	Crew leader	N13	1.00	Reclassification; Upgrade 22.5% (2) current Crew leaders to N16 Foreman	N16	Restructure Request	\$6,350	10050550	1.00

Mid-Year 2016 Budget Review
2016 Proposed Change Sheet
(sorted by fund)

Pay Plan	Fund	Dept.	Div.	Original Business Unit (BU)	Classification	Current Grade	FTE	Changes	New Grade	Justification	Estimated Cost per FTE	Ending BU (if changes made to BU)	Total FTEs impacted per BU
Non Exempt	General	PR&L	Library Services	10050620	Secretary	N10	1.00	Upgrade 7.5% to N11; Title Change to Administrative Assistant; eliminate classification	N11	Admin Support Study	\$2,141	10050620	1.00
Non Exempt	General	PR&L	Standley Lake	10050660	Gate Attendant	S5	n/a (4)	Upgrade salary to maintain Minimum Wage for 2016 (\$8.50/hr)	S5	Minimum Wage	\$510	10050660	n/a
Exempt	General	PRL	Recreation-Rec Facilities	10050720	Recreation Facilities Superintendent	E11	1.00	Transfer fte and title change from Recreation Facilities Superintendent to Parks and Golf Superintendent	E11	Restructure Request	\$6,494	10050550	1.00
Non Exempt	General	PR&L	Recreation Facilities	10050720	Child Care Attendant; Program Aide	H3	n/a (43)	Upgrade salary to maintain Minimum Wage for 2016 (\$8.50/hr)	H3	Minimum Wage	\$1,394	10050720	n/a
Non Exempt	General	PR&L	Recreation	10050760	Facility Assistant	N12	1.75	Reclassification; Upgrade 23.5% to E4; Title change to Recreation Specialist	E4	Audit	\$10,982	10050760	1.75
Exempt	General	PR&L	Recreation	10050760	Recreation Supervisor	E8	1.00	Downgrade -15% to E6; Transfer vacant Recreation Supervisor to Open Space and Retitle to Open Space Supervisor	E6	Restructure Request	-\$8,473	54050550	1.00
Exempt	General	PR&L	Recreation	10050760	Recreation Programs Superintendent	E9	1.00	Upgrade 7.5% to E10	E10	Restructure Request	\$6,116	10050760	1.00

Mid-Year 2016 Budget Review
2016 Proposed Change Sheet
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Pay Plan	Fund	Dept.	Div.	Original Business Unit (BU)	Classification	Current Grade	FTE	Changes	New Grade	Justification	Estimated Cost per FTE	Ending BU (if changes made to BU)	Total FTEs impacted per BU
Non Exempt	General	PR&L	Recreation Programs	10050760	Program Aide, Scorekeeper, Retail Shop Clerk, Swimming Lesson Inst, Van Driver	H2/H3/H4	n/a (12)	Upgrade salary to maintain Minimum Wage for 2016 (\$8.50/hr)	H2/H3/H4	Minimum Wage	\$856	10050760	n/a
Exempt	General	CAO	CAO / PROS	100031200125	Legal Secretary	E3	0.50	Upgrade 15% to E5; Title Change to Legal Coordinator; eliminate classification	E5	Admin Support Study	\$1,738	100031200125	0.50
Non Exempt	General	CAO	CAO / PROS	100031200125	Secretary	N10	0.50	Upgrade 7.5% to N11; Title Change to Administrative Assistant; eliminate classification	N11	Admin Support Study	\$439	100031200125	0.50
Exempt	General	CAO	CAO / PROS	100031200911	Legal Secretary	E3	0.50	Upgrade 15% to E5; Title Change to Legal Coordinator; eliminate classification	E5	Admin Support Study	\$1,738	100031200911	0.50
Non Exempt	General	Police	Specialized Svcs / Prof Svcs	100203000341	Secretary	N10	0.80	Upgrade 7.5% to N11; Title Change to Administrative Assistant; eliminate classification	N11	Admin Support Study	\$1,153	100203000341	0.80
Non Exempt	General	Police	Specialized Svcs / Investigations	100203000344	Secretary	N10	1.00	Upgrade 7.5% to N11; Title Change to Administrative Assistant; eliminate classification	N11	Admin Support Study	\$2,141	100203000344	1.00
Non Exempt	General	Police	Specialized Svcs / Investigations	100203000344	Secretary	N10	0.50	Upgrade 7.5% to N11; Title Change to Administrative Assistant; eliminate classification	N11	Admin Support Study	\$535	100203000344	0.50

Mid-Year 2016 Budget Review
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Pay Plan	Fund	Dept.	Div.	Original Business Unit (BU)	Classification	Current Grade	FTE	Changes	New Grade	Justification	Estimated Cost per FTE	Ending BU (if changes made to BU)	Total FTEs impacted per BU
Non Exempt	General	Fire	Emergency Services	100252600546	Battalion Chief/EMS Coordinator	E12	1.00	Title Change to EMS Chief; no change to grade; eliminate classification	E12	Department Request	\$0	100252600546	1.00
Non Exempt	General	Fire	Emergency Services	100252600546	Fire Paramedic	F3/FS3	3.00	Upgrade 31% to F4; Title Change to Fire Lieutenant - EMS Field Coordinator	F4/FS4	Department Request	\$68,435	100252600546	3.00
Exempt	General	PR&L	Recreation	100507200511	Aquatics Supervisor	E8	1.00	Title change to Recreation Supervisor; eliminate classification	E8	Restructure Request	\$0	100507200511	1.00
Exempt	General	PR&L	Recreation	100507200860	City Park Superintendent	E10	0.50	Upgrade 7.5% to E11; title change to Recreation Facilities Superintendent; Account change to 10050720; eliminate classification	E11	Restructure Request	\$1,424	10050720	0.50
Exempt	General	PR&L	Recreation	100507200860	Recreation Supervisor	E8	0.50	Reclassification; Upgrade 7.5% to E9; title change to Recreation Supervisor II; keep classification	E9	Restructure Request	\$1,484	100507200860	0.50
Exempt	General	PR&L	Recreation	100507200861	City Park Superintendent	E10	0.50	Upgrade 7.5% to E11; title change to Recreation Facilities Superintendent; Account change to 10050720; eliminate classification	E11	Restructure Request	\$1,424	10050720	0.50
Exempt	General	PR&L	Recreation	100507200861	Recreation Supervisor	E8	0.50	Reclassification; Upgrade 7.5% to E9; title change to Recreation Supervisor II; keep classification	E9	Restructure Request	\$1,484	100507200861	0.50

Mid-Year 2016 Budget Review
2016 Proposed Change Sheet
(sorted by fund)

Pay Plan	Fund	Dept.	Div.	Original Business Unit (BU)	Classification	Current Grade	FTE	Changes	New Grade	Justification	Estimated Cost per FTE	Ending BU (if changes made to BU)	Total FTEs impacted per BU
Non Exempt	General	PR&L	Recreation	100507600035	Facility Assistant	N12	0.25	Reclassification; Upgrade 5% to E4; Title change to Recreation Specialist; keep classification	E4	Audit	\$224	100507600035	0.25
General Fund							58.75					\$286,043	58.75
Non-Exempt	Utility	CD	Engineering	25030380	GIS Technician	N12	1.00	Reclassification; upgrade 30% to N16; title change to GIS Specialist; keep classification	N16	Department Request	\$6,316	25030380	1.00
Exempt	Utility	IT	IT	20060230	Administrative Secretary	E3	1.00	Upgrade 7.5% to E4; Title Change to Executive Assistant; eliminate classification	E4	Admin Support Study	\$4,046	20060230	1.00
Exempt	Utility	IT	IT	20060230	Network Administrator	E9	0.60	Upgrade 15% to E11 and Title change to Network Engineer; eliminate classification	E11	Audit	\$3,754	20060230	0.60
Exempt	Utility	IT	IT	200602300911	Network Administrator	E9	0.40	Upgrade 15% to E11 and Title change to Network Engineer; eliminate classification	E11	Audit	\$1,669	200602300911	0.40
Exempt	Utility	IT	IT	20060230	Senior Telecom Administrator	E10	1.00	Upgrade 15% to E12	E12	Audit	\$11,533	20060230	1.00
Exempt	Utility	PW&U	Water Administration	20035050	Administrative Secretary	E3	1.00	Upgrade 7.5% to E4; Title Change to Executive Assistant; eliminate classification	E4	Admin Support Study	\$3,641	20035050	1.00
Exempt	Utility	PW&U	Utility Ops-Water	20035470	Distribution & Collecting Superintendent	E12	1.00	Reclassification; Downgrade -15% to E10; Title change to Water Superintendent; eliminate classification	E10	Department Request	-\$8,603	20035470	1.00

Mid-Year 2016 Budget Review
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Exempt	Utility	PW&U	Utility Ops-Field Ops	200354700498	Wastewater and Support Services Superintendent	E8	1.00	Reclassification; Upgrade 15% to E10; Title change to Wastewater Superintendent; eliminate classification	E10	Department Request	\$9,488	200354700498	1.00
Non-Exempt	Utility	PW&U	Utilities Planning & Engineering	20035480	Reclaimed Water System Coordinator	E8	1.00	Title change to Engineer (No Progression); no change to grade; eliminate classification	E8	Department Request	\$0	20035480	1.00
Non-Exempt	Utility	PW&U	Water Plant Section	20035490	Utilities Technician	N13	2.00	Reclassification and Upgrade 7.5% to N14; Title change to Plant Electrician; keep classification	N14	Audit	\$9,779	20035490	2.00
Non-Exempt	Utility	PW&U	Water Quality Section	200354800943	Chemist	N16	1.00	Reclassification and Upgrade 1.4% to E8; title change to Water Quality Specialist; keep classification	E8	Audit	\$5,157	200354800943	1.00
Non-Exempt	Utility	PW&U	Water Quality Section	200354800943	Laboratory Aide	N11	1.00	Reclassification and Upgrade 22.5% to N14; title change to Laboratory Analyst; keep classification	N14	Audit	\$4,534	200354800943	1.00
Non Exempt	Utility	PW&U	Utility Ops - Water Field Ops	20035470	Secretary	N10	1.00	Upgrade 7.5% to N11; Title Change to Administrative Assistant; eliminate classification	N11	Admin Support Study	\$1,847	20035470	1.00
Non Exempt	Utility	PW&U	Utility Ops - Water Field Ops	20035470	Secretary	N10	1.00	Upgrade 7.5% to N11; Title Change to Administrative Assistant; eliminate classification	N11	Admin Support Study	\$2,141	20035470	1.00

Mid-Year 2016 Budget Review
2016 Proposed Change Sheet
(sorted by fund)

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Non Exempt	Utility	PW&U	Water Field Ops - Infrastructure	200354700498	Secretary	N10	0.50	Upgrade 7.5% to N11; Title Change to Administrative Assistant; eliminate classification	N11	Admin Support Study	\$535	200354700498	0.50	
Non Exempt	Utility	PW&U	Water Field Ops - Infrastructure	200354700498	Secretary	N10	1.00	Title Change to Data Entry Clerk; No change to grade; eliminate classification	N10	Admin Support Study	\$0	200354700498	1.00	
Non Exempt	Utility	PW&U	Utility Planning & Engineering-Water Res Section	20035480	Secretary	N10	1.00	Upgrade 7.5% to N11; Title Change to Administrative Assistant; eliminate classification	N11	Admin Support Study	\$1,893	20035480	1.00	
Non-Exempt	Utility	PW&U	Wastewater Plant Section	21035490	Utilities Technician	N13	1.00	Reclassification and Upgrade 7.5% to N14; Title change to Plant Electrician; keep classification	N14	Audit	\$2,660	21035490	1.00	
Non-Exempt	Utility	PW&U	Water Quality Section/Big Dry	210354800943	Laboratory Services Coordinator	N16	1.00	Reclassification to Chemist; no change to grade; keep classification	N16	Audit	\$0	210354800943	1.00	
Utility Fund Total							18.50					\$60,389	18.50	
Non Exempt	Other	GS	Fleet	30012460	Secretary	N10	0.50	Upgrade 7.5% to N11; Title Change to Administrative Assistant; eliminate classification	N11	Admin Support Study	\$485	30012460	0.50	
Non Exempt	Other	PR&L	Open Space (POST)	54050550	Horticultural Specialist-Open Space	N12	1.00	Title Change to Parks Specialist (to consolidate job titles); eliminate classification	N12	Restructure Request	\$0	54050550	1.00	

Mid-Year 2016 Budget Review
2016 Proposed Change Sheet
(sorted by fund)

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Exempt	Other	PR&L	Open Space (POST)	54050550	Open Space Coordinator	E9	1.00	Title change to Open Space Superintendent; Increase FTE by .4 from current .6 FTE to a Regular 1.0 FTE in January; no change to grade; eliminate classification	E9	Department Request	\$1,759	54050550	1.00
Exempt	Other	PR&L	Open Space (POST)	54050550	Open Space Volunteer Coordinator	E4	1.00	Title change to Open Space Volunteer Specialist; no change to grade; eliminate classification	E4	Department Request	\$0	54050550	1.00
Exempt	Other	PR&L	Open Space (POST)	54050550	Recreation Specialist	E4	1.00	Title change to Open Space Specialist; no change to grade; keep classification	E4	Department Request	\$0	54050550	1.00
Non Exempt	Other	PR&L	Golf Legacy	22050720	Golf Course Attendant, Retail Shop Clerk	H2 / H4	n/a (26)	Upgrade salary to maintain Minimum Wage for 2016 (\$8.50/hr)	H2/H4	Minimum Wage	\$2,732	22050720	n/a
Non Exempt	Other	PR&L	Golf Heritage	23050720	Golf Course Attendant, Retail Shop Clerk	H2 / H4	n/a (18)	Upgrade salary to maintain Minimum Wage for 2016 (\$8.50/hr)	H2/H4	Minimum Wage	\$3,454	23050720	n/a
Exempt	Other	PR&L	Parks - Com Enhancement	80175050340	Parks Superintendent/ Open Space	E8	1.00	Upgrade 23.8% to A2; Title change to new title Open Space Manager; Change from current status to Open Space Division (same Acct #54050550); keep classification	A2	Restructure Request	\$9,980	54050550	1.00

**Mid-Year 2016 Budget Review
2016 Proposed Change Sheet
(sorted by fund)**

Pay Plan	Fund	Dept.	Div.	Original Business Unit (BU)	Classification	Current Grade	FTE	Changes	New Grade	Justification	Estimated Cost per FTE	Ending BU (if changes made to BU)	Total FTEs impacted per BU
Non-Exempt	Other	PR&L	Parks - Com Enhancement	80175050340	Crew leader	N13	1.00	Upgrade 7.5% to N14	N14	Restructure Request	\$2,660	80175050340	1.00
Non-Exempt	Other	PR&L	Parks - Capital Proj (JCOS)	80275050512	Crew leader	N13	3.00	Upgrade 7.5% to N14	N14	Restructure Request	\$23,016	80275050512	3.00
Exempt	Other	CMO	Economic Development / WURP	80968005952	Communication Coordinator	E9	n/a	Pay Plan clean up; eliminate classification	E9	Pay Plan Clean up	\$0	80968005952	n/a
Exempt	Other	CMO	Economic Development / WURP	80968005952	Administrative Secretary	E3	0.50	Upgrade 7.5% to E4; Title Change to Executive Assistant; eliminate classification	E4	Admin Support Study	\$985	80968005952	0.50

Other Fund Total

10.00

\$45,071

10

General Fund Total: 58.75
Utility Fund Total: 18.50
Other Fund Total: 10.00
TOTAL ALL FUNDS: 87.25

\$286,043
\$60,389
\$45,071
\$391,503

**2016 Budget
2016 Proposed Change Sheet
(Account Changes Only)**

Pay Plan	Fund	Dept.	Div.	Beginning BU	Classification	Current Grade	FTE	Changes	Justification	Cost per FTE	Ending BU	Total FTEs impacted per BU
Exempt	General	PRL	Recreation-Programs	10050760	Recreation Specialist	E4	0.60	Transfer into PR&L/Admin Division - to reflect Management under PR&L Operations Manager	PRL Restructure	\$33,075	10050050	0.60
Exempt	General	PRL	Recreation-Programs	10050760	Recreation Specialist	E4	0.80	Transfer into PR&L/Admin Division - to reflect Management under PR&L Operations Manager	PRL Restructure	\$44,100	10050050	0.80
General Fund Total							1.40			\$77,176		1.40

Non Exempt	Other	PW&U	Utility Operations	20035430	Records Management Technician	N13	1.00	Transfer to Account #200354700498 - Water Field Ops - ISS	N13	52,969	200354700498	1.00
Utility Fund Total							1.00			\$52,969		1.00

Non Exempt	Other	PRL	Golf - Legacy	22050720	Horticultural Specialist-Legagy	N12	0.50	Transfer to Parks under supervision of Keith Stieduhar-Community Enhancement Prog; Title Change to Parks Specialist (to consolidate job titles) can use /Horticulture	N12	27,194	80175050340	0.50
Non Exempt	Other	PRL	Golf - Heritage	23050720	Horticultural Specialist - Heritage	N12	0.50	Transfer to Parks under supervision of Keith Stieduhar-Community Enhancement Prog; Title Change to Parks Specialist (to consolidate job titles) can use /Horticulture	N12	27,194	80175050340	0.50
Other Fund Total							1.00			\$54,389		1.00

General Fund Total: 1.40
Utility Fund Total: 1.00
Other Fund Total: 1.00
TOTAL ALL FUNDS: 3.40

General Fund Total: \$77,176
Utility Fund Total: \$52,969
Other Fund Total: \$54,389
TOTAL ALL FUNDS: \$184,534

**City of Westminster
Mid-Tear 2016 Budget Review
2016 Proposed Full-time Equivalent Staffing Summary**

Business Unit	Position Title	2015 Authorized Amended	2016 Authorized	2016 Proposed Amended
<u>General Fund</u>				
City Attorney's Office				
10003120	City Attorney's Office Section			
	Assistant City Attorney I/II	2.150	2.150	2.150
	City Attorney	1.000	1.000	1.000
	Deputy City Attorney	1.000	1.000	1.000
	Legal Assistant	0.000	0.000	2.800
	Legal Coordinator	1.000	1.000	1.000
	<i>Legal Secretary</i>	<i>2.800</i>	<i>2.800</i>	<i>0.000</i>
	City Attorney's Office Section Total	7.950	7.950	7.950
100031200125	Prosecuting Section			
	Administrative Assistant	0.000	0.000	0.500
	Assistant Prosecuting Attorney	1.700	1.700	1.700
	Lead Prosecuting Attorney	0.750	0.750	0.750
	Legal Coordinator	0.000	0.000	0.500
	Legal Investigator	0.000	0.000	1.000
	<i>Legal Secretary</i>	<i>0.500</i>	<i>0.500</i>	<i>0.000</i>
	<i>Secretary</i>	<i>0.500</i>	<i>0.500</i>	<i>0.000</i>
	Prosecuting Section Total	3.450	3.450	4.450
100031200911	Public Safety			
	Assistant City Attorney I/II	0.250	0.250	0.250
	Assistant Prosecuting Attorney	1.300	1.300	1.300
	Lead Prosecuting Attorney	0.250	0.250	0.250
	Legal Coordinator	0.000	0.000	0.500
	<i>Legal Secretary</i>	<i>0.500</i>	<i>0.500</i>	<i>0.000</i>
	Prosecuting Section - Public Safety Total	2.300	2.300	2.300
City Attorney's Office Total		13.700	13.700	14.700

**City of Westminster
Mid-Tear 2016 Budget Review
2016 Proposed Full-time Equivalent Staffing Summary**

Business Unit	Position Title	2015 Authorized Amended	2016 Authorized	2016 Proposed Amended
<u>General Fund</u>				
City Manager's Office				
10005050	City Manager's Office Section			
	<i>Administrative Secretary</i>	3.000	3.000	0.000
	City Manager	1.000	1.000	1.000
	Deputy City Manager	2.000	2.000	2.000
	Executive Assistant	0.000	0.000	3.000
	Executive Assistant to City Manager	0.000	0.000	1.000
	<i>Executive Secretary to City Manager</i>	1.000	1.000	0.000
	Management Analyst	0.000	0.000	1.000
	Senior Projects Engineer	1.000	1.000	2.000
	City Manager's Office Section Total	8.000	8.000	10.000
10005340	Economic Development Division			
	<i>Administrative Secretary</i>	1.000	1.000	0.000
	Economic Development Coordinator	0.000	0.000	1.000
	Economic Development Manager	1.000	1.000	1.000
	Economic Development Officer	1.000	1.000	1.000
	Economic Development Specialist	1.000	1.000	1.000
	Executive Assistant	0.000	0.000	1.000
	Economic Development Division Total	4.000	4.000	5.000
10005387	Communication and Outreach Division			
	Communication and Outreach Coordinator	3.000	3.000	3.000
	Communication and Outreach Manager	1.000	1.000	1.000
	Communication and Outreach Division Total	4.000	4.000	4.000
10005080	Management and Budget Division			
	Assistant City Manager	1.000	1.000	1.000
	Assistant to the City Manager	1.000	1.000	1.000
	Senior Management Analyst	1.000	1.000	1.000
	Management and Budget Division Total	3.000	3.000	3.000
City Manager's Office Total		19.000	19.000	22.000

**City of Westminster
Mid-Tear 2016 Budget Review
2016 Proposed Full-time Equivalent Staffing Summary**

Business Unit	Position Title	2015 Authorized Amended	2016 Authorized	2016 Proposed Amended
<u>General Fund</u>				
Community Development Department				
10030050	Administration Division			
	Administrative Assistant	0.000	0.000	1.100
	<i>Administrative Coordinator</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
	Applications Specialist	0.000	0.000	0.500
	Business Operations Coordinator	1.000	1.000	1.000
	Community Development Director	1.000	1.000	1.000
	Community Redevelopment Technician	0.000	0.000	0.500
	Executive Assistant	0.000	0.000	1.000
	<i>Secretary</i>	<i>1.600</i>	<i>1.600</i>	<i>0.000</i>
	Senior Projects Coordinator	1.000	1.000	1.000
	Administration Division Total	5.600	5.600	6.100
10030370	Building Division			
	<i>Administrative Assistant</i>	<i>0.000</i>	<i>0.000</i>	<i>1.500</i>
	Applications Specialist	1.000	1.000	1.000
	Assistant Building Plans Analyst	1.500	1.500	1.500
	Building Inspection Supervisor	1.000	1.000	1.000
	Building Permit Technician	2.000	2.000	2.000
	Building Plans Analyst	1.000	1.000	1.000
	Chief Building Official	1.000	1.000	1.000
	Electrical Inspector	2.000	2.000	2.000
	General Building Inspector	4.000	4.000	4.000
	Housing Inspector	1.000	1.000	1.000
	Lead Housing Inspector	1.000	1.000	1.000
	<i>Secretary</i>	<i>1.500</i>	<i>1.500</i>	<i>0.000</i>
	Building Division Section Sum	17.000	17.000	17.000
100303700911	Building Division - Public Safety			
	Assistant Building Plans Analyst	1.000	1.000	1.000
	Building Division - Public Safety Sum	1.000	1.000	1.000
	Building Division Total	18.000	18.000	18.000
10030380	Engineering Division			
	Administrative Assistant	0.000	0.000	0.500
	Assistant City Engineer	1.000	1.000	1.000
	Capital Projects Inspector	1.000	1.000	1.000
	City Engineer	1.000	1.000	1.000
	Construction Inspector	1.000	1.000	1.000
	Engineer/Senior Engineer	3.500	3.500	3.500
	Engineering Projects Specialist	1.000	1.000	1.000
	GIS Coordinator	1.000	1.000	1.000
	GIS Specialist	1.000	1.000	1.000
	<i>Secretary</i>	<i>0.500</i>	<i>0.500</i>	<i>0.000</i>
	Senior Projects Engineer	1.000	1.000	1.000
	Traffic Technician	1.000	1.000	1.000
	Transportation Systems Coordinator	1.000	1.000	1.000
	Engineering Division Total	14.000	14.000	14.000

**City of Westminster
Mid-Tear 2016 Budget Review
2016 Proposed Full-time Equivalent Staffing Summary**

Business Unit	Position Title	2015 Authorized Amended	2016 Authorized	2016 Proposed Amended
<u>General Fund</u>				
10030360	Planning Division			
	Administrative Assistant	0.000	0.000	0.500
	Associate Planner	2.000	2.000	2.000
	Code Enforcement Officer	0.500	0.500	0.500
	Construction Inspector	1.000	1.000	1.000
	<i>Landscape Planner</i>	<i>0.000</i>	<i>0.000</i>	<i>0.000</i>
	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
	Program Planner	1.000	1.000	1.000
	Records Management Technician	1.000	1.000	1.000
	<i>Secretary</i>	<i>0.500</i>	<i>0.500</i>	<i>0.000</i>
	Senior Urban Designer	1.000	1.000	1.000
	Planning Division Total	17.000	17.000	17.000
Community Development Department Total		54.600	54.600	55.100

**City of Westminster
Mid-Tear 2016 Budget Review
2016 Proposed Full-time Equivalent Staffing Summary**

Business Unit	Position Title	2015 Authorized Amended	2016 Authorized	2016 Proposed Amended
<u>General Fund</u>				
Finance Department				
10015050	Administration Division			
	Accounting Technician/Retirement	0.500	0.500	0.500
	<i>Administrative Secretary</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
	Contract Coordinator	1.000	1.000	1.000
	Executive Assistant	0.000	0.000	1.000
	Finance Director	1.000	1.000	1.000
	Purchasing Officer	1.000	1.000	1.000
	Retirement Administrator	1.000	1.000	1.000
	Administration Division Total	5.500	5.500	5.500
10015240	Treasury Division			
	Financial Analyst	1.000	1.000	1.000
	Revenue Services Representative	1.000	1.000	1.000
	Senior Financial Analyst	1.000	1.000	1.000
	Treasury Manager	1.000	1.000	1.000
	Treasury Division Total	4.000	4.000	4.000
10015250	Sales Tax Division Section			
	Accounting Technician	1.000	1.000	1.000
	Revenue Agent	1.000	1.000	1.000
	Sales Tax Audit Supervisor	1.000	1.000	1.000
	Sales Tax Auditor	4.000	4.000	4.000
	Sales Tax Manager	1.000	1.000	1.000
	Sales Tax Division Section Sum	8.000	8.000	8.000
100152500911	Sales Tax Division - Public Safety			
	Accountant	0.500	0.500	0.500
	Sales Tax Division - Public Safety Sum	0.500	0.500	0.500
	Sales Tax Division Total	8.500	8.500	8.500
10015220	Accounting Division Section			
	Accountant	3.500	3.500	3.500
	Accounting Manager	1.000	1.000	1.000
	<i>Accounting Specialist</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
	Accounting Technician	3.500	3.500	3.500
	ERP Business Analyst	0.000	0.000	1.000
	Accounting Division Section Sum	9.000	9.000	9.000
100152200911	Accounting Division - Public Safety			
	Accountant	0.500	0.500	0.500
	Accounting Technician	1.000	1.000	1.000
	Accounting Division - Public Safety Sum	1.500	1.500	1.500
	Accounting Division Total	10.500	10.500	10.500
Finance Department Total		28.500	28.500	28.500

**City of Westminster
Mid-Tear 2016 Budget Review
2016 Proposed Full-time Equivalent Staffing Summary**

Business Unit	Position Title	2015 Authorized Amended	2016 Authorized	2016 Proposed Amended
<u>General Fund</u>				
Fire Department				
10025260	Emergency Services Division Section			
	Administrative Assistant	0.000	0.000	2.500
	<i>Administrative Secretary</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
	Battalion Chief	3.000	3.000	3.000
	Deputy Chief/Administration	1.000	1.000	1.000
	Deputy Chief/Operations	1.000	1.000	1.000
	Executive Assistant	0.000	0.000	1.000
	Fire Captain	6.000	6.000	6.000
	Fire Chief	1.000	1.000	1.000
	Fire Engineer	21.000	21.000	21.000
	Fire Lieutenant	15.000	15.000	15.000
	Fire Lieutenant - Field Training Officer	1.000	1.000	1.000
	Fire Lieutenant - Technical Services Coordinator	1.000	1.000	1.000
	Fire Training Coordinator	1.000	1.000	1.000
	Firefighter I/II	39.000	39.000	39.000
	<i>Secretary</i>	<i>2.500</i>	<i>2.500</i>	<i>0.000</i>
	Emergency Services Division Section Sum	93.500	93.500	93.500
100252600546	EMS Section			
	<i>Battalion Chief/EMS Coordinator</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
	EMS Chief	0.000	0.000	1.000
	Fire Lieutenant - EMS Field Coordinator	2.000	2.000	5.000
	Fire Paramedic	33.000	33.000	30.000
	EMS Section Sum	36.000	36.000	36.000
	Emergency Services Division Total	129.500	129.500	129.500
100252600547	Fire Prevention Division			
	Emergency Management Coordinator	0.800	0.800	0.800
	Fire Inspector	0.000	1.000	1.000
	Fire Lieutenant - Fire Investigator	1.000	1.000	1.000
	Fire Lieutenant - Fire Plans Examiner/Inspector	1.000	1.000	1.000
	Fire Marshal	1.000	1.000	1.000
	Management Analyst	1.000	1.000	1.000
	Public Information Specialist	1.000	1.000	1.000
	Fire Prevention Division Total	5.800	6.800	6.800
Fire Department Total		135.300	136.300	136.300

**City of Westminster
Mid-Tear 2016 Budget Review
2016 Proposed Full-time Equivalent Staffing Summary**

Business Unit	Position Title	2015 Authorized Amended	2016 Authorized	2016 Proposed Amended
<u>General Fund</u>				
General Services Department				
10012050	Administration Division			
	<i>Administrative Secretary</i>	1.000	1.000	0.000
	Business Operations Coordinator	1.000	1.000	1.000
	ERP Business Analyst	0.000	0.000	1.000
	Executive Assistant	0.000	0.000	1.000
	General Services Director	1.000	1.000	1.000
	<i>Human Resources Analyst/HRIS</i>	1.000	1.000	0.000
	Administration Division Total	4.000	4.000	4.000
10012390	Building Operations & Maintenance Division			
	Administrative Assistant	0.000	0.000	1.000
	Carpenter	1.000	1.000	1.000
	Contract Services Coordinator	1.000	1.000	1.000
	<i>Electromechanic Specialist</i>	1.000	1.000	0.000
	Facilities CIP and Operations Manager	1.000	1.000	1.000
	Facilities Supervisor	1.000	1.000	1.000
	Foreman	0.000	0.000	1.000
	HVAC Specialist	2.000	2.000	2.000
	Maintenanceworker/Senior Maintenanceworker	3.000	3.000	3.000
	<i>Secretary</i>	1.000	1.000	0.000
	Building Operations & Maintenance Division Total	11.000	11.000	11.000
10012070	City Clerk's Office Division Section			
	Administrative Assistant	0.000	0.000	0.500
	City Clerk	1.000	1.000	1.000
	Deputy City Clerk	1.000	1.000	2.000
	Information/Records Management Coordinator	1.000	1.000	1.000
	Messenger	0.500	0.500	0.500
	<i>Records Management Technician</i>	0.000	1.000	0.000
	<i>Secretary</i>	0.500	0.500	0.000
	Switchboard Operator	1.116	1.116	1.116
	City Clerk's Office Division Section Sum	5.116	6.116	6.116
100120700135	Print Shop Section			
	Press Operator Assistant	1.000	1.000	1.000
	Print Shop Coordinator	1.000	1.000	1.000
	Print Shop Section Sum	2.000	2.000	2.000
	City Clerk's Office Total	7.116	8.116	8.116
10012130	Municipal Court Section			
	Associate Judge	0.800	0.800	0.800
	Court Administrator	1.000	1.000	1.000
	Court Financial Supervisor	0.000	0.000	1.000
	<i>Court Financial/Technical Supervisor</i>	1.000	1.000	0.000
	Deputy Court Administrator	1.000	1.000	1.000
	Deputy Court Clerk	10.300	10.300	10.300
	Municipal Judge	1.000	1.000	1.000
	Municipal Court Section Sum	15.100	15.100	15.100

**City of Westminster
Mid-Tear 2016 Budget Review
2016 Proposed Full-time Equivalent Staffing Summary**

Business Unit	Position Title	2015 Authorized Amended	2016 Authorized	2016 Proposed Amended
General Fund				
100121300130	Probation Section			
	Deputy Court Clerk	1.000	1.000	1.000
	Probation Officer	1.500	1.500	1.500
	Probation Supervisor	1.000	1.000	1.000
	Probation Section Sum	3.500	3.500	3.500
100121300911	Probation - Public Safety			
	Probation Officer	0.500	0.500	0.500
	Probation - Public Safety Sum	0.500	0.500	0.500
	Municipal Court - Public Safety			
	Deputy Court Clerk	1.500	1.500	1.500
	Municipal Court - Public Safety Sum	1.500	1.500	1.500
	Municipal Court Total	20.600	20.600	20.600
Human Resources Division - Risk				
100120500552	Environmental Section			
	Environmental Health and Safety Analyst	1.000	1.000	1.000
	Environmental Section Sum	1.000	1.000	1.000
	Human Resources Division - Risk Total	1.000	1.000	1.000
Human Resources Division - Benefits				
10012060	Benefits Section			
	Human Resources Analyst/Senior Human Resources Analyst	1.000	1.000	1.000
	Human Resources Manager/Benefits	1.000	1.000	1.000
	Benefits Section Sum	2.000	2.000	2.000
100120600544	Wellness Section			
	Wellness Program Coordinator	1.000	1.000	1.000
	Wellness Section Sum	1.000	1.000	1.000
100120600612	Employee Development Section			
	Employee Development Coordinator	1.000	1.000	1.000
	Employee Development Section Sum	1.000	1.000	1.000
	Human Resources Division-Benefits Total	4.000	4.000	4.000
Human Resources Division-Workforce				
10012060	Workforce Section			
	Administrative Assistant	0.000	0.000	2.050
	Human Resources Analyst/Senior Human Resources Analyst	3.000	3.000	4.000
	Human Resources Manager/Workforce	1.000	1.000	1.000
	Human Resources Technician	2.000	2.000	2.000
	<i>Secretary</i>	<i>2.050</i>	<i>2.050</i>	<i>0.000</i>
	Workforce Section Sum	8.050	8.050	9.050
100120600911	Workforce Section-Public Safety			
	Human Resources Analyst/Recruitment	1.000	1.000	1.000
	Workforce Section-Public Safety Sum	1.000	1.000	1.000
100120600015	Volunteer Section			
	Volunteer Coordinator	1.000	1.000	1.000
	Volunteer Section Sum	1.000	1.000	1.000
	Human Resources Division-Workforce Total	10.050	10.050	11.050
General Services Department Total		57.766	58.766	59.766

**City of Westminster
Mid-Tear 2016 Budget Review
2016 Proposed Full-time Equivalent Staffing Summary**

Business Unit	Position Title	2015 Authorized Amended	2016 Authorized	2016 Proposed Amended
<u>General Fund</u>				
Parks, Recreation and Libraries Department				
10050050	Administration Division			
	Administrative Assistant	0.000	0.000	3.000
	<i>Administrative Coordinator</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
	Applications Specialist	1.000	1.000	1.000
	Executive Assistant	0.000	0.000	1.000
	Parks, Recreation and Libraries Director	1.000	1.000	1.000
	PR&L Marketing Analyst	1.200	1.200	1.000
	PR&L Marketing Supervisor	1.000	1.000	1.000
	PR&L Operations Manager	1.000	1.000	1.000
	Recreation Specialist	0.000	0.000	2.000
	<i>Secretary</i>	<i>3.000</i>	<i>3.000</i>	<i>0.000</i>
	Senior Management Analyst	1.000	1.000	1.000
	Administration Division Total	10.200	10.200	12.000
10050620	Library Services Division			
	Administrative Assistant	0.000	0.000	1.000
	Librarian I	6.100	6.100	6.200
	Librarian II	2.000	2.000	2.000
	Library Associate I/II	6.700	6.700	7.900
	Library Clerk I/II	8.750	8.750	10.050
	Library Network Specialist	1.000	1.000	1.000
	Library Services Coordinator	5.000	5.000	5.000
	Library Services Manager	1.000	1.000	1.000
	Library Shelver	5.225	5.225	5.325
	Library Specialist	1.500	1.500	1.500
	Library Supervisor	1.000	1.000	1.000
	<i>Secretary</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
	Library Services Division Total	39.275	39.275	41.975
10050720	Recreation Facilities Division Section			
	Recreation Facilities Superintendent	1.000	1.000	1.000
	Recreation Services Manager	0.500	0.500	0.500
	Recreation Facilities Division Section Sum	1.500	1.500	1.500
100507200505	Fitness Section			
	Recreation Program Assistant	0.500	0.500	0.500
	Recreation Specialist	1.000	1.000	1.000
	Fitness Section Sum	1.500	1.500	1.500
100507200860	City Park Recreation Center			
	<i>City Park Superintendent</i>	<i>0.500</i>	<i>0.500</i>	<i>0.000</i>
	Custodian	1.500	1.500	1.500
	Facility Assistant	2.700	2.700	2.700
	Guest Relations Clerk I/II	6.400	6.400	7.000
	<i>Recreation Supervisor</i>	<i>0.500</i>	<i>0.500</i>	<i>0.000</i>
	Recreation Supervisor II	0.000	0.000	0.500
	City Park Recreation Center Sum	11.600	11.600	11.700

**City of Westminster
Mid-Tear 2016 Budget Review
2016 Proposed Full-time Equivalent Staffing Summary**

Business Unit	Position Title	2015 Authorized Amended	2016 Authorized	2016 Proposed Amended
<u>General Fund</u>				
100507200861	City Park Fitness Center			
	<i>City Park Superintendent</i>	0.500	0.500	0.000
	Custodian	1.000	1.000	1.000
	Facility Assistant	1.500	1.500	1.500
	Guest Relations Clerk I/II	4.300	4.300	4.300
	Recreation Aide	0.500	0.500	0.500
	<i>Recreation Supervisor</i>	0.500	0.500	0.000
	Recreation Supervisor II	0.000	0.000	0.500
	City Park Fitness Center Sum	8.300	8.300	7.800
100507200963	Swim and Fitness Center			
	Facility Assistant	1.600	1.600	2.100
	Guest Relations Clerk I/II	3.500	3.500	4.000
	Recreation Aide	0.500	0.500	0.500
	Swim and Fitness Center Sum	5.600	5.600	6.600
100507200967	West View Recreation Center			
	Facility Assistant	1.600	1.600	2.100
	Guest Relations Clerk I/II	3.900	3.900	4.300
	Recreation Aide	0.500	0.500	0.500
	Recreation Supervisor	1.000	1.000	1.000
	West View Recreation Center Sum	7.000	7.000	7.900
	Recreation Facilities Division Total	35.500	35.500	37.000
10050760	Recreation Programs Division Section			
	<i>Facility Assistant</i>	1.750	1.750	0.000
	Recreation Program Assistant	1.000	1.000	1.000
	Recreation Programs Superintendent	1.000	1.000	1.000
	Recreation Services Manager	0.500	0.500	0.500
	Recreation Specialist	4.000	4.000	4.350
	<i>Recreation Supervisor</i>	1.000	1.000	0.000
	Recreation Programs Division Section Sum	9.250	9.250	6.850
100507600017	The MAC			
	Facility Assistant	1.600	1.600	1.600
	Guest Relations Clerk I/II	1.900	1.900	1.900
	Recreation Aide	0.600	0.600	0.600
	Recreation Specialist	1.700	1.700	1.700
	Recreation Supervisor II	1.000	1.000	1.000
	The MAC Sum	6.800	6.800	6.800
100507600035	Westminster Sports Center			
	<i>Facility Assistant</i>	0.250	0.250	0.000
	Recreation Program Assistant	0.500	0.500	0.500
	Recreation Specialist	0.000	0.000	0.250
	Westminster Sports Center Sum	0.750	0.750	0.750
100507600532	Arts Program Section			
	Recreation Program Assistant	0.500	0.500	0.500
	Arts Program Section Sum	0.500	0.500	0.500
	Recreation Programs Division Total	17.300	17.300	14.900

**City of Westminster
Mid-Tear 2016 Budget Review
2016 Proposed Full-time Equivalent Staffing Summary**

Business Unit	Position Title	2015 Authorized Amended	2016 Authorized	2016 Proposed Amended
<u>General Fund</u>				
10050550	Park Services Section			
	Crewleader	3.000	3.000	2.000
	Equipment Mechanic	2.000	2.000	2.000
	Foreman	2.000	2.000	3.000
	Park Services Manager	1.000	1.000	1.000
	Parks and Golf Superintendent	0.000	0.000	1.000
	Parks Specialist	3.000	3.000	3.000
	Parkswoker I/II	3.000	3.000	3.000
	Park Services Section Sum	14.000	14.000	15.000
10050690	Design/Development Section			
	Equipment Operator II	2.000	2.000	2.000
	Landscape Architect I/II	0.800	0.800	0.800
	Parks Specialist	1.000	1.000	1.000
	Parks Superintendent	1.000	1.000	1.000
	Design/Development Section Sum	4.800	4.800	4.800
	Park Services Division Total	18.800	18.800	19.800
100507200511	Aquatics Division			
	<i>Aquatics Supervisor</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
	Assistant Pool Manager	4.000	4.000	4.000
	Electromechanic Specialist	1.000	1.000	1.000
	Lead Lifeguard	7.800	7.800	8.300
	Recreation Specialist	2.000	2.000	2.000
	Recreation Supervisor	0.000	0.000	1.000
	Aquatics Section Total	15.800	15.800	16.300
10050660	Standley Lake			
	Lake Operations Coordinator	1.000	1.000	1.000
	Park Ranger	2.000	2.000	2.000
	Senior Park Ranger	1.000	1.000	1.000
	Standley Lake Total	4.000	4.000	4.000
100505500106	Parks Promenade Activities			
	Parkswoker I/II	2.000	2.000	2.000
	Parks Promenade Activities Total	2.000	2.000	2.000
Parks, Recreation and Libraries Department Total		142.875	142.875	147.975

**City of Westminster
Mid-Tear 2016 Budget Review
2016 Proposed Full-time Equivalent Staffing Summary**

Business Unit	Position Title	2015 Authorized Amended	2016 Authorized	2016 Proposed Amended
<u>General Fund</u>				
Police Department				
10020050	Administration Division			
	<i>Administrative Coordinator</i>	1.000	1.000	0.000
	Executive Assistant	0.000	0.000	1.000
	Police Chief	1.000	1.000	1.000
	Senior Management Analyst	1.000	1.000	1.000
	Administration Division Total	3.000	3.000	3.000
Police Patrol Services Division				
10020500	Administration Section			
	Administrative Assistant	0.000	0.000	0.800
	Deputy Police Chief	1.000	1.000	1.000
	Equipment Services Assistant	1.000	1.000	1.000
	Police Commander	1.000	1.000	1.000
	Police Officer/Senior Police Officer	5.000	5.000	5.000
	<i>Secretary</i>	0.800	0.800	0.000
	Sergeant	2.000	2.000	2.000
	Administration Section Sum	10.800	10.800	10.800
100205000348	Traffic Section			
	Crime Analyst	1.000	1.000	1.000
	Police Commander	1.000	1.000	1.000
	Police Officer/Senior Police Officer	15.000	15.000	15.000
	Sergeant	2.000	2.000	2.000
	Traffic Accident Investigator	4.000	4.000	4.000
	Traffic Section Sum	23.000	23.000	23.000
100205000349	Patrol Section			
	Police Commander	3.000	3.000	3.000
	Police Officer/Senior Police Officer	90.000	90.000	90.000
	Report Specialist	2.000	2.000	2.000
	Sergeant	13.000	13.000	13.000
	Patrol Section Sum	108.000	108.000	108.000
	Police Patrol Services Division Total	141.800	141.800	141.800
Police Specialized Services Division				
10020300	Administration Section			
	Administrative Assistant	0.000	0.000	1.000
	Deputy Police Chief	1.000	1.000	1.000
	<i>Secretary</i>	1.000	1.000	0.000
	Administration Section Sum	2.000	2.000	2.000
100203000341	Professional Services Section			
	Administrative Assistant	0.000	0.000	0.800
	Police Commander	1.000	1.000	1.000
	Police Officer/Senior Police Officer	7.000	7.000	7.000
	<i>Secretary</i>	0.800	0.800	0.000
	Professional Services Section Sum	8.800	8.800	8.800

**City of Westminster
Mid-Tear 2016 Budget Review
2016 Proposed Full-time Equivalent Staffing Summary**

Business Unit	Position Title	2015 Authorized Amended	2016 Authorized	2016 Proposed Amended
<u>General Fund</u>				
100203000342	Neighborhood Services Section			
	Animal Management Officer	4.500	4.500	4.500
	Animal Management Supervisor	1.000	1.000	1.000
	Code Enforcement Officer	5.000	5.000	5.000
	Code Enforcement Supervisor	1.000	1.000	1.000
	Code Enforcement Technician	1.000	1.000	1.000
	Graffiti Enforcement Specialist	1.000	1.000	1.000
	Neighborhood Services Section Sum	13.500	13.500	13.500
100203000343	Records and Property Section			
	Lead Police Records Technician	1.000	1.000	1.000
	Police Commander	1.000	1.000	1.000
	Police Records Supervisor	1.000	1.000	1.000
	Police Records Technician	11.000	11.000	11.000
	Property Evidence Technician	3.000	3.000	3.000
	Records and Property Section Sum	17.000	17.000	17.000
100203000344	Investigations Section			
	Administrative Assistant	0.000	0.000	1.500
	Criminalist/Senior Criminalist	3.000	3.000	3.000
	Police Commander	1.000	1.000	1.000
	Police Officer/Senior Police Officer	31.000	31.000	31.000
	<i>Secretary</i>	<i>1.500</i>	<i>1.500</i>	<i>0.000</i>
	Sergeant	4.000	4.000	4.000
	Victim Advocate	3.000	3.000	3.000
	Victim Services Coordinator	1.000	1.000	1.000
	Investigations Section Sum	44.500	44.500	44.500
100203000345	Communications Section			
	Communications Specialist I/II	23.000	23.000	23.000
	Communications Supervisor	4.000	4.000	4.000
	Public Safety Communications Administrator	1.000	1.000	1.000
	Technical Services Coordinator	1.000	1.000	1.000
	Communications Section Sum	29.000	29.000	29.000
	Police Specialized Services Division Total	114.800	114.800	114.800
100205000106	Patrol Promenade Activities			
	Police Officer/Senior Police Officer	4.000	4.000	4.000
	Patrol Promenade Activities Total	4.000	4.000	4.000
Police Department Total		263.600	263.600	263.600

**City of Westminster
 Mid-Tear 2016 Budget Review
 2016 Proposed Full-time Equivalent Staffing Summary**

Business Unit	Position Title	2015 Authorized Amended	2016 Authorized	2016 Proposed Amended
<u>General Fund</u>				
Public Works and Utilities Department				
10035450	Street Maintenance Division			
	Administrative Assistant	0.000	0.000	1.000
	Equipment Operator I	4.000	4.000	4.000
	Equipment Operator II	2.000	2.000	2.000
	Foreman	2.000	2.000	2.000
	Maintenanceworker/Senior Maintenanceworker	9.000	9.000	9.000
	Pavement Management Coordinator	1.000	1.000	1.000
	Secretary	1.000	1.000	0.000
	Street Inspector	3.000	3.000	3.000
	Street Operations Manager	1.000	1.000	1.000
	Street Projects Specialist	1.000	1.000	1.000
	Street Maintenance Division Total	24.000	24.000	24.000
Public Works and Utilities Department Total		24.000	24.000	24.000
General Fund Total		739.341	741.341	751.941

**City of Westminster
Mid-Tear 2016 Budget Review
2016 Proposed Full-time Equivalent Staffing Summary**

Business Unit	Position Title	2015 Authorized Amended	2016 Authorized	2016 Proposed Amended
Utility Fund				
Community Development Department				
25030380	Engineering Division			
	Engineer/Senior Engineer	1.500	1.500	1.500
	GIS Specialist	0.000	0.000	1.000
	<i>GIS Technician</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
	Engineering Division Total	2.500	2.500	2.500
Community Development Department Sum		2.500	2.500	2.500
Finance Department				
20015240	Treasury Division			
	Revenue Services Representative	3.000	3.000	3.000
	Utility Billing Supervisor	1.000	1.000	1.000
	Treasury Division Section Total	4.000	4.000	4.000
Finance Department Total		4.000	4.000	4.000
Information Technology Department				
20060230	Information Technology Section			
	<i>Administrative Secretary</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
	ERP Software Engineer	2.000	2.000	2.000
	Executive Assistant	0.000	0.000	1.000
	Information Systems Manager	1.000	1.000	1.000
	Information Technology Director	1.000	1.000	1.000
	Internet Software Engineer	2.000	2.000	2.200
	IT Systems Supervisor	2.000	2.000	2.000
	Lead Software Engineer	2.000	2.000	2.000
	<i>Network Administrator</i>	<i>0.600</i>	<i>0.600</i>	<i>0.000</i>
	Network Engineer	0.000	0.000	0.600
	Network Systems Technician	0.500	0.500	0.500
	Senior Telecommunications Administrator	1.000	1.000	1.000
	Software Engineer I/II	5.000	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	4.000	5.000	5.000
	Utilities Software Analyst	1.000	1.000	1.000
	Information Technology Section Sum	26.800	27.800	28.000
200602300911	Information Technology - Public Safety			
	<i>Network Administrator</i>	<i>0.400</i>	<i>0.400</i>	<i>0.000</i>
	Network Engineer	0.000	0.000	0.400
	Software Engineer I/II	0.300	0.300	0.300
	Systems Administrator	0.300	0.300	0.300
	Information Technology Section - Public Safety Sum	1.000	1.000	1.000
Information Technology Department Total		27.800	28.800	29.000

**City of Westminster
Mid-Tear 2016 Budget Review
2016 Proposed Full-time Equivalent Staffing Summary**

Business Unit	Position Title	2015 Authorized Amended	2016 Authorized	2016 Proposed Amended
Utility Fund				
Public Works and Utilities Department				
20035050	Water Administration Division			
	<i>Administrative Secretary</i>	1.000	1.000	0.000
	Executive Assistant	0.000	0.000	1.000
	Public Works and Utilities Director	1.000	1.000	1.000
	Senior Management Analyst	1.000	1.000	1.000
	Water Administration Division Total	3.000	3.000	3.000
Utilities Operations Division				
20035470	Water Field Operations Section			
	Administrative Assistant	0.000	0.000	2.000
	<i>Distribution and Collection Superintendent</i>	1.000	1.000	0.000
	Equipment Operator I	2.000	2.000	2.000
	Equipment Operator II	2.000	2.000	2.000
	Foreman	2.000	2.000	2.000
	Maintenanceworker/Senior Maintenanceworker	3.000	3.000	3.000
	<i>Secretary</i>	2.000	2.000	0.000
	Utilities Operations Manager	1.000	1.000	1.000
	Utilities Technician	1.000	1.000	1.000
	Water Superintendent	0.000	0.000	1.000
	Water Field Operations Section Sum	14.000	14.000	14.000
20035490	Water Plant Section			
	Control Systems Engineer/Senior Engineer	0.500	0.500	0.500
	Control Systems Specialist	0.500	0.500	0.500
	Foreman	1.000	1.000	1.000
	Lead Plant Operator	1.000	1.000	1.000
	Maintenanceworker/Senior Maintenanceworker	2.000	2.000	2.000
	Plant Electrician	0.000	0.000	2.000
	Plant Operator Trainee/Plant Operator IV	9.000	9.000	9.000
	Plant Superintendent	1.000	1.000	1.000
	<i>Utilities Technician</i>	2.000	2.000	0.000
	Water Plant Section Sum	17.000	17.000	17.000
21035470	Wastewater Field Operations Section			
	Equipment Operator I	1.000	1.000	1.000
	Foreman	2.000	2.000	2.000
	Maintenanceworker/Senior Maintenanceworker	2.000	2.000	2.000
	Utilities Technician	4.000	4.000	4.000
	Wastewater Field Operations Section Sum	9.000	9.000	9.000
21035490	Wastewater Plant Section			
	Control Systems Engineer/Senior Engineer	0.500	0.500	0.500
	Control Systems Specialist	0.500	0.500	0.500
	Foreman	1.000	1.000	1.000
	Lead Plant Operator	1.000	1.000	1.000
	Maintenanceworker/Senior Maintenanceworker	1.000	1.000	1.000
	Plant Electrician	0.000	0.000	1.000
	Plant Operator Trainee/Plant Operator IV	9.000	9.000	9.000
	Plant Superintendent	1.000	1.000	1.000
	Utilities Technician	1.000	1.000	0.000
	Wastewater Plant Section Sum	15.000	15.000	15.000

**City of Westminster
Mid-Tear 2016 Budget Review
2016 Proposed Full-time Equivalent Staffing Summary**

Business Unit	Position Title	2015 Authorized Amended	2016 Authorized	2016 Proposed Amended
Utility Fund				
200354700402	Meter Shop Section			
	Maintenanceworker/Senior Maintenanceworker	4.000	4.000	4.000
	Utilities Systems Specialist	1.000	1.000	1.000
	Utilities Technician	3.000	3.000	3.000
	Meter Shop Section Sum	8.000	8.000	8.000
200354700497	Water Field Ops/Water Line Replacement			
	Equipment Operator I	2.000	2.000	2.000
	Equipment Operator II	2.000	2.000	2.000
	Maintenanceworker/Senior Maintenanceworker	6.000	6.000	6.000
	Water Field Ops/Water Line Replacement Sum	10.000	10.000	10.000
200354900023	PW&U Water Plants/Reclaimed			
	Maintenanceworker/Senior Maintenanceworker	1.000	1.000	1.000
	PW&U Water Plants/Reclaimed Sum	1.000	1.000	1.000
210354900401	Biosolids			
	Equipment Operator II	3.000	3.000	3.000
	Biosolids Sum	3.000	3.000	3.000
200354700498	Water Field Operations - Infrastructure Support Services			
	Administrative Assistant	0.000	0.000	0.500
	Applications Specialist	1.000	1.000	1.000
	Data Entry Clerk	0.000	0.000	1.000
	Infrastructure Support Services Lead	1.000	1.000	1.000
	Records Management Technician	0.000	0.000	1.000
	<i>Secretary</i>	<i>1.500</i>	<i>1.500</i>	<i>0.000</i>
	<i>Wastewater and Support Services Supervisor</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
	Wastewater Superintendent	0.000	0.000	1.000
	Water Field Operations - Infrastructure Support Svcs. Sum	4.500	4.500	5.500
	Utilities Operations Division Total	81.500	81.500	82.500
Utilities Planning and Engineering Division				
20035430	PW&U Engineering Section			
	Engineer/Senior Engineer	6.000	6.000	6.000
	<i>Records Management Technician</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
	Senior Projects Engineer	1.000	1.000	1.000
	PW&U Engineering Section Sum	8.000	8.000	7.000
20035480	Water Resources Section			
	Administrative Assistant	0.000	0.000	1.000
	Engineer	0.000	0.000	1.000
	Engineer/Senior Engineer	2.000	2.000	2.000
	Project Specialist	1.000	1.000	1.000
	Reclaimed System Analyst	1.000	1.000	1.000
	<i>Reclaimed Water System Coordinator</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
	<i>Secretary</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
	Utilities Planning and Engineering Manager	1.000	1.000	1.000
	Water Resources Analyst	1.000	1.000	1.000
	Water Resources Engineering Coordinator	1.000	1.000	1.000
	Water Resources Technician	1.000	1.000	1.000
	Water Resources Section Sum	10.000	10.000	10.000

**City of Westminster
Mid-Tear 2016 Budget Review
2016 Proposed Full-time Equivalent Staffing Summary**

Business Unit	Position Title	2015 Authorized Amended	2016 Authorized	2016 Proposed Amended
<u>Utility Fund</u>				
200354800943	Water Quality Section			
	Chemist	2.000	2.000	1.000
	<i>Laboratory Aide</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
	Laboratory Analyst	1.000	1.000	2.000
	Water Quality Administrator	1.000	1.000	1.000
	Water Quality Specialist	1.000	1.000	2.000
	Water Quality Section Sum	6.000	6.000	6.000
210354800943	Laboratory Services Section			
	Chemist	2.000	2.000	3.000
	<i>Laboratory Services Coordinator</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
	Water Quality Specialist	1.000	1.000	1.000
	Laboratory Services Section Sum	4.000	4.000	4.000
	Utilities Planning and Engineering Division Total	28.000	28.000	27.000
Public Works and Utilities Department Total		112.500	112.500	112.500
Utility Fund Total		146.800	147.800	148.000

**City of Westminster
Mid-Tear 2016 Budget Review
2016 Proposed Full-time Equivalent Staffing Summary**

Business Unit	Position Title	2015 Authorized Amended	2016 Authorized	2016 Proposed Amended
<u>Fleet Maintenance Fund</u>				
General Services Department				
Fleet Division				
30012460	Fleet Division Section			
	Administrative Assistant	0.000	0.000	0.750
	Applications Specialist	1.000	1.000	1.000
	Fleet Manager	1.000	1.000	1.000
	Foreman	1.000	1.000	1.000
	Mechanic I/II	5.000	5.000	5.000
	<i>Secretary</i>	<i>0.500</i>	<i>0.500</i>	<i>0.000</i>
	Fleet Division Section Sum	8.500	8.500	8.750
300124600911	Fleet - Public Safety			
	Fire Mechanic	1.000	1.000	1.000
	Fleet - Public Safety Sum	1.000	1.000	1.000
	Fleet Division Total	9.500	9.500	9.750
Fleet Maintenance Fund Total		9.500	9.500	9.750
<u>Property Liability Fund</u>				
General Services Department				
46010900	Human Resources Division-Risk			
	Human Resources Manager/Risk	1.000	1.000	1.000
	Risk/Claims Analyst	0.500	0.500	0.500
	Risk Section Sum	1.500	1.500	1.500
460109000911	Risk Section - Public Safety			
	Risk/Claims Analyst	0.500	0.500	0.500
	Risk Section - Public Safety Sum	0.500	0.500	0.500
	Human Resources Division-Risk Total	2.000	2.000	2.000
Property Liability Fund Total		2.000	2.000	2.000
<u>Medical/Dental Fund</u>				
General Services Department				
49010900	Human Resources Division-Benefits			
	Benefits Specialist	1.000	1.000	1.000
	Human Resources Technician	0.500	0.500	0.500
	Benefits Section Total	1.500	1.500	1.500
	Human Resources Division-Benefits Total	1.500	1.500	1.500
Medical/Dental Fund Total		1.500	1.500	1.500
<u>Community Development Block Grant Fund</u>				
Community Development Department / Administration				
76030350	CD Block Grant			
	CDBG Technician	1.000	1.000	1.000
	<i>Community Development Program Planner</i>	<i>0.500</i>	<i>0.500</i>	<i>0.000</i>
	Program Planner	0.000	0.000	0.500
	CD Block Grant Total	1.500	1.500	1.500
Community Development Block Grant Fund Total		1.500	1.500	1.500

**City of Westminster
Mid-Tear 2016 Budget Review
2016 Proposed Full-time Equivalent Staffing Summary**

Business Unit	Position Title	2015 Authorized Amended	2016 Authorized	2016 Proposed Amended
<u>Golf Course Enterprise Fund</u>				
Parks, Recreation and Libraries Department				
Golf Course Enterprise Fund - Heritage				
23050720	Heritage Golf Course Maintenance			
	Assistant Golf Course Superintendent	1.000	1.000	1.000
	Equipment Mechanic	1.000	1.000	1.000
	Golf Course Superintendent	1.000	1.000	1.000
	Golf Irrigator	1.000	1.000	1.000
	Golf Worker	1.000	1.000	1.000
	<i>Horticultural Specialist</i>	<i>0.500</i>	<i>0.500</i>	<i>0.000</i>
	Heritage Golf Course Maintenance Sum	5.500	5.500	5.000
230507200249	The Heritage Club House			
	Assistant Golf Professional	1.000	1.000	1.000
	Golf Professional	1.000	1.000	1.000
	Second Assistant Golf Professional	1.000	1.000	1.000
	The Heritage Club House Sum	3.000	3.000	3.000
Golf Course Enterprise Fund - Heritage Total		8.500	8.500	8.000
Golf Course Enterprise Fund - Legacy				
22050720	Legacy Ridge Golf Course Maintenance			
	Assistant Golf Course Superintendent	1.000	1.000	1.000
	Equipment Mechanic	1.000	1.000	1.000
	Golf Course Superintendent	1.000	1.000	1.000
	Golf Irrigator	1.000	1.000	1.000
	Golf Worker	1.000	1.000	1.000
	<i>Horticultural Specialist</i>	<i>0.500</i>	<i>0.500</i>	<i>0.000</i>
	Legacy Ridge Golf Course Maintenance Sum	5.500	5.500	5.000
220507200249	Legacy Ridge Club House			
	Assistant Golf Professional	1.000	1.000	1.000
	Golf Professional	1.000	1.000	1.000
	Second Assistant Golf Professional	1.000	1.000	1.000
	Legacy Ridge Club House Sum	3.000	3.000	3.000
Golf Course Enterprise Fund - Legacy Total		8.500	8.500	8.000
Golf Course Enterprise Fund Total		17.000	17.000	16.000

**City of Westminster
Mid-Tear 2016 Budget Review
2016 Proposed Full-time Equivalent Staffing Summary**

Business Unit	Position Title	2015 Authorized Amended	2016 Authorized	2016 Proposed Amended
<u>General Capital Improvement Fund</u>				
General Services Department				
Building Operations & Maintenance Division				
81275012994	City Facility Energy Improvements			
	Energy and Facilities Projects Coordinator	1.000	1.000	1.000
	City Facility Energy Improvements Total	1.000	1.000	1.000
Parks, Recreation and Libraries Department				
Community Enhancement Program				
80175050340	Community Enhancement Program Section			
	City Forester	1.000	1.000	1.000
	Contract Services Coordinator	1.000	1.000	1.000
	Crewleader	1.000	1.000	1.000
	Landscape Architect I/II	1.000	1.000	1.000
	Parks Specialist	1.000	1.000	2.000
	<i>Parks Superintendent</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
	Community Enhancement Program Total	6.000	6.000	6.000
Parks Services				
80175050037	Capital Projects			
	Landscape Architect I/II	1.000	1.000	1.000
	Capital Projects Total	1.000	1.000	1.000
Parks Services				
80275050512	Capital Projects - Park Maintenance (JCOS)			
	Crewleader	3.000	3.000	1.000
	Foreman	0.000	0.000	2.000
	Parks Specialist	2.000	2.000	2.000
	Parkswoker I/II	4.000	4.000	4.000
	Capital Projects - Park Maintenance (JCOS) Total	9.000	9.000	9.000
Parks, Recreation and Libraries Department total		16.000	16.000	16.000
General Capital Improvement Fund Total		17.000	17.000	17.000
<u>WURP Fund</u>				
City Manager's Office				
Economic Development Division				
80968005952	Economic Development Division Section			
	<i>Administrative Secretary</i>	<i>0.500</i>	<i>0.500</i>	<i>0.000</i>
	Executive Assistant	0.000	0.000	0.500
	Economic Development Division Total	0.500	0.500	0.500
WURP Fund Total		0.500	0.500	0.500

**City of Westminster
Mid-Tear 2016 Budget Review
2016 Proposed Full-time Equivalent Staffing Summary**

Business Unit	Position Title	2015 Authorized Amended	2016 Authorized	2016 Proposed Amended
<u>Open Space Fund (POST)</u>				
Parks, Recreation and Libraries Department				
Administration				
54050550	Open Space (POST)			
	Equipment Operator II	1.000	1.000	1.000
	Foreman	1.000	1.000	1.000
	<i>Horticultural Specialist</i>	<i>0.000</i>	<i>1.000</i>	<i>0.000</i>
	<i>Open Space Coordinator</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
	Open Space Manager	0.000	0.000	1.000
	Open Space Specialist	0.000	0.000	1.000
	Open Space Superintendent	0.000	0.000	1.000
	Open Space Supervisor	0.000	0.000	1.000
	Open Space Technician	0.500	0.500	0.500
	<i>Open Space Volunteer Coordinator</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
	Open Space Volunteer Specialist	0.000	0.000	1.000
	Parks Specialist	0.000	0.000	1.000
	Parkswoker I/II	2.000	4.000	4.000
	<i>Recreation Specialist</i>	<i>0.000</i>	<i>1.000</i>	<i>0.000</i>
	Open Space (POST) Total	6.500	10.500	12.500
Open Space Fund (POST) Total		6.500	10.500	12.500
Grand Total		941.641	948.641	960.691

**City of Westminster
Mid-Year 2016 Budget Review
2016 Proposed Administrative Officer Position Titles**

Grade	Position	Class Code
A1	Accounting Manager	3102
A2	Assistant City Manager	7141
A2	Chief Building Official	3401
A2	City Clerk	2303
A5	City Engineer	3301
A1	Communication and Outreach Manager	7145
A7	Community Development Director	2308
A2	Court Administrator	4401
A4	Deputy Chief/Administration	6102
A4	Deputy Chief/Operations	6130
A5	Deputy City Attorney	3517
A8	Deputy City Manager	2313
A5	Deputy Police Chief	6225
A5	Economic Development Manager	7104
A4	Facilities CIP and Operations Manager	5116
A7	Finance Director	2304
A7	Fire Chief	6101
A1	Fleet Manager	5201
A7	General Services Director	2314
A1	Human Resources Manager/Benefits	3721
A1	Human Resources Manager/Risk	7151
A1	Human Resources Manager/Workforce	3722
A3	Information Systems Manager	4317
A7	Information Technology Director	2310

**City of Westminster
Mid-Year 2016 Budget Review
2016 Proposed Administrative Officer Position Titles**

Grade	Position	Class Code
A2	Library Services Manager	3601
A2	Open Space Manager	5333
A3	PR&L Operations Manager	3934
A2	Park Services Manager	3901
A7	Parks, Recreation and Libraries Director	2307
A5	Planning Manager	3801
A7	Police Chief	6201
A7	Public Works and Utilities Director	2306
A2	Recreation Services Manager	3924
A1	Sales Tax Manager	3101
A3	Software Engineering Manager	4318
A2	Street Operations Manager	5501
A1	Treasury Manager	3103
A5	Utilities Operations Manager	5601
A5	Utilities Planning and Engineering Manager	3358

**City of Westminster
Mid-Year 2016 Budget Review
2016 Proposed Administrative Officer Pay Plan**

Grade	Minimum	Maximum
A1	\$85,408	\$106,760
A2	\$91,814	\$114,767
A3	\$98,700	\$123,375
A4	\$106,102	\$132,628
A5	\$114,060	\$142,575
A6	\$122,615	\$153,268
A7	\$131,811	\$164,763
A8	\$141,697	\$177,121

**City of Westminster
Mid-Year 2016 Budget Review
2016 Proposed Exempt Position Titles**

Grade	Position	Class Code
E7	Accountant	3107
E8	Assistant City Attorney I	3502
E13	Assistant City Attorney II	3501
E14	Assistant City Engineer	3303
E5	Assistant Golf Professional	3912
E9	Assistant Prosecuting Attorney	3515
E10	Assistant to the City Manager	7107
E14	Associate Judge	2202
E6	Associate Planner	3818
E12	Battalion Chief	6129
E10	Business Operations Coordinator	7148
E6	Communication and Outreach Coordinator	7149
E9	Contract Coordinator	7150
E10	Control Systems Engineer	3348
E5	Court Financial Supervisor	4420
E6	Crime Analyst	6233
E6	Deputy Court Administrator	4403
E9	Economic Development Coordinator	7155
E11	Economic Development Officer	7140
E7	Economic Development Specialist	7115
E10	Emergency Management Coordinator	6116
E8	Employee Development Coordinator	7146
E12	EMS Chief	6140
E11	Energy and Facilities Projects Coordinator	5114

**City of Westminster
Mid-Year 2016 Budget Review
2016 Proposed Exempt Position Titles**

Grade	Position	Class Code
E8	Engineer	3342
E7	Environmental Health and Safety Analyst	7152
E8	ERP Business Analyst	3723
E11	ERP Software Engineer	3223
E4	Executive Assistant	4604
E6	Executive Assistant to the City Manager	4605
E9	Facilities Supervisor	5115
E7	Financial Analyst	3109
E10	Fire Captain	6125
E12	Fire Marshal	6124
E10	Fire Training Coordinator	6126
E11	GIS Coordinator	3347
E8	Golf Course Superintendent	3909
E8	Golf Professional	3911
E6	Human Resources Analyst	3703
E6	Human Resources Analyst/Recruitment	3714
E11	Information/Records Management Coordinator	4419
E10	Internet Software Engineer	3202
E12	IT Systems Supervisor	3225
E14	Judge Pro Tem	2203
E8	Lake Operations Coordinator	5302
E5	Landscape Architect I	5329
E7	Landscape Architect II	5328
E11	Lead Prosecuting Attorney	3513

**City of Westminster
Mid-Year 2016 Budget Review
2016 Proposed Exempt Position Titles**

Grade	Position	Class Code
E12	Lead Software Engineer	3201
E3	Legal Assistant	3519
E5	Legal Coordinator	3518
E5	Librarian I	3603
E6	Librarian II	3602
E6	Library Network Specialist	4314
E7	Library Services Coordinator	3615
E6	Library Supervisor	3604
E6	Management Analyst	7130
E2	Management Intern II	7119
E11	Network Engineer	3228
E4	Open Space Specialist	7157
E9	Open Space Superintendent	7156
E6	Open Space Supervisor	7158
E4	Open Space Volunteer Specialist	7159
E11	Parks and Golf Superintendent	3936
E8	Parks Superintendent	5332
E8	Pavement Management Coordinator	5523
E7	Planner	3819
E12	Plant Superintendent	3340
E13	Police Commander	6228
E5	PR&L Marketing Analyst	7153
E8	PR&L Marketing Supervisor	7154
E11	Principal Planner	3816

**City of Westminster
Mid-Year 2016 Budget Review
2016 Proposed Exempt Position Titles**

Grade	Position	Class Code
E6	Probation Supervisor	3504
E7	Program Planner	3821
E7	Project Specialist	3359
E5	Public Information Specialist	7109
E12	Public Safety Communications Administrator	4105
E7	Purchasing Officer	7132
E6	Reclaimed System Analyst	3350
E11	Recreation Facilities Superintendent	3931
E10	Recreation Programs Superintendent	3929
E4	Recreation Specialist	3908
E8	Recreation Supervisor	3928
E9	Recreation Supervisor II	3935
E8	Retirement Administrator	3116
E5	Revenue Agent	3111
E7	Risk/Claims Analyst	3717
E7	Sales Tax Audit Supervisor	3112
E6	Sales Tax Auditor	3108
E11	Senior Engineer	3345
E8	Senior Financial Analyst	3115
E8	Senior Human Resources Analyst	3710
E8	Senior Management Analyst	7131
E9	Senior Planner	3820
E10	Senior Projects Coordinator	3806
E14	Senior Projects Engineer	3328

**City of Westminster
Mid-Year 2016 Budget Review
2016 Proposed Exempt Position Titles**

Grade	Position	Class Code
E12	Senior Telecommunications Administrator	7122
E10	Senior Urban Designer	3817
E8	Software Engineer I	3204
E10	Software Engineer II	3203
E9	Systems Administrator	3224
E8	Technical Services Coordinator	6227
E7	Transportation Systems Coordinator	3315
E9	Utilities Software Analyst	4320
E7	Utility Billing Supervisor	3114
E6	Victim Services Coordinator	3503
E4	Volunteer Coordinator	7112
E10	Wastewater Superintendent	3361
E10	Water Superintendent	5620
E11	Water Quality Administrator	3339
E8	Water Quality Specialist	3336
E8	Water Resources Analyst	3317
E12	Water Resources Engineering Coordinator	3351
E8	Wellness Program Coordinator	3720

**City of Westminster
Mid-Year 2016 Budget Review
2016 Proposed Exempt Pay Plan**

Grade	Minimum	Maximum
E1	\$40,235	\$50,293
E2	\$43,252	\$54,065
E3	\$46,496	\$58,120
E4	\$49,983	\$62,479
E5	\$53,732	\$67,165
E6	\$57,762	\$72,202
E7	\$62,094	\$77,617
E8	\$66,751	\$83,439
E9	\$71,757	\$89,697
E10	\$77,139	\$96,424
E11	\$82,925	\$103,656
E12	\$89,144	\$111,430
E13	\$95,830	\$119,787
E14	\$103,017	\$128,771
E15	\$110,743	\$138,429

**City of Westminster
Mid-Year 2016 Budget Review
2016 Proposed Non Exempt Position Titles**

Grade	Position	Class Code
N12	Accounting Technician	4515
N12	Accounting Technician/Retirement	4516
N11	Administrative Assistant	4215
N12	Animal Management Officer	6229
N15	Animal Management Supervisor	6230
N15	Applications Specialist	4312
N16	Assistant Building Plans Analyst	3422
N14	Assistant Golf Course Superintendent	3932
N8	Assistant Pool Manager	5406
N15	Benefits Specialist	3711
N19	Building Inspection Supervisor	3403
N12	Building Permit Technician	3425
N19	Building Plans Analyst	3404
N15	Capital Projects Inspector	3418
N14	Carpenter	5103
N12	CDBG Technician	3813
N16	Chemist	3356
N16	City Forester	5304
N13	Code Enforcement Officer	3410
N15	Code Enforcement Supervisor	3426
N11	Code Enforcement Technician	3419
N11	Communications Specialist I	4104
N13	Communications Specialist II	4103
N16	Communications Supervisor	4102

**City of Westminster
Mid-Year 2016 Budget Review
2016 Proposed Non Exempt Position Titles**

Grade	Position	Class Code
N12	Community Redevelopment Technician	3430
N14	Construction Inspector	3428
N15	Contract Services Coordinator	5104
N16	Control Systems Specialist	5703
N14	Crewleader	5716
N14	Criminalist	6209
N7	Custodian	5111
N15	Deputy City Clerk	4407
N11	Deputy Court Clerk	4412
N16	Electrical Inspector	3406
N15	Electromechanic Specialist	5702
N16	Engineering Projects Specialist	3429
N11	Equipment Mechanic	5711
N12	Equipment Operator I	5717
N13	Equipment Operator II	5718
N9	Equipment Services Assistant	6212
N12	Facility Assistant	5404
N16	Fire Inspector	6139
N14	Fire Mechanic	5723
N16	Foreman	5719
N16	General Building Inspector	3407
N16	GIS Specialist	4308
N12	GIS Technician	4313
N12	Golf Irrigator	3919

**City of Westminster
Mid-Year 2016 Budget Review
2016 Proposed Non Exempt Position Titles**

Grade	Position	Class Code
N10	Golf Worker	3920
N13	Graffiti Enforcement Specialist	5525
N5	Guest Relations Clerk I	4206
N7	Guest Relations Clerk II	4209
N16	Housing Inspector	3417
N12	Human Resources Technician	3706
N14	HVAC Specialist	5708
N16	Infrastructure Support Services Lead	4319
N7	Intern	7133
N11	Laboratory Aide	3337
N14	Laboratory Analyst	3319
N17	Lead Housing Inspector	3424
N4	Lead Lifeguard	5416
N17	Lead Plant Operator	3314
N12	Lead Police Records Technician	4415
N13	Legal Investigator	3520
N9	Library Associate I	3606
N11	Library Associate II	3609
N6	Library Clerk I	3607
N7	Library Clerk II	3610
N3	Library Shelver	3617
N12	Library Specialist	3616
N9	Maintenanceworker	5511
N12	Management Intern I	7110

**City of Westminster
Mid-Year 2016 Budget Review
2016 Proposed Non Exempt Position Titles**

Grade	Position	Class Code
N12	Mechanic I	5709
N13	Mechanic II	5707
N8	Messenger	4205
N14	Network Systems Technician	4316
N13	Open Space Technician	3812
N12	Park Ranger	5330
N12	Parks Specialist	5310
N9	Parkswoker I	5311
N11	Parkswoker II	5308
N12	Planning Aide	3815
N14	Plant Electrician	5619
N12	Plant Operator I	3324
N13	Plant Operator II	3322
N14	Plant Operator III	3320
N15	Plant Operator IV	3316
N10	Plant Operator Trainee	3346
N15	Police Records Supervisor	4416
N11	Police Records Technician	4417
N10	Press Operator Assistant	5714
N13	Print Shop Coordinator	5721
N13	Probation Officer	3509
N12	Property Evidence Technician	6226
N13	Records Management Technician	3333
N6	Recreation Aide	5407

**City of Westminster
Mid-Year 2016 Budget Review
2016 Proposed Non Exempt Position Titles**

Grade	Position	Class Code
N7	Recreation Program Assistant	5405
N12	Report Specialist	6213
N10	Revenue Services Representative	4514
N12	Second Assistant Golf Professional	3913
N17	Senior Criminalist	6205
N11	Senior Maintenanceworker	5510
N15	Senior Park Ranger	5318
N15	Senior Technical Support Specialist	3227
N14	Street Inspector	5517
N16	Street Projects Specialist	5524
N7	Switchboard Operator	4207
N13	Technical Support Specialist	3226
N15	Traffic Accident Investigator	6215
N13	Traffic Technician	3357
N14	Utilities Specialist	5614
N15	Utilities Systems Specialist	5512
N13	Utilities Technician	5604
N13	Victim Advocate	3506
N13	Water Resources Technician	3334

**City of Westminster
Mid-Year 2016 Budget Review
2016 Proposed Non Exempt Pay Plan**

Grade	Step	Salary			
		Hourly	Bi-Weekly	Monthly	Annual
N1	1	\$9.38	\$750.26	\$1,630.04	\$19,560.46
	2	\$9.61	\$769.02	\$1,670.79	\$20,049.47
	3	\$9.85	\$788.25	\$1,712.56	\$20,550.71
	4	\$10.10	\$807.95	\$1,755.37	\$21,064.47
	5	\$10.35	\$828.15	\$1,799.26	\$21,591.09
	6	\$10.61	\$848.86	\$1,844.24	\$22,130.86
	7	\$10.88	\$870.08	\$1,890.34	\$22,684.13
	8	\$11.15	\$891.83	\$1,937.60	\$23,251.24
	9	\$11.43	\$914.13	\$1,986.04	\$23,832.52
	10	\$11.71	\$936.98	\$2,035.69	\$24,428.33
	11	\$12.01	\$960.40	\$2,086.59	\$25,039.04

N2	1	\$10.08	\$806.53	\$1,752.29	\$21,027.49
	2	\$10.33	\$826.70	\$1,796.10	\$21,553.18
	3	\$10.59	\$847.37	\$1,841.00	\$22,092.01
	4	\$10.86	\$868.55	\$1,887.03	\$22,644.31
	5	\$11.13	\$890.26	\$1,934.20	\$23,210.42
	6	\$11.41	\$912.52	\$1,982.56	\$23,790.68
	7	\$11.69	\$935.33	\$2,032.12	\$24,385.44
	8	\$11.98	\$958.72	\$2,082.92	\$24,995.08
	9	\$12.28	\$982.68	\$2,135.00	\$25,619.96
	10	\$12.59	\$1,007.25	\$2,188.37	\$26,260.46
	11	\$12.91	\$1,032.43	\$2,243.08	\$26,916.97

**City of Westminster
Mid-Year 2016 Budget Review
2016 Proposed Non Exempt Pay Plan**

Grade	Step	Salary			
		Hourly	Bi-Weekly	Monthly	Annual
N3	1	\$10.84	\$867.02	\$1,883.71	\$22,604.55
	2	\$11.11	\$888.70	\$1,930.81	\$23,169.67
	3	\$11.39	\$910.92	\$1,979.08	\$23,748.91
	4	\$11.67	\$933.69	\$2,028.55	\$24,342.63
	5	\$11.96	\$957.03	\$2,079.27	\$24,951.20
	6	\$12.26	\$980.96	\$2,131.25	\$25,574.98
	7	\$12.57	\$1,005.48	\$2,184.53	\$26,214.35
	8	\$12.88	\$1,030.62	\$2,239.14	\$26,869.71
	9	\$13.20	\$1,056.39	\$2,295.12	\$27,541.45
	10	\$13.53	\$1,082.80	\$2,352.50	\$28,229.99
	11	\$13.87	\$1,109.87	\$2,411.31	\$28,935.74

N4	1	\$11.65	\$932.05	\$2,024.99	\$24,299.90
	2	\$11.94	\$955.35	\$2,075.62	\$24,907.39
	3	\$12.24	\$979.24	\$2,127.51	\$25,530.08
	4	\$12.55	\$1,003.72	\$2,180.69	\$26,168.33
	5	\$12.86	\$1,028.81	\$2,235.21	\$26,822.54
	6	\$13.18	\$1,054.53	\$2,291.09	\$27,493.10
	7	\$13.51	\$1,080.89	\$2,348.37	\$28,180.43
	8	\$13.85	\$1,107.92	\$2,407.08	\$28,884.94
	9	\$14.20	\$1,135.61	\$2,467.26	\$29,607.06
	10	\$14.55	\$1,164.01	\$2,528.94	\$30,347.24
	11	\$14.91	\$1,193.11	\$2,592.16	\$31,105.92

**City of Westminster
Mid-Year 2016 Budget Review
2016 Proposed Non Exempt Pay Plan**

Grade	Step	Salary			
		Hourly	Bi-Weekly	Monthly	Annual
N5	1	\$12.52	\$1,001.96	\$2,176.87	\$26,122.39
	2	\$12.84	\$1,027.00	\$2,231.29	\$26,775.45
	3	\$13.16	\$1,052.68	\$2,287.07	\$27,444.83
	4	\$13.49	\$1,079.00	\$2,344.25	\$28,130.96
	5	\$13.82	\$1,105.97	\$2,402.85	\$28,834.23
	6	\$14.17	\$1,133.62	\$2,462.92	\$29,555.08
	7	\$14.52	\$1,161.96	\$2,524.50	\$30,293.96
	8	\$14.89	\$1,191.01	\$2,587.61	\$31,051.31
	9	\$15.26	\$1,220.79	\$2,652.30	\$31,827.59
	10	\$15.64	\$1,251.31	\$2,718.61	\$32,623.28
	11	\$16.03	\$1,282.59	\$2,786.57	\$33,438.87

N6	1	\$13.46	\$1,077.10	\$2,340.13	\$28,081.57
	2	\$13.80	\$1,104.03	\$2,398.63	\$28,783.61
	3	\$14.15	\$1,131.63	\$2,458.60	\$29,503.20
	4	\$14.50	\$1,159.92	\$2,520.06	\$30,240.78
	5	\$14.86	\$1,188.92	\$2,583.07	\$30,996.80
	6	\$15.23	\$1,218.64	\$2,647.64	\$31,771.72
	7	\$15.61	\$1,249.11	\$2,713.83	\$32,566.01
	8	\$16.00	\$1,280.34	\$2,781.68	\$33,380.16
	9	\$16.40	\$1,312.34	\$2,851.22	\$34,214.66
	10	\$16.81	\$1,345.15	\$2,922.50	\$35,070.03
	11	\$17.23	\$1,378.78	\$2,995.57	\$35,946.78

**City of Westminster
Mid-Year 2016 Budget Review
2016 Proposed Non Exempt Pay Plan**

Grade	Step	Salary			
		Hourly	Bi-Weekly	Monthly	Annual
N7	1	\$14.47	\$1,157.89	\$2,515.64	\$30,187.69
	2	\$14.84	\$1,186.83	\$2,578.53	\$30,942.38
	3	\$15.21	\$1,216.50	\$2,642.99	\$31,715.94
	4	\$15.59	\$1,246.92	\$2,709.07	\$32,508.84
	5	\$15.98	\$1,278.09	\$2,776.80	\$33,321.56
	6	\$16.38	\$1,310.04	\$2,846.22	\$34,154.60
	7	\$16.78	\$1,342.79	\$2,917.37	\$35,008.46
	8	\$17.20	\$1,376.36	\$2,990.31	\$35,883.67
	9	\$17.63	\$1,410.77	\$3,065.06	\$36,780.76
	10	\$18.08	\$1,446.04	\$3,141.69	\$37,700.28
	11	\$18.53	\$1,482.19	\$3,220.23	\$38,642.79

N8	1	\$15.56	\$1,244.73	\$2,704.31	\$32,451.76
	2	\$15.95	\$1,275.84	\$2,771.92	\$33,263.06
	3	\$16.35	\$1,307.74	\$2,841.22	\$34,094.63
	4	\$16.76	\$1,340.43	\$2,912.25	\$34,947.00
	5	\$17.17	\$1,373.95	\$2,985.06	\$35,820.67
	6	\$17.60	\$1,408.29	\$3,059.68	\$36,716.19
	7	\$18.04	\$1,443.50	\$3,136.17	\$37,634.09
	8	\$18.49	\$1,479.59	\$3,214.58	\$38,574.95
	9	\$18.96	\$1,516.58	\$3,294.94	\$39,539.32
	10	\$19.43	\$1,554.49	\$3,377.32	\$40,527.80
	11	\$19.92	\$1,593.36	\$3,461.75	\$41,541.00

**City of Westminster
Mid-Year 2016 Budget Review
2016 Proposed Non Exempt Pay Plan**

Grade	Step	Salary			
		Hourly	Bi-Weekly	Monthly	Annual
N9	1	\$16.73	\$1,338.08	\$2,907.14	\$34,885.64
	2	\$17.14	\$1,371.53	\$2,979.82	\$35,757.78
	3	\$17.57	\$1,405.82	\$3,054.31	\$36,651.73
	4	\$18.01	\$1,440.97	\$3,130.67	\$37,568.02
	5	\$18.46	\$1,476.99	\$3,208.94	\$38,507.22
	6	\$18.92	\$1,513.92	\$3,289.16	\$39,469.90
	7	\$19.40	\$1,551.76	\$3,371.39	\$40,456.65
	8	\$19.88	\$1,590.56	\$3,455.67	\$41,468.07
	9	\$20.38	\$1,630.32	\$3,542.06	\$42,504.77
	10	\$20.89	\$1,671.08	\$3,630.62	\$43,567.39
	11	\$21.41	\$1,712.86	\$3,721.38	\$44,656.57

N10	1	\$17.98	\$1,438.44	\$3,125.17	\$37,502.07
	2	\$18.43	\$1,474.40	\$3,203.30	\$38,439.62
	3	\$18.89	\$1,511.26	\$3,283.38	\$39,400.61
	4	\$19.36	\$1,549.04	\$3,365.47	\$40,385.62
	5	\$19.85	\$1,587.77	\$3,449.61	\$41,395.27
	6	\$20.34	\$1,627.46	\$3,535.85	\$42,430.15
	7	\$20.85	\$1,668.15	\$3,624.24	\$43,490.90
	8	\$21.37	\$1,709.85	\$3,714.85	\$44,578.17
	9	\$21.91	\$1,752.60	\$3,807.72	\$45,692.63
	10	\$22.46	\$1,796.41	\$3,902.91	\$46,834.94
	11	\$23.02	\$1,841.32	\$4,000.48	\$48,005.82

**City of Westminster
Mid-Year 2016 Budget Review
2016 Proposed Non Exempt Pay Plan**

Grade	Step	Salary			
		Hourly	Bi-Weekly	Monthly	Annual
N11	1	\$19.33	\$1,546.32	\$3,359.56	\$40,314.72
	2	\$19.81	\$1,584.98	\$3,443.55	\$41,322.59
	3	\$20.31	\$1,624.60	\$3,529.64	\$42,355.65
	4	\$20.82	\$1,665.22	\$3,617.88	\$43,414.55
	5	\$21.34	\$1,706.85	\$3,708.33	\$44,499.91
	6	\$21.87	\$1,749.52	\$3,801.03	\$45,612.41
	7	\$22.42	\$1,793.26	\$3,896.06	\$46,752.72
	8	\$22.98	\$1,838.09	\$3,993.46	\$47,921.54
	9	\$23.55	\$1,884.04	\$4,093.30	\$49,119.57
	10	\$24.14	\$1,931.14	\$4,195.63	\$50,347.56
	11	\$24.74	\$1,979.42	\$4,300.52	\$51,606.25

N12	1	\$20.78	\$1,662.29	\$3,611.53	\$43,338.33
	2	\$21.30	\$1,703.85	\$3,701.82	\$44,421.78
	3	\$21.83	\$1,746.45	\$3,794.36	\$45,532.33
	4	\$22.38	\$1,790.11	\$3,889.22	\$46,670.64
	5	\$22.94	\$1,834.86	\$3,986.45	\$47,837.40
	6	\$23.51	\$1,880.73	\$4,086.11	\$49,033.34
	7	\$24.10	\$1,927.75	\$4,188.26	\$50,259.17
	8	\$24.70	\$1,975.94	\$4,292.97	\$51,515.65
	9	\$25.32	\$2,025.34	\$4,400.30	\$52,803.54
	10	\$25.95	\$2,075.98	\$4,510.30	\$54,123.63
	11	\$26.60	\$2,127.88	\$4,623.06	\$55,476.72

**City of Westminster
Mid-Year 2016 Budget Review
2016 Proposed Non Exempt Pay Plan**

Grade	Step	Salary			
		Hourly	Bi-Weekly	Monthly	Annual
N13	1	\$22.34	\$1,786.97	\$3,882.39	\$46,588.70
	2	\$22.90	\$1,831.64	\$3,979.45	\$47,753.42
	3	\$23.47	\$1,877.43	\$4,078.94	\$48,947.25
	4	\$24.05	\$1,924.37	\$4,180.91	\$50,170.94
	5	\$24.66	\$1,972.48	\$4,285.43	\$51,425.21
	6	\$25.27	\$2,021.79	\$4,392.57	\$52,710.84
	7	\$25.90	\$2,072.33	\$4,502.38	\$54,028.61
	8	\$26.55	\$2,124.14	\$4,614.94	\$55,379.32
	9	\$27.22	\$2,177.24	\$4,730.32	\$56,763.81
	10	\$27.90	\$2,231.68	\$4,848.58	\$58,182.90
	11	\$28.59	\$2,287.47	\$4,969.79	\$59,637.48

N14	1	\$24.01	\$1,920.99	\$4,173.57	\$50,082.85
	2	\$24.61	\$1,969.01	\$4,277.91	\$51,334.92
	3	\$25.23	\$2,018.24	\$4,384.86	\$52,618.30
	4	\$25.86	\$2,068.69	\$4,494.48	\$53,933.76
	5	\$26.51	\$2,120.41	\$4,606.84	\$55,282.10
	6	\$27.17	\$2,173.42	\$4,722.01	\$56,664.15
	7	\$27.85	\$2,227.76	\$4,840.06	\$58,080.76
	8	\$28.54	\$2,283.45	\$4,961.06	\$59,532.77
	9	\$29.26	\$2,340.54	\$5,085.09	\$61,021.09
	10	\$29.99	\$2,399.05	\$5,212.22	\$62,546.62
	11	\$30.74	\$2,459.03	\$5,342.52	\$64,110.29

**City of Westminster
Mid-Year 2016 Budget Review
2016 Proposed Non Exempt Pay Plan**

Grade	Step	Salary			
		Hourly	Bi-Weekly	Monthly	Annual
N15	1	\$25.81	\$2,065.06	\$4,486.59	\$53,839.07
	2	\$26.46	\$2,116.69	\$4,598.75	\$55,185.04
	3	\$27.12	\$2,169.61	\$4,713.72	\$56,564.67
	4	\$27.80	\$2,223.85	\$4,831.57	\$57,978.79
	5	\$28.49	\$2,279.44	\$4,952.35	\$59,428.26
	6	\$29.21	\$2,336.43	\$5,076.16	\$60,913.96
	7	\$29.94	\$2,394.84	\$5,203.07	\$62,436.81
	8	\$30.68	\$2,454.71	\$5,333.14	\$63,997.73
	9	\$31.45	\$2,516.08	\$5,466.47	\$65,597.68
	10	\$32.24	\$2,578.98	\$5,603.13	\$67,237.62
	11	\$33.04	\$2,643.45	\$5,743.21	\$68,918.56

N16	1	\$27.75	\$2,219.94	\$4,823.08	\$57,877.00
	2	\$28.44	\$2,275.44	\$4,943.66	\$59,323.92
	3	\$29.15	\$2,332.33	\$5,067.25	\$60,807.02
	4	\$29.88	\$2,390.63	\$5,193.93	\$62,327.20
	5	\$30.63	\$2,450.40	\$5,323.78	\$63,885.38
	6	\$31.40	\$2,511.66	\$5,456.88	\$65,482.51
	7	\$32.18	\$2,574.45	\$5,593.30	\$67,119.57
	8	\$32.99	\$2,638.81	\$5,733.13	\$68,797.56
	9	\$33.81	\$2,704.78	\$5,876.46	\$70,517.50
	10	\$34.66	\$2,772.40	\$6,023.37	\$72,280.44
	11	\$35.52	\$2,841.71	\$6,173.95	\$74,087.45

**City of Westminster
Mid-Year 2016 Budget Review
2016 Proposed Non Exempt Pay Plan**

Grade	Step	Salary			
		Hourly	Bi-Weekly	Monthly	Annual
N17	1	\$29.83	\$2,386.44	\$5,184.81	\$62,217.77
	2	\$30.58	\$2,446.10	\$5,314.43	\$63,773.22
	3	\$31.34	\$2,507.25	\$5,447.30	\$65,367.55
	4	\$32.12	\$2,569.93	\$5,583.48	\$67,001.74
	5	\$32.93	\$2,634.18	\$5,723.06	\$68,676.78
	6	\$33.75	\$2,700.04	\$5,866.14	\$70,393.70
	7	\$34.59	\$2,767.54	\$6,012.80	\$72,153.54
	8	\$35.46	\$2,836.72	\$6,163.11	\$73,957.38
	9	\$36.35	\$2,907.64	\$6,317.19	\$75,806.31
	10	\$37.25	\$2,980.33	\$6,475.12	\$77,701.47
	11	\$38.19	\$3,054.84	\$6,637.00	\$79,644.01

N18	1	\$32.07	\$2,565.42	\$5,573.68	\$66,884.11
	2	\$32.87	\$2,629.56	\$5,713.02	\$68,556.21
	3	\$33.69	\$2,695.29	\$5,855.84	\$70,270.11
	4	\$34.53	\$2,762.68	\$6,002.24	\$72,026.87
	5	\$35.40	\$2,831.74	\$6,152.29	\$73,827.54
	6	\$36.28	\$2,902.54	\$6,306.10	\$75,673.23
	7	\$37.19	\$2,975.10	\$6,463.75	\$77,565.06
	8	\$38.12	\$3,049.48	\$6,625.35	\$79,504.18
	9	\$39.07	\$3,125.72	\$6,790.98	\$81,491.79
	10	\$40.05	\$3,203.86	\$6,960.76	\$83,529.08
	11	\$41.05	\$3,283.96	\$7,134.78	\$85,617.31

**City of Westminster
 Mid-Year 2016 Budget Review
 2016 Proposed Non Exempt Pay Plan**

Grade	Step	Salary			
		Hourly	Bi-Weekly	Monthly	Annual
N19	1	\$34.47	\$2,757.83	\$5,991.70	\$71,900.41
	2	\$35.33	\$2,826.77	\$6,141.49	\$73,697.92
	3	\$36.22	\$2,897.44	\$6,295.03	\$75,540.37
	4	\$37.12	\$2,969.88	\$6,452.41	\$77,428.88
	5	\$38.05	\$3,044.13	\$6,613.72	\$79,364.60
	6	\$39.00	\$3,120.23	\$6,779.06	\$81,348.72
	7	\$39.98	\$3,198.23	\$6,948.54	\$83,382.44
	8	\$40.98	\$3,278.19	\$7,122.25	\$85,467.00
	9	\$42.00	\$3,360.14	\$7,300.31	\$87,603.67
	10	\$43.05	\$3,444.15	\$7,482.81	\$89,793.76
	11	\$44.13	\$3,530.25	\$7,669.88	\$92,038.61

**City of Westminster
Mid-Year 2016 Budget Review
2016 Proposed Non-Exempt Fire Commissioned Position Titles**

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

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

FS3	Shift	Fire Paramedic	6110
F3	Non Shift	Fire Paramedic	6135

FS1	Shift	Firefighter I	6112
F1	Non Shift	Firefighter I	6136

FS2	Shift	Firefighter II	6111
F2	Non Shift	Firefighter II	6137

**City of Westminster
Mid-Year 2016 Budget Review
2016 Proposed Non-Exempt Fire Commissioned Pay Plan**

Grade	Step	Salary			
		Hourly	Bi-Weekly	Monthly	2016 Annual
FS1	1	\$16.69	\$1,869.47	\$4,061.65	\$48,739.81
	2	\$18.42	\$2,063.55	\$4,483.30	\$53,799.63
F1	1	\$23.37	\$1,869.47	\$4,061.65	\$48,739.81
	2	\$25.79	\$2,063.55	\$4,483.30	\$53,799.63
FS2	1	\$19.54	\$2,188.65	\$4,755.09	\$57,061.10
	2	\$20.53	\$2,299.45	\$4,995.82	\$59,949.82
	3	\$21.73	\$2,433.32	\$5,286.67	\$63,440.08
	4	\$23.23	\$2,601.53	\$5,652.12	\$67,825.48
	5	\$25.01	\$2,801.65	\$6,086.92	\$73,043.03
F2	1	\$27.36	\$2,188.65	\$4,755.09	\$57,061.10
	2	\$28.74	\$2,299.45	\$4,995.82	\$59,949.82
	3	\$30.42	\$2,433.32	\$5,286.67	\$63,440.08
	4	\$32.52	\$2,601.53	\$5,652.12	\$67,825.48
	5	\$35.02	\$2,801.65	\$6,086.92	\$73,043.03
FS3	1	\$22.59	\$2,530.21	\$5,497.17	\$65,966.01
	2	\$23.73	\$2,658.30	\$5,775.46	\$69,305.54
	3	\$24.94	\$2,792.87	\$6,067.84	\$72,814.13
	4	\$26.20	\$2,934.26	\$6,375.03	\$76,500.34
	5	\$27.53	\$3,082.81	\$6,697.76	\$80,373.17
F3	1	\$31.63	\$2,530.21	\$5,497.17	\$65,966.01
	2	\$33.23	\$2,658.30	\$5,775.46	\$69,305.54
	3	\$34.91	\$2,792.87	\$6,067.84	\$72,814.13
	4	\$36.68	\$2,934.26	\$6,375.03	\$76,500.34
	5	\$38.54	\$3,082.81	\$6,697.76	\$80,373.17
FS4	1	\$29.59	\$3,314.02	\$7,200.10	\$86,401.16
	2	\$29.79	\$3,336.93	\$7,249.87	\$86,998.41
	3	\$30.00	\$3,359.84	\$7,299.64	\$87,595.65
F4	1	\$41.43	\$3,314.02	\$7,200.10	\$86,401.16
	2	\$41.71	\$3,336.93	\$7,249.87	\$86,998.41
	3	\$42.00	\$3,359.84	\$7,299.64	\$87,595.65

**City of Westminster
Mid-Year 2016 Budget Review
2016 Proposed Non-Exempt Police Sworn Position Titles and Pay Plan**

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

Grade	Step	Salary			2015 Annual
		Hourly	Bi-Weekly	Monthly	
P1	1	\$19.52	\$1,561.56	\$3,392.66	\$40,711.93

P2	1	\$24.85	\$1,987.93	\$4,319.02	\$51,828.21
	2	\$26.11	\$2,088.54	\$4,537.60	\$54,451.22
	3	\$27.43	\$2,194.31	\$4,767.39	\$57,208.64

P3	1	\$29.43	\$2,354.74	\$5,115.94	\$61,391.32
	2	\$30.92	\$2,473.95	\$5,374.94	\$64,499.25
	3	\$33.29	\$2,663.33	\$5,786.40	\$69,436.78
	4	\$36.76	\$2,940.75	\$6,389.11	\$76,669.34

P4	1	\$39.95	\$3,195.87	\$6,943.39	\$83,320.70
	2	\$41.97	\$3,357.66	\$7,294.90	\$87,538.80
	3	\$44.10	\$3,527.64	\$7,664.20	\$91,970.45
	4	\$46.33	\$3,706.22	\$8,052.21	\$96,626.46

**City of Westminster
Mid-Year 2016 Budget Review
2016 Proposed Seasonal / Golf Instructor / Emergency Position Titles and Pay Plan**

Seasonal Pay Plan					
Grade	Class Code	Position	Step 1	Step 2	Step 3
S5	9002	Gate Attendant	\$8.50	\$8.50	\$8.55
S8	9006	Outdoor Lifeguard	\$8.81	\$9.45	\$10.13
S9	9005	Outdoor Pool Manager	\$10.45	\$10.97	\$11.50
S17	9008	Seasonal Laborer	\$9.49	\$9.97	\$10.47
S10	9004	Seasonal Park Ranger	\$12.40	\$13.02	\$13.67
S18	9003	Seasonal Specialist	\$11.01	\$11.56	\$12.14
S19	9065	Senior Seasonal Specialist	\$12.17	\$12.77	\$13.41
S12	9026	Summer Camp Aide	\$8.81	\$9.45	\$10.13
S15	9029	Summer Camp Director	\$12.68	\$13.32	\$14.00
S13	9027	Summer Camp Leader	\$9.25	\$9.92	\$10.65
S14	9028	Summer Camp Supervisor	\$11.20	\$11.75	\$12.34

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

Emergency Relief Pay Plan				
Grade	Class Code	Position	Step 1	Step 2
E1	9025	Emergency Worker	Min Wage	\$200.00
<i>***Emergency Relief Pay Plan to be enacted only during a City of Westminster state of emergency***</i>				

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

**City of Westminster
Mid-Year 2016 Budget Review
2016 Proposed Hourly (Non-benefited) Position Titles and Pay Plan**

Grade	Class Code	Position	Step 1	Step 2	Step 3
H19	9101	After Hours Facility Supervisor	\$19.24	\$20.63	\$22.12
H8	9103	Arts Instructor I	\$10.20	\$10.94	\$11.73
H14	9104	Arts Instructor II	\$14.35	\$15.39	\$16.50
H7	9162	Assistant Golf Professional (Hourly)	\$9.72	\$10.42	\$11.17
H5	9105	Assistant Sport Coach	\$8.81	\$9.45	\$10.13
H12	9169	Building Ambassador	\$13.02	\$13.96	\$14.97
H13	9106	Bus Driver	\$13.67	\$14.66	\$15.72
H3	9107	Child Care Attendant	\$8.50	\$8.50	\$8.75
H17	9113	Dance Program Director	\$17.45	\$18.71	\$20.07
H21	9114	Dietitian	\$27.07	\$29.03	\$31.13
H13	9175	Document Imaging Clerk	\$13.67	\$14.66	\$15.72
H5	9165	Early Childhood Program Aide	\$8.81	\$9.45	\$10.13
H14	9166	Early Childhood Program Director (Licensed-Large)	\$14.35	\$15.39	\$16.50
H13	9167	Early Childhood Program Director (Licensed-Small)	\$13.67	\$14.66	\$15.72
H15	9117	Fitness Instructor I	\$15.07	\$16.16	\$17.33
H16	9118	Fitness Instructor II	\$15.83	\$16.97	\$18.20
H2	9160	Golf Course Attendant	\$8.50	\$8.50	\$8.50
H6	9164	Guest Services Cashier	\$9.25	\$9.92	\$10.65
H6	9158	Gym Monitor	\$9.25	\$9.92	\$10.65

**City of Westminster
Mid-Year 2016 Budget Review
2016 Proposed Hourly (Non-benefited) Position Titles and Pay Plan**

Grade	Class Code	Position	Step 1	Step 2	Step 3
H6	9040	Instructor I (includes: Martial Arts, Climbing Wall)	\$9.25	\$9.92	\$10.65
H7	9041	Instructor II (includes: Tot Activities, Child/Teen Activities)	\$9.72	\$10.42	\$11.17
H9	9042	Instructor III (includes: Martial Arts, Climbing Wall, Early Childhood Teacher)	\$11.25	\$12.06	\$12.93
H11	9043	Instructor IV (includes: Child/Teen Activities)	\$12.40	\$13.30	\$14.26
H13	9044	Instructor V (includes: Dance)	\$13.67	\$14.66	\$15.72
H5	9119	Lifeguard (Hourly)	\$8.81	\$9.45	\$10.13
H21	9122	Massage Therapist	\$27.07	\$29.03	\$31.13
H12	9157	Park Ranger (Hourly)	\$13.02	\$13.96	\$14.97
H18	9124	Personal Trainer	\$18.32	\$19.65	\$21.07
H21	9125	Pilates Instructor	\$27.07	\$29.03	\$31.13
H16	9131	Private Swim Lesson Instructor	\$15.83	\$16.97	\$18.20
H3	9132	Program Aide	\$8.50	\$8.50	\$8.75
H13	9172	Program Coordinator I (includes: Arts Program, Safety Certification, Outdoors)	\$13.67	\$14.66	\$15.72
H15	9173	Program Coordinator II (includes: After School)	\$15.07	\$16.16	\$17.33
H4	9161	Retail Shop Clerk	\$8.50	\$9.00	\$9.65
H2	9144	Scorekeeper	\$8.50	\$8.50	\$8.50
H18	9145	Sign Language Interpreter	\$18.32	\$19.65	\$21.07
H30	9174	Special Projects Employee	Min Wage	-	\$200.00
H11	9146	Sport Coach	\$12.40	\$13.30	\$14.26

**City of Westminster
Mid-Year 2016 Budget Review
2016 Proposed Hourly (Non-benefited) Position Titles and Pay Plan**

Grade	Class Code	Position	Step 1	Step 2	Step 3
H17	9147	Sport Official (Adult)	\$17.45	\$18.71	\$20.07
H8	9148	Sport Referee I (Youth)	\$10.20	\$10.94	\$11.73
H15	9149	Sport Referee II (Youth)	\$15.07	\$16.16	\$17.33
H9	9150	Sport Supervisor	\$11.25	\$12.06	\$12.93
H2	9171	Student Intern	\$8.50	\$8.50	\$8.50
H4	9159	Swimming Lesson Instructor	\$8.50	\$9.00	\$9.65
H4	9153	Van Driver	\$8.50	\$9.00	\$9.65
H9	9154	Water Fitness Instructor I	\$11.25	\$12.06	\$12.93
H13	9155	Water Fitness Instructor II	\$13.67	\$14.66	\$15.72
H20	9156	Yoga Instructor	\$25.78	\$27.65	\$29.65
H6	9170	Youth Camp Leader	\$9.25	\$9.92	\$10.65

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