



WESTMINSTER

Staff Report

TO: The Mayor and Members of the City Council

DATE: September 11, 2007

SUBJECT: Study Session Agenda for September 17, 2007

PREPARED BY: J. Brent McFall, City Manager

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

Looking ahead to next Monday night's Study Session, the following schedule has been prepared:

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

CITY COUNCIL REPORTS

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

WESTMINSTER ECONOMIC DEVELOPMENT AUTHORITY

1. WEDA 2008 Adopted Budget – Mid-Biennial Budget Review and 2007 Financial Update - Attachment

PRESENTATIONS

1. 2008 Mid-Year Budget Review - Attachment

6:30 P.M.

EXECUTIVE SESSION

None at this time.

INFORMATION ONLY ITEMS – Does not require action by City Council

None at this time.

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

Respectfully submitted,

J. Brent McFall
City Manager



WESTMINSTER

Staff Report

Westminster Economic Development Authority (WEDA) Board Study Session Meeting
September 17, 2007



SUBJECT: WEDA 2008 Adopted Budget - Mid-Biennial Budget Review and 2007 Financial Update

PREPARED BY: Karen Creager, Special District Accountant
Robert Byerhof, Revenue and Banking Administrator
Bob Smith, Treasury Manager

Recommended Board Action:

- Review the Financial update provided by Staff on WEDA's revenue projections for year-end 2007 and the revised projections for 2008.
- Direct Staff to modify the 2008 Budget pursuant to the recommended operating budget modifications presented to the Board.

Summary Statement:

A financial update/budget review is to be conducted in the fall 2007 to review any recommended modifications to the 2008 budget and address any miscellaneous financial issues.

Staff is presenting minor modifications to the 2008 Adopted Budget, which are outlined in the Background section of this Staff Report. The balanced budget presented here reflects anticipated revenues and expenditures in the urban renewal areas (URA's). No major expenditure reductions or revenue enhancements are proposed. 2008 capital expenditures will be funded by appropriations carried over from prior years or presented as an additional action in 2008.

A Budget Review is scheduled for Monday night's Study Session. This document and the materials attached are intended to facilitate the review and discussion at Monday night's meeting.

Expenditure required: \$8,169,359 and \$2,610,470 in contingency accounts.

Source of Funds: 2008 Incremental tax revenues and interest earnings.

Policy Issue:

Does the WEDA Board concur with the proposed modifications to the 2008 operating budget presented?

Alternatives:

The WEDA Board could direct Staff to identify other modifications to the Adopted 2008 operating budget for WEDA. Staff believes that the modifications presented to the Board are the best options based on revenue forecasts and statutory restrictions for the URA's.

Background Information:

WEDA currently includes 6 separate URA's. Below are 2008 proposed budget amendments and highlights for each URA including revenue and expenditure information as of June 30, 2007.

The attached chart summarizes the financial position as of June 30, 2007 for each of the URA's. In addition, all current outstanding obligations for the URA's are listed.

Holly Park URA

2008 Proposed Budget Amendments

- The RFP for the redevelopment of the property did not yield an acceptable response. Staff will be considering other options such as issuing a new RFP or listing the property with a real estate agent.
- Based on the current status of the property, no adjustments to the 2008 budget are proposed.

2007 Financial Update

- This URA has no bonded debt.
- The URA carries an interfund loan of \$1,245,000 with the General Fund that was used to begin the process of cleaning up the site and obtaining clear title in order to redevelop the area.
- In 2006 there were no incremental revenues. When the redevelopment is completed, it is anticipated that there will eventually be property tax increment in the URA.
- Current year expenditures include the final legal and clean-up expenses.
- Current year revenue is interest earned on the loan prior to spending.
- Reserved fund balance consists of \$81,242 for capital projects.
- Unreserved, designated fund balance is (\$1,217,902) which is the result of interfund borrowing. Staff believes that adequate funds will eventually be available in this URA to meet anticipated obligations.

Mandalay Gardens URA (Shops at Walnut Creek)

2008 Proposed Budget Amendments

- Proposed amendments to revenues include 1) reduction of original sales tax increment forecast and a reduction of the sales tax increment due to a reduction of the sales tax pledge from 3% to 1.75%, 2) an increase in property tax increment due to an increased assessed valuation and 3) an increase in the transfer from Mandalay Town Center GID to assist in debt service payments. This pledge reduction provides for approximately \$1,200,000 in increment to be retained by the City.
- Proposed amendments to expenses include 1) increase in collection fee charged by the county due to increase in property tax revenues, 2) a small adjustment to the total debt service and 3) a

reduction in the contingency amount due to reduction in pledge. Funds originally budgeted as a contingency will now be retained by the City.

2007 Financial Update

- In 2003 tax increment bonds were issued for the development of the Shops at Walnut Creek located within in the URA.
- These bonds were refunded in March, 2006, saving approximately \$6,226,741 over the life of the bonds. Outstanding principal on the bonds is \$38,455,000. Debt service on the bonds is paid with incremental revenues.
- Additionally, the URA carries an interfund loan with the General Capital Improvement Fund for the initial development and an interfund loan with the General Fund to complete the project. Outstanding balances on the loans are \$1,311,535 and \$336,810, respectively. It is anticipated that these loans will be paid off in October after finalizing the decrease in pledged revenue.
- When the construction of the new mid-box space for Office Max and TJ Maxx-Home is finished, the construction of the Town Center portion of The Shops at Walnut Creek will be over 90% complete.
- Sales tax base is zero; therefore all sales tax collected in the URA is increment. Sales tax increment was up \$499,691 in 2005 from 2006 and currently is up \$321,998 in 2007 from 2006.
- Property tax increment was up \$371,104 in 2006 from 2005 and currently is up \$446,398 in 2007 from 2006.
- Projected total incremental revenues for 2007 will be sufficient to cover debt service of \$1,973,210.
- Reserved fund balance of \$5,717,336 includes \$3,160,000 bond reserve, \$2,532,197 debt service and \$25,139 capital project reserve.
- Unreserved, designated fund balance is (\$1,047,434), which is the result of interfund borrowing. With the repayment of the interfund borrowing in 2007, the unreserved, designated negative fund balance will go away.

North Huron URA

2008 Proposed Budget Amendments

- Proposed amendments to revenues include 1) a slight increase in sales tax increment, 2) an increase in property tax increment due to an increased assessed valuation, and 3) an increase in the transfer from 144th Avenue GID to assist in debt service payments.
- Proposed amendments to expenses include 1) increase in collection fee charged by the county due to increase in property tax revenues, 2) a small adjustment to the total debt service and 3) an increase in the contingency amount due to an increase in revenue. Revenues over expenditures are budgeted as a contingency to be available for unforeseen fluctuations in revenues or expenses.

2007 Financial Update

- In 2005, tax increment bonds were issued for development in the URA including the interchange at 144th and I-25, Huron Street improvements from approximately 140th Avenue to 150th Avenue and the public improvements at The Orchard. When capitalized interest is exhausted in 2007, debt service on the bonds will be paid with tax increment revenues. Outstanding principal on the bonds is \$68,300,000.
- One third of the three percent general sales tax collected in this area is shared with the City of Thornton per an IGA dated November 10, 2004. Per a second IGA, Thornton will use this revenue to pay their share of the cost of the 144th Avenue Interchange. The sales tax increment figures shown in this report are net of Thornton's share.
- Additionally, WEDA entered into an economic development agreement (EDA) with Lowes. The EDA calls for a future rebate of \$685,000 that will be paid from incremental revenues.

- The two major public improvements, the Interchange at I-25 and 144th and the widening of North Huron are now basically completed. About 50% of the public improvements located at The Orchard site have been completed.
- At The Orchard, two major anchors, Target and JCPenney, opened in late 2006. Construction of AMC and Macy's are under way with an anticipated opening for both in Spring 2008. An expected 208,000 square feet of retail space is expected to be leased by the time of the Orchard's Grand Opening in Spring 2008 (in addition to anchor tenants).
- Sales tax base is zero; therefore all sales tax collected in the URA is increment. 2006 was the first year sales tax increment was recognized in the URA. Sales tax increment is up \$1,036,566 in 2007 from 2006.
- 2007 is the first year property tax revenues are being recognized in the URA.
- Projected incremental revenues will be sufficient to cover debt service of \$3,060,849.
- Reserved fund balance of \$28,401,298 includes \$5,101,200 bond reserve, \$2,715,302 debt service and unspent bond proceeds of \$20,584,796.
- Unreserved, designated fund balance is \$130,253.

South Sheridan URA

2008 Proposed Budget Amendments

- Proposed amendments to revenues include 1) a slight increase in sales tax increment as reflected in the feasibility study for revenue forecasts, and 2) a decrease in the estimate for interest income due to the timing of the receipt of the increment.
- Proposed amendment to expenses includes an increase in the contingency amount due to the increase in revenue. Revenues over expenditures are budgeted as a contingency to be available for unforeseen fluctuations in revenues or expenses.

2007 Financial Update

- On June 22, 2007, WEDA issued tax increment revenues bonds of \$8,320,000 to finance the construction of public infrastructure improvements in the URA. Debt service on the bonds will be paid with incremental revenues in the URA and developer recoveries that are received.
- Construction on the redevelopment site has begun with an anticipated completion date of March 2008. The streets project (improvements to Sheridan Boulevard and West 72nd Avenue) is well under way and is expected to be complete well in advance of the expected opening of the Wal-Mart Center in the spring of 2008. In addition, the contract has been let for the construction of the masonry wall. Cadence Capital is also prepared to begin construction of the commercial development at the Schoenberg Farm site. When these commercial projects are open for business, sales tax and property tax increment will be generated.
- The March 2007 closure of the Albertson's at 72nd and Sheridan and the subsequent closure of the Blockbuster in the same Hidden Lake Center will negatively impact the level of incremental sales tax revenues. A portion of the new sales tax generated from the redevelopment will be used to replace the portion of the base sales tax lost from the Alberston's and Blockbuster's closing.
- Unreserved, designated fund balance is \$2,909.

South Westminster URA

2008 Proposed Budget Amendments

- Proposed amendments to revenues include 1) an increase in sales tax increment due to the Carlson redevelopment of the Grocery Warehouse site, 2) a slight increase in property tax increment and 3) a decrease in the estimate for interest income due to the timing of the receipt of the increment.

- Proposed amendment to expenses includes an increase in the contingency amount due to an increase in revenue. Revenues over expenditures are budgeted as a contingency to be available for unforeseen fluctuations in revenues or expenses.

2007 Financial Update

- WEDA issued \$6,460,000 in variable rate bonds in 1997 for the redevelopment of the Westminster Plaza. Debt service on the bonds will be paid with incremental revenues. Outstanding principal on the bonds is \$5,930,000.
- Additionally, the URA borrowed \$3,600,000 from the Utility Fund that was also used for the initial redevelopment. The outstanding balance of the interfund loan is \$2,850,000.
- Sales tax increment was down \$98,447 in 2006 from 2005 and currently is down \$40,635 in 2007 from 2006.
- Property tax increment was up \$14,131 in 2006 from 2005 and currently is up \$53,166 in 2007 from 2006.
- While incremental property tax revenues are slightly over budget for 2007, it is anticipated that total 2007 incremental revenues will not be sufficient to cover debt service and other obligations. Existing fund balance will be used to cover the shortfall (projected to be \$122,000).
- The opening of the Liborio Market should provide a boost to the overall incremental revenues in the URA beginning in 2008.
- WEDA approved a loan of \$334,000 to the Colorado Rural Housing Authority which will further reduce fund balance when it is issued later this year. As the loan is repaid, fund balance will improve.
- Reserved fund balance of \$1,512,683 includes \$646,000 bond reserve and \$866,683 debt service reserve.
- Unreserved, designated fund balance is (\$737,504) which is the result of interfund borrowing and will further decline when the debt service shortfall is covered.

Westminster Center East URA

2008 Proposed Budget Amendments

- Proposed amendments to revenues include a reduction of the sales tax increment. This reduction of the sales tax provides for approximately \$1,200,000 in increment to be retained by the City.
- Proposed amendment to expenses includes a decrease in the contingency amount due to a decrease in original revenue projections. Revenues over expenditures are budgeted as a contingency to be available for unforeseen fluctuations in revenues or expenses.

2007 Financial Update

- This URA has no bonded debt.
- The URA has outstanding EDA obligations with Lowes and Pappadeaux's of \$672,061 and \$326,753, respectively.
- Incremental revenues are expected to meet budgeted amounts and will cover current year plus accrued prior year obligations in the URA.
- An IGA with the City dated December 11, 2006 provided for the transfer of incremental revenue necessary to meet the obligations in the District.
- During 2006, incremental revenues of \$711,893 were not needed to meet obligations; therefore those revenues were retained by the City.
- The March 2007 closure of the Albertson's at 92nd and Sheridan will negatively impact the level of incremental sales tax revenues. Sales tax generated from the existing businesses in the URA will be more than adequate to replace the portion of the base sales tax lost from the Alberston's closing.

- It is anticipated that approximately \$1,200,000 of incremental revenues will not be needed in 2007 to meet obligations; therefore, those funds will be retained by the City.
- Unreserved, designated fund balance is \$34,547.

Staff will be available at the September 17, 2007 Board study session to answer questions. Pending Board direction, Staff will present the final amended 2008 WEDA budget to the Board for approval on October 8, 2007.

Respectfully submitted,

J. Brent McFall
Executive Director

Westminster Economic Development Authority
Unaudited Financial Statements
For the period ending June 30, 2007

Revenues

	Holly Park	Mandalay Gardens	North Huron	South Sheridan	South Westminster	Westminster Center East	Total
<i>Sales Tax</i>	-	1,105,974	1,198,409	-	91,930	-	2,396,313
<i>Property Tax</i>	-	725,004	345,357	-	276,381	175,986	1,522,728
<i>Interest</i>	5,514	114,557	613,449	-	71,214	(121)	804,613
<i>Miscellaneous</i>	-	-	-	-	-	-	-
<i>Other Financing Sources</i>	-	-	-	-	-	-	-
Total all URA's	5,514	1,945,535	2,157,215	-	439,525	175,865	4,723,654

Expenses

	Holly Park	Mandalay Gardens	North Huron	South Sheridan	South Westminster	Westminster Center East	Total
<i>Operating</i>		10,875	5,791	-	54,146	149,837	220,649
<i>Capital Project</i>	27,848	-	1,295,766	-	-	-	1,323,614
<i>Capitalized Interest</i>		-	935,014	-	-	-	935,014
<i>Principal</i>		-	-	-	-	-	-
<i>Interest & Fees</i>		529,877	-	-	85,530	-	615,407
<i>Other Financing Uses</i>		-	-	-	-	-	-
Total all URA's	27,848	540,752	2,236,571	-	139,676	149,837	3,094,684

<i>Revenues Over(under) Exp</i>	(22,334)	1,404,783	(79,356)	-	299,849	26,028	1,628,970
Beginning Fund Balance	(1,114,326)	3,265,119	28,610,907	2,909	475,330	8,519	31,248,458
Ending Fund Balance	(1,136,660)	4,669,902	28,531,551	2,909	775,179	34,547	32,877,428

See Staff Report Background for details of breakdown of ending fund balance.

Obligations at 6/30/07

<u>Bonds</u>	<u>URA</u>	<u>Outstanding Balance</u>	<u>2007 Estimated Payment</u>	<u>2008 Estimated Payment</u>
2005 WEDA Bonds	N Huron	\$ 68,300,000	\$ -	\$ 1,500,000
2006 WEDA Bonds	Mandalay	38,455,000	250,000	1,335,000
2007 WEDA Bonds	South Sheridan	8,320,000	-	-
1997 WEDA Bonds	South Westy	5,930,000	270,000	330,000
Total Bonds		<u>\$ 121,005,000</u>	<u>\$ 520,000</u>	<u>\$ 3,165,000</u>

EDA

Lowe's	N Huron	\$ 685,000	\$ -	\$ 187,853
LaConte	South Westy	200,000	75,000	25,000
Lowes	Westy Center	672,061	202,266	16,856
Pappadeaux	Westy Center	326,753	90,000	90,000
Total EDA		<u>\$ 1,883,814</u>	<u>\$ 367,266</u>	<u>\$ 319,709</u>

Interfund loans

Gen Capital Improv Fund	Holly Park	\$ 1,125,000	\$ -	\$ -
General Fund	Holly Park	120,000	-	-
General Fund	Mandalay	336,810	336,810	-
Gen Capital Improv Fund	Mandalay	1,311,535	1,311,535	-
Utility Fund	South Westy	2,850,000	TBD	TBD
Total Interfund loans		<u>\$ 5,743,345</u>	<u>\$ 1,648,345</u>	<u>\$ -</u>

Westminster Economic Development Authority
Consolidated Budget for All URAs
2008 Proposed Amended Budget

	2006 Actual	2007 Final Budget	2007 Actual Estimated	2008 Adopted	2008 Proposed Amended
OPERATING					
<i>Beginning Balance Operating - January 1</i>	7,787,848	4,950,927	9,868,575	10,398,041	10,064,868
Revenues					
<i>Operating Activities</i>					
Sales Tax Increment	2,565,777	6,672,779	4,863,921	8,000,272	6,441,253
Property Tax Increment	929,420	1,841,483	1,877,957	2,645,428	4,036,398
Total Tax Increment	3,495,197	8,514,262	6,741,878	10,645,700	10,477,651
Investment Interest Earnings	80,484	20,000	193,000	-	-
Pooled Interest Earnings	227,753	77,395	83,000	85,939	48,813
Other	34	-	-	-	-
Total Other Revenues	308,271	97,395	276,000	85,939	48,813
Total Revenues	3,803,468	8,611,657	7,017,878	10,731,639	10,526,464
Expenditures:					
<i>Operating Activities</i>					
Contractual	-	75,000	75,000	25,000	25,000
Treasurer Fees	12,649	27,623	28,169	39,682	62,149
Contingency	-	3,025,554	2,894,228	2,533,399	2,610,470
Total Operating Expenditures	12,649	3,128,177	2,997,397	2,598,081	2,697,619
<i>Debt Service</i>					
Interest Paid	1,360,732	4,507,400	2,887,387	4,486,600	4,358,561
Principal Paid	285,000	520,000	270,000	3,165,000	3,165,000
Agent Fees	64,360	594,008	563,187	570,295	558,649
Total Debt Service	1,710,092	5,621,408	3,720,574	8,221,895	8,082,210
Total Expenditures	1,722,741	8,749,585	6,717,971	10,819,976	10,779,829
Net Operating Revenue (Expense)	2,080,727	(137,928)	299,907	(88,337)	(253,365)
Other Financing Sources					
Sale of capital asset	-	-	-	-	184,466
Issuance of bonds	38,455,000	-	-	-	-
Transfers In	-	-	-	-	68,899
Payment to refunding agent	(38,455,000)	-	-	-	-
Total Other Financing Sources	-	-	-	-	253,365
Excess Revenue over (under) Expenditures	2,080,727	(137,928)	299,907	(88,337)	-
<i>Ending Balance Operating - December 31</i>	9,868,575	4,812,999	10,168,482	10,309,704	10,064,868
CAPITAL PROJECTS					
<i>Beginning Balance Capital - January 1</i>	\$ 46,106,515	\$ 46,106,515	\$ 21,379,883	\$ 21,270,558	\$ 18,998,667
Revenue	2,056,762	8,396,393	8,714,488	-	-
Debt expense	(3,250,362)	-	(1,784,361)	-	(373,010)
Project expense	(23,533,032)	-	(9,311,343)	-	(19,379,201)
<i>Ending Balance Capital - December 31</i>	\$ 21,379,883	\$ 54,502,908	\$ 18,998,667	\$ 21,270,558	\$ (753,544)
Total Ending Balance	\$ 31,248,458	\$ 59,315,907	\$ 29,167,149	\$ 31,580,262	\$ 9,311,324

Westminster Economic Development Authority
Holly Park URA (0187)
2008 Proposed Amended Budget

	2006 Actual	2007 Final Budget	2007 Actual Estimated	2008 Adopted	2008 Proposed Amended
OPERATING					
<i>Beginning Balance Operating - January 1</i>	\$ (117,928)	\$ (107,928)	\$ (98,651)	\$ (107,928)	\$ (107,928)
<i>Operating Activities</i>					
Revenues					
Sales Tax Increment	-	-	-	-	-
Property Tax Increment	-	-	-	-	-
Total Tax Increment	-	-	-	-	-
Investment Interest Earnings	-	-	-	-	-
Pooled Interest Earnings	19,277	-	6,000	-	-
Other	-	-	-	-	-
Total Other Revenues	19,277	-	6,000	-	-
<i>Total Operating Revenues</i>	19,277	-	6,000	-	-
Expenditures:					
<i>Operating Activities</i>					
Personnel	-	-	-	-	-
Contractual	-	-	-	-	-
Commodities	-	-	-	-	-
Other	-	-	-	-	-
Treasurer Fees	-	-	-	-	-
Contingency	-	-	-	-	-
Total Operating Expenditures	-	-	-	-	-
<i>Debt Service</i>					
Interest Paid	-	-	-	-	-
Principal Paid	-	-	-	-	-
Agent Fees	-	-	-	-	-
Total Debt Service	-	-	-	-	-
<i>Total Expenditures</i>	-	-	-	-	-
Net Operating Revenue (Expense)	19,277	-	6,000	-	-
Other Financing Sources					
Sale of capital asset	-	-	-	-	-
Issuance of bonds	-	-	-	-	-
Transfers In	-	-	-	-	-
Payment to refunding agent	-	-	-	-	-
Total Other Financing Sources	-	-	-	-	-
Excess Revenue over (under) Expenditures	19,277	-	6,000	-	-
<i>Ending Balance Operating - December 31</i>	\$ (98,651)	\$ (107,928)	\$ (92,651)	\$ (107,928)	\$ (107,928)
CAPITAL PROJECTS					
<i>Beginning Balance Capital - January 1</i>	\$ -	\$ (1,125,000)	\$ (1,015,675)	\$ (1,125,000)	\$ (1,049,622)
Revenue	-	-	-	-	-
Debt expense	-	-	-	-	-
Project expense	(1,015,675)	-	(33,947)	-	-
<i>Ending Balance Capital - December 31</i>	\$ (1,015,675)	\$ (1,125,000)	\$ (1,049,622)	\$ (1,125,000)	\$ (1,049,622)
<i>Total Ending Balance</i>	\$ (1,114,326)	\$ (1,232,928)	\$ (1,142,273)	\$ (1,232,928)	\$ (1,157,550)

**Westminster Economic Development Authority
Mandalay Gardens URA (0182)
2008 Proposed Amended Budget**

	2006 Actual	2007 Final Budget	2007 Actual Estimated	2008 Adopted	2008 Proposed Amended
OPERATING					
<i>Beginning Balance Operating - January 1</i>	1,997,006	3,299,462	3,154,058	3,299,462	3,276,058
Revenues					
<i>Operating Activities</i>					
Sales Tax Increment	1,722,801	2,940,472	2,052,944	3,052,310	1,577,569
Property Tax Increment	546,925	930,511	937,815	1,005,241	1,539,805
Total Tax Increment	2,269,726	3,870,983	2,990,759	4,057,551	3,117,374
Investment Interest Earnings	-	20,000	142,000	-	-
Pooled Interest Earnings	108,156	10,000	10,000	10,000	10,000
Other	-	-	-	-	-
Total Other Revenues	108,156	30,000	152,000	10,000	10,000
Total Revenues	2,377,882	3,900,983	3,142,759	4,067,551	3,127,374
Expenditures:					
<i>Operating Activities</i>					
Personnel	-	-	-	-	-
Contractual	-	-	-	-	-
Commodities	-	-	-	-	-
Other	-	-	-	-	-
Treasurer Fees	8,130	13,958	14,067	15,079	23,097
Contingency	-	1,893,815	1,317,232	1,005,464	424,754
Total Operating Expenditures	8,130	1,907,773	1,331,299	1,020,543	447,851
<i>Debt Service</i>					
Interest Paid	1,142,700	1,538,200	1,518,187	1,528,200	1,405,161
Principal Paid	70,000	250,000	-	1,335,000	1,335,000
Agent Fees	-	205,010	171,273	183,808	170,173
Total Debt Service	1,212,700	1,993,210	1,689,460	3,047,008	2,910,334
Total Expenditures	1,220,830	3,900,983	3,020,759	4,067,551	3,358,185
Net Operating Revenue (Expense)	1,157,052	-	122,000	-	(230,811)
Other Financing Sources					
Sale of capital asset	-	-	-	-	184,466
Issuance of bonds	38,455,000	-	-	-	-
Transfers In	-	-	-	-	46,345
Payment to refunding agent	(38,455,000)	-	-	-	-
Total Other Financing Sources	-	-	-	-	230,811
Excess Revenue over (under) Expenditures	1,157,052	-	122,000	-	-
<i>Ending Balance Operating - December 31</i>	3,154,058	3,299,462	3,276,058	3,299,462	3,276,058
CAPITAL PROJECTS					
<i>Beginning Balance Capital - January 1</i>	\$ 1,466,362	\$ 111,061	\$ 111,061	\$ 111,061	\$ -
Revenue	211,430	-	-	-	-
Debt expense	(529,016)	-	-	-	-
Project expense	(1,037,715)	-	(111,061)	-	-
<i>Ending Balance Capital - December 31</i>	\$ 111,061	\$ 111,061	\$ -	\$ 111,061	\$ -
Total Ending Balance	\$ 3,265,119	\$ 3,410,523	\$ 3,276,058	\$ 3,410,523	\$ 3,276,058

**Westminster Economic Development Authority
North Huron URA (0183)
2008 Proposed Amended Budget**

	2006 Actual	2007 Final Budget	2007 Actual Estimated	2008 Adopted	2008 Proposed Amended
OPERATING					
<i>Beginning Balance Operating - January 1</i>	5,783,902	25,651,156	6,326,410	6,326,410	6,326,410
<i>Operating Activities</i>					
Revenues					
Sales Tax Increment	537,342	2,810,245	2,654,064	4,173,894	4,258,402
Property Tax Increment	-	373,296	373,296	1,068,190	1,826,460
Total Tax Increment	537,342	3,183,541	3,027,360	5,242,084	6,084,862
Investment Interest Earnings	-	-	-	-	-
Pooled Interest Earnings	5,132	-	19,000	-	-
Other	34	-	-	-	-
Total Other Revenues	5,166	-	19,000	-	-
<i>Total Operating Revenues</i>	542,508	3,183,541	3,046,360	5,242,084	6,084,862
Expenditures:					
<i>Operating Activities</i>					
Personnel	-	-	-	-	-
Contractual	-	-	-	-	-
Commodities	-	-	-	-	-
Other	-	-	-	-	-
Treasurer Fees	-	5,599	5,599	16,023	27,397
Contingency	-	117,093	1,576,996	665,212	1,522,181
Total Operating Expenditures	-	122,692	1,582,595	681,235	1,549,578
<i>Debt Service</i>					
Interest Paid	-	2,732,000	1,132,000	2,732,000	2,727,000
Principal Paid	-	-	-	1,500,000	1,500,000
Agent Fees	-	328,849	331,765	328,849	330,838
Total Debt Service	-	3,060,849	1,463,765	4,560,849	4,557,838
<i>Total Expenditures</i>	-	3,183,541	3,046,360	5,242,084	6,107,416
Net Operating Revenue (Expense)	542,508	-	-	-	(22,554)
Other Financing Sources					
Sale of capital asset	-	-	-	-	-
Issuance of bonds	-	-	-	-	-
Transfers In	-	-	-	-	22,554
Payment to refunding agent	-	-	-	-	-
Total Other Financing Sources	-	-	-	-	22,554
Excess Revenue over (under) Expenditures	542,508	-	-	-	-
<i>Ending Balance Operating - December 31</i>	6,326,410	25,651,156	6,326,410	6,326,410	6,326,410
CAPITAL PROJECTS					
<i>Beginning Balance Capital - January 1</i>	\$ 44,640,153	\$ 22,284,497	\$ 22,284,497	\$ 22,284,497	\$ 13,875,201
Revenue	1,845,332	710,805	1,000,000	-	-
Debt expense	(2,721,346)	-	(1,618,961)	-	-
Project expense	(21,479,642)	-	(7,790,335)	-	(13,875,201)
<i>Ending Balance Capital - December 31</i>	\$ 22,284,497	\$ 22,995,302	\$ 13,875,201	\$ 22,284,497	\$ -
<i>Total Ending Balance</i>	\$ 28,610,907	\$ 48,646,458	\$ 20,201,611	\$ 28,610,907	\$ 6,326,410

**Westminster Economic Development Authority
South Sheridan URA (0190)
2008 Proposed Amended Budget**

	2006 Actual	2007 Final Budget	2007 Actual Estimated	2008 Adopted	2008 Proposed Amended
OPERATING					
<i>Beginning Balance Operating - January 1</i>	-	1,204	2,909	1,237	2,909
<i>Operating Activities</i>					
Revenues					
Sales Tax Increment	-	-	-	299,953	327,024
Property Tax Increment	1,232	-	-	-	-
Total Tax Increment	1,232	-	-	299,953	327,024
Investment Interest Earnings	-	-	-	-	-
Pooled Interest Earnings	1,695	33	-	4,124	100
Other	-	-	-	-	-
Total Other Revenues	1,695	33	-	4,124	100
<i>Total Operating Revenues</i>	2,927	33	-	304,077	327,124
Expenditures:					
<i>Operating Activities</i>					
Personnel	-	-	-	-	-
Contractual	-	-	-	-	-
Commodities	-	-	-	-	-
Other	-	-	-	-	-
Treasurer Fees	18	-	-	-	-
Contingency	-	-	-	304,077	327,124
Total Operating Expenditures	18	-	-	304,077	327,124
<i>Debt Service</i>					
Interest Paid	-	-	-	-	-
Principal Paid	-	-	-	-	-
Agent Fees	-	-	-	-	-
Total Debt Service	-	-	-	-	-
<i>Total Expenditures</i>	18	-	-	304,077	327,124
Net Operating Revenue (Expense)	2,909	33	-	-	-
Other Financing Sources					
Sale of capital asset	-	-	-	-	-
Issuance of bonds	-	-	-	-	-
Transfers In	-	-	-	-	-
Payment to refunding agent	-	-	-	-	-
Total Other Financing Sources	-	-	-	-	-
Excess Revenue over (under) Expenditures	2,909	33	-	-	-
<i>Ending Balance Operating - December 31</i>	2,909	1,237	2,909	1,237	2,909
CAPITAL PROJECTS					
<i>Beginning Balance Capital - January 1</i>	\$ -	\$ -	\$ -	\$ -	\$ 6,173,088
Revenue	-	7,685,588	7,714,488	-	-
Debt expense	-	-	(165,400)	-	(373,010)
Project expense	-	-	(1,376,000)	-	(5,504,000)
<i>Ending Balance Capital - December 31</i>	\$ -	\$ 7,685,588	\$ 6,173,088	\$ -	\$ 296,078
<i>Total Ending Balance</i>	\$ 2,909	\$ 7,686,825	\$ 6,175,997	\$ 1,237	\$ 298,987

Westminster Economic Development Authority
South Westminster URA (0184)
2008 Proposed Amended Budget

	2006 Actual	2007 Final Budget	2007 Actual Estimated	2008 Adopted	2008 Proposed Amended
OPERATING					
<i>Beginning Balance Operating - January 1</i>	389,067	322,361	475,330	352,971	264,634
Revenues					
<i>Operating Activities</i>					
Sales Tax Increment	132,565	140,062	91,930	148,115	278,258
Property Tax Increment	288,883	316,169	336,102	350,490	356,470
Total Tax Increment	421,448	456,231	428,032	498,605	634,728
Investment Interest Earnings	80,484	-	51,000	-	-
Pooled Interest Earnings	84,838	52,900	46,000	57,353	37,713
Other	-	-	-	-	-
Total Other Revenues	165,322	52,900	97,000	57,353	37,713
Total Revenues	586,770	509,131	525,032	555,958	672,441
Expenditures:					
<i>Operating Activities</i>					
Personnel	-	-	-	-	-
Contractual	-	75,000	75,000	25,000	25,000
Commodities	-	-	-	-	-
Other	-	-	-	-	-
Treasurer Fees	3,115	4,743	5,042	5,257	5,347
Contingency	-	-	-	-	28,056
Total Operating Expenditures	3,115	79,743	80,042	30,257	58,403
<i>Debt Service</i>					
Interest Paid	218,032	237,200	237,200	226,400	226,400
Principal Paid	215,000	270,000	270,000	330,000	330,000
Agent Fees	64,360	60,149	60,149	57,638	57,638
Total Debt Service	497,392	567,349	567,349	614,038	614,038
Total Expenditures	500,507	647,092	647,391	644,295	672,441
Net Operating Revenue (Expense)	86,263	(137,961)	(122,359)	(88,337)	-
Other Financing Sources					
Sale of capital asset	-	-	-	-	-
Issuance of bonds	-	-	-	-	-
Transfers In	-	-	-	-	-
Payment to refunding agent	-	-	-	-	-
Total Other Financing Sources	-	-	-	-	-
Excess Revenue over (under) Expenditures	86,263	(137,961)	(122,359)	(88,337)	-
<i>Ending Balance Operating - December 31</i>	<u>475,330</u>	<u>184,400</u>	<u>352,971</u>	<u>264,634</u>	<u>264,634</u>
CAPITAL PROJECTS					
<i>Beginning Balance Capital - January 1</i>	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue	-	-	-	-	-
Debt expense	-	-	-	-	-
Project expense	-	-	-	-	-
<i>Ending Balance Capital - December 31</i>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Total Ending Balance	<u>\$ 475,330</u>	<u>\$ 184,400</u>	<u>\$ 352,971</u>	<u>\$ 264,634</u>	<u>\$ 264,634</u>

Westminster Economic Development Authority
Westminster Center East URA (0189)
2008 Proposed Amended Budget

	2006 Actual	2007 Final Budget	2007 Actual Estimated	2008 Adopted	2008 Proposed Amended
OPERATING					
<i>Beginning Balance Operating - January 1</i>	(264,199)	525,889	8,519	525,889	302,785
<i>Operating Activities</i>					
Revenues					
Sales Tax Increment	173,069	782,000	64,983	326,000	-
Property Tax Increment	92,380	221,507	230,744	221,507	313,663
Total Tax Increment	265,449	1,003,507	295,727	547,507	313,663
Investment Interest Earnings	-	-	-	-	-
Pooled Interest Earnings	8,655	14,462	2,000	14,462	1,000
Other	-	-	-	-	-
Total Other Revenues	8,655	14,462	2,000	14,462	1,000
<i>Total Operating Revenues</i>	274,104	1,017,969	297,727	561,969	314,663
Expenditures:					
Operating Activities					
Personnel	-	-	-	-	-
Contractual	-	-	-	-	-
Commodities	-	-	-	-	-
Other	-	-	-	-	-
Treasurer Fees	1,386	3,323	3,461	3,323	6,308
Contingency	-	1,014,646	-	558,646	308,355
Total Operating Expenditures	1,386	1,017,969	3,461	561,969	314,663
Debt Service					
Interest Paid	-	-	-	-	-
Principal Paid	-	-	-	-	-
Agent Fees	-	-	-	-	-
Total Debt Service	-	-	-	-	-
<i>Total Expenditures</i>	1,386	1,017,969	3,461	561,969	314,663
Net Operating Revenue (Expense)	272,718	-	294,266	-	-
Other Financing Sources					
Sale of capital asset	-	-	-	-	-
Issuance of bonds	-	-	-	-	-
Transfers In	-	-	-	-	-
Payment to refunding agent	-	-	-	-	-
Total Other Financing Sources	-	-	-	-	-
Excess Revenue over (under) Expenditures	272,718 #	-	294,266	-	-
<i>Ending Balance Operating - December 31</i>	8,519	525,889	302,785	525,889	302,785
CAPITAL PROJECTS					
<i>Beginning Balance Capital - January 1</i>	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue	-	-	-	-	-
Debt expense	-	-	-	-	-
Project expense	-	-	-	-	-
<i>Ending Balance Capital - December 31</i>	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Total Ending Balance</i>	\$ 8,519	\$ 525,889	\$ 302,785	\$ 525,889	\$ 302,785



Staff Report

City Council Study Session Meeting
September 17, 2007



SUBJECT: Adopted 2008 Budget – Mid-Biennial Budget Review

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

Recommended City Council Action:

- Review the Financial update provided by Staff on the City's revenue projections for year-end 2007 and the revised projections for 2008.
- Review the Human Resources materials on the 2008 Pay Plan, proposed position reclassifications and benefits and direct Staff accordingly.
- Direct Staff to modify the Adopted 2008 Budget pursuant to the recommended operating budget modifications presented to City Council.
- Direct Staff to modify the Adopted 2008 Budget pursuant to the recommended Capital Improvement Program budget modifications presented to City Council.
- Review the Human Services Board recommendation for 2008 funding and determine if any changes are appropriate.
- Review the Citizen Requests received by City Council and Staff, including those made at the September 10 Public Meeting on the Adopted 2008 Budget.

Summary Statement

As part of the two-year budget process, a financial update/budget review is to be conducted in the fall of 2007 to review any recommended modifications to the 2008 budget and review any new citizen requests. Staff is presenting proposed modifications to the Adopted 2008 Budget, which are outlined in the Background section of this Staff Report.

The 2008 Budget was adopted in 2006. Only minor modifications are proposed here. No major expenditure reductions or revenue enhancements are proposed.

A Budget Review is scheduled for Monday night's Study Session. This document and the materials attached are intended to facilitate the review and discussion at Monday night's meeting.

Expenditure Required: 2008 = \$169,243,193, plus \$ 52,113,694 in reserves and \$ 4,986,620 in contingency accounts

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

Policy Issues

- Does City Council concur with the proposed modifications to the Adopted 2008 Operating Budget presented?
- Does City Council concur with the proposed additional new positions (2.0 FTE) and position reclassifications presented?
- Does City Council concur with the proposed modifications to the Adopted 2008 Capital Improvement Program Budget presented?
- Does City Council concur with the recommendations presented by the Human Services Board for 2008 funding?
- Does City Council concur with Staff's recommendations concerning the Citizen Requests received by City Council and Staff, including those made at the September 10 Public Meeting on the Adopted 2008 Budget?

Alternatives

- City Council could direct Staff to identify other modifications to the Adopted 2008 Operating Budget. Staff believes that the proposed modifications presented to City Council are in the best interest of the City.
- City Council could direct Staff to pursue other modifications to the 2008 Pay Plan, proposed position reclassifications and benefits costs. Staff believes the revised 2008 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 2008 Capital Improvement Program (CIP) Budget and the proposed modifications made by Staff. Staff believes that the modified CIP program presented for 2008 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 2008 funding. City Council reviewed and concurred with the HSB's proposed funding level for 2008 and with the HSB's agency funding recommendations at the August 6 Study Session. In anticipation of a potential 15% reduction in Community Development Block Grant (CDBG) funds in 2008, the CDBG portion of the adopted 2008 HSB budget was reduced by \$7,000. The Adopted 2008 Budget for HSB currently totals \$154,000.
- City Council could direct Staff to seek alternatives to the recommendations on the Citizen Requests.

Background Information

The City Council is required by the City Charter to adopt the annual budget no later than the fourth Monday in October. However, this requirement does not apply to the 2008 Budget since City Council officially adopted a two-year budget (i.e., two 12-month budgets) for 2007 and 2008 in October 2006. Per the two-year budget process, a financial update/budget review is being conducted to review any recommended modifications to the Adopted 2008 Budget and review any new citizen requests.

The Adopted 2008 Budget and the proposed amendments highlighted in this Staff Report work to further achieve the City Council Strategic Plan goals and objectives. In April 2006, City Council identified the goals for 2007 and 2008; these goals were revisited and re-confirmed by City Council in April 2007. The City Council Goals are listed below:

- Safe and Secure Community
- Financially Sustainable City Government
- Vibrant Neighborhoods and Commercial Areas
- Balanced, Sustainable Local Economy
- Beautiful City

The direction provided by City Council through these goals assisted City Staff as we prepared the 2007 and 2008 City Budget. Other considerations that go into developing a comprehensive budget are department priorities that strive to maintain existing service levels and respond to citizen or neighborhood input.

All five goals are addressed in the Adopted 2008 Budget and proposed amendments, including the following sampling of priorities that are discussed in greater detail in this Staff Report:

- Continued focus on revitalization of the Westminster Mall
- Continued emphasis on north I-25 business development, with additional investments in roadway improvements
- Continued investment in South Westminster
- Increased investment in open space maintenance
- Enhanced Graffiti Abatement program
- Continued Traffic Enforcement efforts
- Enhanced program of maintaining existing infrastructure through Capital Improvement Program (CIP) funding
- Enhanced management and associated reduction of overtime costs
- Continuing the Westminster Faire as a key community event
- Maintain the Large Item Clean-Up program
- Maintain a competitively paid workforce
- Continued efforts to manage health insurance costs, with a reduction in costs while maintaining benefits in 2008

NEW POSITIONS INCLUDED IN THE ADOPTED 2008 CITY BUDGET

A total of 1.0 new FTE was authorized in the Adopted 2008 Budget. The Adopted 2008 Budget includes all salary and benefit expenses for this position in the General Fund and funded by the public safety tax.

Department	FTE	Title	Salary & Benefit Cost
GENERAL FUND			
Police Department – Patrol, Traffic and Special Operations Division	1.0	Police Officer (salary \$44,469; benefits \$7,560)	\$52,029

An additional 2.0 FTE are proposed with the 2008 budget amendment process in the General Fund (Fire and Parks, Recreation and Libraries Departments) and are noted within the Proposed Modifications section below.

As this Budget Review is intended to focus on modifications to the Adopted 2008 Budget, only the proposed modifications are described below.

PROPOSED MODIFICATIONS TO THE ADOPTED 2008 CITY BUDGET

Overall, the total City budget including all funds for 2008 is proposed to be modified from the Adopted total of \$166,636,641, plus \$37,344,864 in reserves and \$4,872,590 in contingency accounts, to \$169,243,193, plus \$52,113,694 in reserves and \$4,986,620 in contingency accounts (an increase of 1.6% in the total City budget). The most significant increase is in the Utility Reserve Fund, reflecting the 2006 carryover funds appropriated into 2007, which carry forward in the Utility Reserve. (City Council authorized an increase of \$12,439,065 in the Utility Reserve Fund in July 2007 as part of the carryover appropriation.)

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

General Fund

Increase in projected revenues: Staff revisited the General Fund projected revenues for 2008 and adjusted the projections based on actual collections in 2007. Projected revenues for the City Park Recreation Center and Swim & Fitness Center were adjusted downward by \$250,000 as a result of anticipated reduced attendance during the POST bond-funded renovation/expansion projects anticipated in late 2008. Other minor revisions are projected for property tax (-\$25,836), intergovernmental revenues (+\$84,000), interest income (+\$140,000), and miscellaneous revenues (-\$60,566). A significant adjustment was made in the transfer from the Sales and Use Tax Fund (+\$272,465). This increase is possible directly as a result of the focused efforts throughout the City and through the urban renewal areas to diversify the sales tax base and generate replacement revenues for the Westminster Mall. Staff anticipates that these positive results will continue to grow as the north I-25 area continues to develop. Finally, \$1,500,000 in carryover funds are anticipated to be available at year-end 2007 that are recommended to be included as carryover revenues allocated to the 2008 budget. Rather than following the typical process of waiting for carryover to be appropriated in July next year, Staff is proposing that these funds be appropriated with the 2008 budget amendment, thus making the funding available in January. Following past practice of using one time revenues for one time expenses, these funds are proposed to be transferred to the General Capital Improvement Fund to help address capital project needs. (Net change = +\$1,871,070)

All Departments:

- 2.5% across-the-board (ATB) adjustment to the City's Pay Plan and modification to departments' regular salary accounts based on actual salary adjustments made in 2007. Originally, a 1% ATB adjustment was approved in the Adopted 2008 Budget. The proposed increase in the ATB is necessary to keep the City's Pay Plan within the market and keep wages competitive. An increase in the ATB now would also help mitigate market adjustments in future budget years. A total of \$1,070,728 for a 1% ATB, step and merit increases was budgeted in Central Charges as part of the Adopted 2008 Budget. The proposed 2.5% ATB for 2008 would increase funding for the ATB, step and merit increases by \$808,693. This proposed increase is funded by an increase in projected revenues and a decrease in certain expenditures, including a lower than anticipated increase in health insurance costs. (Net change = +\$808,693)
- Reclassifications of Existing Positions: With the mid-year budget review, a limited number of existing positions were reviewed and are recommended for reclassification due to the reorganization of certain departmental operations or internal alignment issues. Detailed information on these reclassifications is provided in the Staffing and Pay Plan section of this Staff Report. Several of these requests were received and approved in 2007, but the Adopted 2008 Budget needs to be amended to reflect these changes. (Net change = +7,662)
- Budgeted attrition adjustment rate reduction from 10% to 8%: To address expenditure pressures without significant service reductions or additional revenue enhancements, the City budgeted for \$1 million in salary savings from attrition (i.e., staff turnover) in the Adopted 2008 Budget. This reduction was reflected in each regular salary account within the General Fund. This budgeted figure was based on employee turnover data from previous years. Based on attrition experience in 2007 and a current environment with stabilizing revenues and less than anticipated increases in certain expenditures, Staff recommends lowering the budgeted attrition adjustment rate from 10% to 8%. This proposed change would increase the total for regular salaries in the General Fund by \$200,000. (Net change = +200,000)

Individual Departments:

City Council:

- No changes proposed.

City Attorney's Office:

- Reallocation of budgeted funds, transferring \$4,200 from Training & Development account to Outside Computer Charges due to increasing contractual costs associated with the computer fees for legal research networks. (Net change = \$0)

City Manager's Office:

- No changes proposed.

Central Charges:

- Lower than anticipated increase for health insurance costs: Staff originally budgeted for an anticipated 6% increase in health insurance costs in the Adopted 2008 Budget based on continued health care cost pressures. However, Staff and the City's health insurance providers have revisited the City's experience history, reserves and renewal rates and recommends that health insurance costs for 2008 be increased by only 3% over the 2007 rates. This would result in an overall savings in the medical/dental accounts of \$719,248 in the General Fund. For all funds combined, medical/dental benefit costs would decrease by a total of \$885,648. In the General Fund, the City now pays approximately \$6.1 million annually in medical/dental benefits; for all funds, the City now pays approximately \$7.5 million annually. (Net change = -\$719,248)
- Retirement contribution: This expense is projected to be \$135,532 more than originally budgeted in 2008 if the proposed 2.5% across the board (ATB) Pay Plan adjustment is approved as a budget amendment. The ATB, along with step and merit increases, directly impact the Pension projections since they are based on a percentage of base salary. (Net change = +\$135,532)
- Life, long term disability, and life insurance rates: This reflects revised rates and projections for 2008 based on continued increases in benefit costs. (Net change = +\$28,204)
- Medicare contribution: Medicare rates are based on projected salaries and have been adjusted from the Adopted 2008 Budget reflecting updated information on employees' current wages and participation in Medicare. The City contributes 1.45% of salary into Medicare for all employees hired after March 31, 1986. (Net change = -\$5,000)
- PC Replacement Fees: An increase in the City's PC Replacement Fee in Central Charges of \$4,500 represents new computers added during 2007. As City Council will recall, the purchase of new and/or replacement computers is now centralized in the General Capital Outlay Replacement Fund (GCORF) and each department/division is charged an annual rental fee for use and future replacement of each laptop or desktop. The current annual PC Replacement Fee for a desktop is \$250 and the fee for a laptop is \$375. (Net change = +4,500)
- Funding for Human Service Board Agency (HSB) Awards: A total of \$68,000 in HSB funding is proposed to be shifted from Community Development Block Grant (CDBG) moneys to General Fund moneys to address HSB funding requests. Currently, a total of \$154,000 is included within the Adopted 2008 Budget for HSB funding, of which \$86,000 is General Fund moneys and \$68,000 is CDBG moneys. However, in light of additional reporting and tracking requirements from the federal government of both the granting agency (the City) and grantee (the agencies), Staff is recommending that all of the HSB recommended agencies be funded completely by General Fund moneys and that the CDBG funds no longer be utilized for HSB funding. To offset the CDBG moneys, Staff is recommending that the South Westminster capital improvement project (budgeted in the General Capital Improvement Fund (GCIF)) be reduced by \$68,000 of General Fund moneys and that those CDBG funds previously utilized for these HSB agencies be utilized in the South Westminster project instead. While this change would represent an additional \$68,000 in funding coming from the General Fund, it would be offset with a reduced transfer from

the Sales and Use Tax Fund to the General Capital Improvement Fund for the South Westminster CIP (\$68,000). The CDBG funds would then be used directly for South Westminster Projects. While this has the appearance of increasing the HSB funding in the General Fund and reducing the South Westminster project in the GCIF, the net change to both programs is \$0. This is simply a change in where the money is coming from rather than the amount. (Net change to General Fund = +\$68,000)

- City Charter Commemorative Keepsake and Event: In honor of the 50th anniversary of the City of Westminster Charter, Staff is proposing to print new copies of the City Charter with all relevant amendments, updates, etc., included within one revised document. This will cover costs associated with publishing a revised commemorative document and a small reception to celebrate the anniversary in November 2008. (Net change = +\$5,000)
- Energy Performance Contract Measurement and Verification (M&V) cost: In December of 2005, the City entered into an Energy Performance Contract with Siemens for the construction and installation of water and energy saving assets at numerous City facilities. Funds for this component of the contract were not originally budgeted and simply absorbed within the Building Operations and Maintenance Division budget. The M&V cost is required per state law as a component of energy performance contracts for a minimum of three years; these funds represent the second year of M&V for the City. (Net change = +\$8,700)
- Lobbying contract for U.S. 36 Metropolitan Mayors and Commissioners Coalition (MMCC): In 2007, the City of Westminster's portion of the lobbying contract with the Dutko Firm was \$20,000. Due to increasing costs, the overall payment (including expenses incurred during the year) to Dutko from the U.S. 36 MMCC is anticipated to increase. (Net change = +\$5,000)
- Certificate of Participation (COP) Payment Reductions: The refinancings of the 1998 COP for Capital Facilities and the 1999 COP for the Westminster Boulevard Flyover result in a net savings to the General Fund. Savings from these COP refundings are proposed to be applied to the General Capital Improvement Fund (GCIF), particularly for the 144th Avenue widening project. (Net change = -\$480,681)
- 2005 Certificate of Participation (COP) for 144th Avenue Interchange (Westminster portion): Based on an Intergovernmental Agreement, out of the \$15.8 million cost of the project, \$1.2 million is attributable (7.59%) to the City of Westminster for capitalized interest, cost of COP issuance, and excess right-of-way costs, etc. For 2008, this amount is \$104,222. The City of Thornton reimbursement payment to Westminster is therefore reduced by this amount in 2008 and for future years. (Net change = +104,222)
- Transfer to the General Capital Outlay Replacement Fund (GCORF) for replacement vehicles: A \$9,200 increase is proposed from the originally Adopted 2008 Budget due to updated pricing estimates for vehicles that were approved for replacement in 2008. (Net change = +\$9,200)
- Transfer to General Capital Improvement Fund: Based on the refinancing of several debt issues and Certificates of Participation, along with reduced year-end expenditure projections in other General Fund accounts, Staff proposes budgeting for \$1,500,000 in 2007 carryover in the Amended 2008 Budget. Seeing that most of these cost savings are related to the refinancing of debt issues, which will provide short-term cost savings versus ongoing savings, Staff is proposing to transfer the \$1.5 million to the General Capital Improvement Fund to help address capital improvement needs such as the widening of 144th Avenue between Huron and Zuni. (Net change = +\$1,500,000)
- Increased Transfer to Property/Liability Fund: A total increase of \$50,000 is proposed to be transferred to the Property/Liability Fund (\$30,000 from the General Fund and \$20,000 from the Utility Fund per a 60-40 split). The increase is based upon actual costs for CIRSA premiums and other contractual services experienced in 2006 and 2007. (Net change = +\$30,000)

General Services:

- Leadership Development Program: The proposed program consists of two components to address organizational succession needs. One component is intended to develop employees with

supervisory potential, while the other focuses on developing mid- to executive-level managers. This would fund course development and commencement of program in 2008. (Net change = +\$30,000)

- Temporary Secretary for City Clerk's Office: This would fund the continuation of a temporary secretary hired in 2007 that assists with the City's passport services, focusing on passport processing and associated tasks. This temporary position was approved in 2007 through the appropriation of carryover. Revenue from the sale of passports would offset this proposed expenditure. (Net change = +\$15,654)
- Lobbying Travel for Deputy City Manager: In 2007, the Deputy City Manager assumed responsibilities for managing the City's legislative program. This amount would fund a federal lobbying trip to Washington, D.C., that coincides with the National League of Cities Conference or for lobbying activities related to U.S. 36 transportation issues. (Net change = +\$2,500)

Finance:

- Reallocation of budgeted funds, transferring \$5,000 from the Accounting Division's overtime account to the Accounting Division's temporary salaries (\$3,000) and to the postage account (\$2,000) based on current experience. (Net change = \$0)

Police Department:

- Two minor reorganizations are proposed within the Police Department, primarily resulting in a restructuring of accounts due to changes in management and oversight of these functions and no net change in overall Police Department budget. The first is associated with moving the Community Service Officer (CSO) program from the Investigation and Technical Services Division to the Patrol Division. The second is associated with separating one section into two. In 2007, a restructuring of the Police Department's Communications Center was implemented, which included the creation of a civilian Communications Administrator position. Previously, a PD Commander oversaw both Records and Communications operations. Separating Records from Communications will allow more efficient management, budgeting and cost allocation. There is no net impact to the Adopted 2008 Budget for these operations. (Net change = \$0)
- Reduction in Patrol Services OT: With the adoption of a 4 day-10 hour schedule for sworn officers, the Police Department has realized significant savings in overtime costs year-to-date in 2007 and expected to continue into the future. The projected overtime cost savings projected for Patrol in 2008 will be utilized to offset unanticipated impacts to the Police Department's Adopted 2008 Budget (which are listed below). (Net change = -\$123,321)
- Graffiti Abatement Program Enhancements: To help address the growing issue of graffiti in the City of Westminster, an increase of \$40,905 is proposed to help support and improve graffiti abatement, eradication, and education. This includes a transfer of \$4,905 from the Street Division within the Public Works and Utilities Department's General Fund budget where graffiti removal was previously budgeted, along with \$36,000 in additional funding for the City's graffiti program (which will be offset by OT savings). The \$36,000 in additional funding will go towards a temporary staff position to assist with graffiti abatement during warmer months when graffiti levels have historically risen (\$16,000), a replacement airless paint sprayer (\$3,500), graffiti removal supplies (\$7,000), surveillance equipment (\$6,000), marketing materials (\$5,000), and a trial with graffiti repellant coatings (\$3,500). (Net change = +\$40,905)
- Additional Equipment/Start-up Costs for Northeast Police Office: This request includes an Identix Fingerprinting System (\$35,000), PC/monitor for I-Mug (\$1,267), Camera for I/Mug System (\$1,000). The Adopted 2008 Budget currently has a total of \$45,000 budgeted for initial start up costs associated with the northeast office, which includes \$14,500 for an Identix Fingerprinting System. Staff had anticipated that a "smaller" fingerprinting unit would be sufficient. However, due to technical and integration issues, a larger, standard unit is needed, which will cost an additional \$20,500. An I/Mug System was budgeted in 2008, but a PC and

camera are needed to complete the system (an additional \$2,767). This equipment will allow officers stationed in the northeast area of the City to book suspects at the Northeast Police Office and allow officers to remain in the area, thus eliminating transports to the Public Safety Center. This will provide an efficiency and save time and fuel. (Net change = +\$22,767)

- I/Mug System, PC/monitor, and camera for Sex Offender Unit: This equipment is proposed for sex offender registration. Several legal and logistical difficulties exist with utilizing the I/Mug System in the Public Safety Center's (PSC) booking area and the Colorado Bureau of Investigation has raised concerns regarding the appearance and quality of current registration photos. This equipment will integrate with other systems, allow for the transfer for photos to sex offender databases, and allow for improved photos for court proceedings. This would also provide efficiencies as Colorado's forthcoming adoption of the federal Adam Walsh Law that will likely increase the number of registrations in the City of Westminster. (Net change = +\$12,267)
- Audio/Visual system Repair and Replacements for the Public Safety Center Training Room: Staff proposes to replace the audio/visual equipment to improve the a/v system in the training room at the Public Safety Center. This funding would correct current issues and make the system more "user friendly." Due to the size and features of the training room, it is used very heavily by both City Staff and outside agencies and Staff has experienced continual problems with the current a/v system. These funds would improve upon the existing system. (Net change = +12,000)
- HVAC Work for Uninterruptible Power Supply (UPS) in PSC: Currently, there are no vents into the small room that houses the UPS for the PSC. This condition has generated significant heat that is detrimental to the life of the UPS batteries, which must be purchased as a set and cost \$18,000. Staff proposes the purchase and installation of a small air conditioning unit for the UPS room, thereby preserving the life of the batteries and avoiding additional costs. (Net change = +3,000)
- North Metro Drug Task Force (NMDTF) Funding: Staff budgeted \$34,000 for NMDTF in the Adopted 2008 Budget; however, the total funding to NMDTF for 2008 is projected at \$63,660. Staff will apply for a Justice Assistance Grant (JAG) to cover the remaining amount for Westminster's projected full contribution to the NMDTF. These funds would cover the unbudgeted amount if the JAG grant is not approved. Staff has successfully received JAG funds to cover the difference in recent years (2007 NMDTF cost \$53,401 total, of which \$30,705 was funded through a JAG grant) but, given uncertainty with grant funding levels, is proposing that the difference be budgeted for in 2008. It would also address an increase in rates from the NMDTF that could be driven by the outcome of grant requests that the NMDTF is making directly to JAG as well. If the City receives a JAG grant adequate to cover the amount requested here, these dollars would be moved to a budget hold account and not expended without City Manager's approval on an appropriate expense. (Net change = +\$29,660)
- 4 Vehicle Holdover for School Resource Officer (SRO) Program: With the change to a 4 day-10 hour shift deployment schedule, the Police Department has realized numerous benefits including substantial overtime savings, enhanced training, and improved supervision. One challenge has been having more Staff available during daytime hours but utilizing the same number of patrol vehicles. This request would "hold over" four patrol vehicles scheduled for replacement to be used by four of the Department's eight School Resource Officers (SROs) in the middle and high schools. These vehicles would be rotated out at the end of the year and a maintenance cap of \$500 would be placed on each vehicle (i.e., once the vehicle during the "hold over" period reaches the \$500 cap, it is sent to auction and no additional funds are invested in that vehicle). These hold over vehicles would only be used by SROs and would be outfitted with existing equipment. Per the Fleet Maintenance Division, the estimated cost of operation for these vehicles is \$0.27 per mile. This would provide improved street coverage and efficiency for Patrol while continuing to provide a marked Police vehicle in the parking lot of area middle and high schools. (Net change = +\$2,722)
- Traffic Motorcycles: This item would shift \$18,000 from funds that were originally budgeted for motorcycle emergency equipment to motorcycle purchases, lease payments, and maintenance costs. All emergency equipment was replaced in 2007 at a cost that was much less than

anticipated. Harley-Davidson has upgraded its Police Motorcycle, which will bring with it some additional purchase and lease costs. Also, due to the shift from leasing motorcycles to purchasing motorcycles (purchases are being phased in over a 4-year period, thus some leases remain), "training" motorcycles are no longer available. Additional maintenance costs are anticipated as a result. This request would shift \$4,000 to lease costs, \$6,000 to purchase costs, and \$8,000 to maintenance costs. (Net change = \$0)

Fire Department:

- Convert the existing temporary Management Intern I position to a permanent 1.0 FTE Management Analyst: The Fire Department is proposing to convert the Department's existing Management Intern I position to a 1.0 FTE Management Analyst. Management Interns are benefited temporary two-year positions, but do not have an official FTE associated with them. The cost would be partially offset by the elimination of the Management Intern position. (Net change = +\$15,000)
- Reduction in Overtime: Due to a change in classification of Fire Captains from non-exempt to exempt, the Fire Department is projected to save \$10,000 in overtime costs associated. (Net change = -\$10,000)

Community Development:

- No changes proposed.

Public Works & Utilities:

- Reduction in funding for the Large Item Clean-up: Staff recommends reducing the budgeted amount for Large Item Clean-up for 2008 based on 2007 participation rates. Based on approximately 1,000 participants at a cost of \$70,000 in 2007, assuming Staff is successful at doubling the participation level in 2008 to 2,000 participants, the total cost is estimated to be \$140,000. Staff has also assumed that the City will continue to collect a fee of \$10 per household participating in the program. A total of \$180,000 was budgeted for this program. Staff recommends freeing up the difference of \$40,000 to assist with other General Fund needs. (Net change = -\$40,000)
- Transfer Graffiti Removal funds from the Street Division to the Police Department: As previously noted in the Police Department section, Staff recommends transferring those funds associated with graffiti abatement from Public Works and Utilities to Police, as the Graffiti Program is now operated entirely by the Police Department. (Net change = -\$4,905)

Parks, Recreation & Libraries:

- Westminster Sports Center Operations including a proposed 1.0 FTE Recreation Aide: In 2007, the City started managing the operations of the Westminster Sports Center Indoor Soccer Complex. This request funds operating costs for the Center for 2008. The Sports Center is projected to produce \$265,000 in revenue, more than recovering the total cost of the program. The Recreation Programs Section proposes adding 1.0 FTE Recreation Aide for the operation of the Westminster Sports Center. This 1.0 FTE was approved in 2007 as part of a supplemental appropriation for operations of the Sports Center for the remainder of 2007. This FTE, along with other projected operational expenses, needs to be formally approved as amendments to the Adopted 2008 Budget. The 1.0 FTE Recreation Aide will assist with the operation of the Center; new staff costs (salary \$26,851 plus \$4,565 benefits) equal \$31,416. (Net change = +\$213,000)
- Increase in chemical costs for aquatics: For safety reasons, the City's pools switched from chlorine gas to liquid chlorine for pool treatment. The quantity of liquid chlorine necessary to adequately treat the pools is larger than anticipated and the cost of the liquid chlorine has increased. This chemical cost increase is also being experienced in water treatment operations. (Net change = +\$30,719)

- Westminster Faire: The budget was reduced for the Westminster Faire when the City considered combining the 4th of July celebration with the Westminster Faire during the development of the Adopted 2007/2008 Budget. After further review, it was decided not to combine these events, but previous funding levels were not restored. This increase would restore the funding for the Westminster Faire to its 2006 funding level. (Net change = +\$8,100)
- Parks Services activities related to Stormwater Maintenance: Per the recommendation of the 2007 Storm Drainage Master Plan and direction from Council at the Study Session on August 20, Staff is proposing to fund drainageway maintenance activities managed and performed by the Park Services Division from the Stormwater Drainage Fund. Historically, these activities, to the extent they have been performed, have been supported by General Fund dollars. Staff proposes a \$100,000 shift in funding from the General Fund to the Stormwater Fund for drainageway maintenance operations. Staff is also proposing \$100,000 in new funding for drainageway maintenance activities that will be reflected in the Stormwater Drainage Fund. While this has the appearance of decreasing the Park Services budget, the end result is actually an increase in the overall funding applied towards drainageway maintenance; it is simply a change from where the funding is coming. (Net change = -\$100,000)

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

General Fund Department	Net Change Proposed to Adopted Budget
City Council	\$0
City Attorney's Office	\$39,665
City Manager's Office	\$33,598
Central Charges (including transfer payments)	(\$460,502)
General Services	\$227,982
Finance	\$84,890
Police	\$844,752
Fire	\$620,200
Community Development	\$80,104
Public Works & Utilities	(\$39,347)
Parks, Recreation & Libraries	\$439,727
TOTAL	\$1,871,069

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 Fund

All Departments:

- 2.5% across-the-board (ATB) adjustment to the City's Pay Plan and modification to departments' regular salary accounts based on actual salary adjustments made in 2007: Originally, a 1% ATB adjustment was approved in the Adopted 2008 Budget. The proposed increase in the ATB will help keep the City's Pay Plan within the market and keep wages competitive. An increase in the ATB now would also help mitigate market adjustments in future budget years. A total of \$149,590 for a 1% ATB, step and merit increases was budgeted in Central Charges to be distributed to the departments' budgets as part of the Adopted 2008 Budget. The proposed 2.5% ATB for 2008 combined with other mid-year adjustments to the numbers would increase funding for the ATB, step and merit increases by \$161,964. This proposed increase is funded by an increase in projected revenues and a decrease in certain expenditures, including a less than anticipated increase in health insurance costs. (Net change = +\$161,964)
- Reclassifications of Existing Positions: With the mid-year budget review, a limited number of existing positions were reviewed and are recommended for reclassification due to the

reorganization of certain departmental operations or internal alignment issues. More details on these reclassifications are provided in the Staffing and Pay Plan section of this Staff Report. Several of these requests were received and approved in 2007, but the Adopted 2008 Budget needs to be amended to reflect these changes. (Net change = +8,529)

Central Charges

- Lower than anticipated increase for health insurance costs: As noted previously, Staff originally budgeted for an anticipated 6% increase in health insurance costs in the Adopted 2008 Budget based on continued health care cost pressures. However, Staff and the City's health insurance providers have revisited the City's experience history, reserves and renewal rates and recommend that health insurance costs for 2008 be increased by only 3% over the 2007 rates. This would result in an overall savings in the medical/dental accounts of \$157,900 in the Utility Fund. (Net change = -\$157,900)
- Retirement contribution: This expense is projected to be \$92,698 more than originally budgeted in 2008 if the proposed 2.5% across the board (ATB) Pay Plan adjustment is approved as a budget amendment. The ATB, along with step and merit increases, directly impact the Pension projections since the pension contributions are based on a percentage of base salary. (Net change = +\$92,698)
- Life, long term disability, and life insurance rates: This reflects revised rates and projections for 2008 based on continued increases in benefit costs. (Net change = +\$13,500)
- Medicare contribution: Medicare rates are based on projected salaries and have been adjusted from the Adopted 2008 Budget reflecting updated information on employees' current wages and participation in Medicare. The City contributes 1.45% of salary into Medicare for all employees hired after March 31, 1986. Increases in the Utility fund reflect an increase in employees participating in Medicare resulting in retirements or resignations of employees hired pre-March, 1986. (Net change = +\$14,000)
- Increased Transfer to Property/Liability Fund: A total increase of \$50,000 is proposed to be transferred to the Property/Liability Fund (\$30,000 from the General Fund and \$20,000 from the Utility Fund per a 60-40 split). The increase is based upon actual costs for CIRSA premiums and other contractual services experienced in 2006 and 2007. (Net change = +\$20,000)

Public Works and Utilities:

- Reallocation of funds from one section to another: Staff is proposing to move \$15,000 from the Water-Field Operations section to the Water-Plants section to cover overtime for electromechanics work. This is simply an accounting adjustment to better reflect operational costs. (Net change = \$0)
- Deferred Compensation Amount: An increase of \$8,000 is proposed for the Public Works & Utilities Administration Division regular salaries account as part of the negotiated compensation package for the new director. (Net change = +\$8,000)
- South Platte Water Related Activities Program Membership Fees: Water Resources and Treatment is requesting an additional \$53,738 for increased membership fees to the South Platte Water Related Activities Program. The increase in fees is based on number of participants, current costs, a per water unit usage fee. In 2007, this membership was funded through carryover and approved by City Council on May 14. No funds were included in the Adopted 2008 Budget as this association had not formalized at that time. (Net change = +\$53,738)
- Increased Chemical Costs: Due to increased use and cost of potable water treatment chemicals, the Water-Plants section is requesting an additional \$100,000 for the purchase of chemicals. (Net change = +\$100,000)
- Metropolitan Waste Water Reclamation District (MWWRD) fee increase: In mid-August, the MWWRD distributed its annual fee assessment for the following year. For 2008, the fee assessment (which is a complicated formula assessing final 2006, estimated 2007 and projected

2008 costs) results in a revised rate that is \$321,597 above what is currently included within the Adopted 2008 Budget (\$1,945,408) for a total cost of \$2,267,005 for 2008. (Net change = +\$321,597)

- State mandated fee increase: During the 2007 legislative session, House Bill No. 07-1329 was passed, setting higher state permit fees for water and wastewater treatment facilities in the State of Colorado. Due to the increase in fees and the increased capacity at the Big Dry Creek Waste Water Treatment Facility, fees are projected to be \$25,660 above what is budgeted for 2008. (Net change = +\$25,660)
- Proposed upgrade to a replacement vehicle: The Wastewater–Plants section is proposing to upgrade a scheduled replacement vehicle from a Chevrolet S-10 pickup to a Chevrolet Malibu and requests an additional \$2,150 for the upgrade. This upgrade will allow for a more efficient use of vehicles within the plants division. (Net change = +\$2,150)

Information Technology:

- No changes proposed.

Water and Wastewater Capital Improvement Program (CIP):

The 2007-2011 Capital Improvement Program Proposed Amendments document, which includes all funds, is attached to this Staff Report. In addition, short descriptions of each project adopted and/or proposed are attached. However, for the purposes of this mid-year budget review, Staff is focusing on the proposed amendments to the Adopted 2008 Capital Improvement Program. In the attached 5-Year CIP document, any proposed changes are bolded and shaded. Staff will revisit the years 2009-2011 next summer with City Council with the 2009/2010 Budget development process. Overall, the proposed changes to the Utility Fund CIP are able to be made without any net dollar changes to the 2008 adopted amounts.

Several changes are proposed in funding levels as part of the overall approach to aggressively address maintenance needs. Most of the changes proposed reflect priorities identified in the URS Infrastructure Study completed in late 2006 and work to maximize funding. The following list summarizes the proposed changes to the Utility Fund CIP; for more information, please see the attached project description document or the 5-Year CIP document. Proposed revisions to the Utility Fund Capital Improvement Program are listed below. Projects that are newly proposed with this amendment for 2008 are noted with “NEW” in parenthesis.

- Sanitary Sewer Line Trenchless Rehabilitation: reflects reallocation of funding based on priorities identified in the URS Infrastructure Study completed in late 2006. (Net change = -\$650,000)
- Sewer Line Open-Cut Replacement: reflects reallocation of funding based on priorities identified in the URS Infrastructure Study completed in late 2006. (Net change = +\$300,000)
- Hyland Village Sewer Upsizing – McStain/98th & Sheridan: more refined cost estimates have been developed by Staff and this increase reflects the true cost of this project. (Net change = +\$250,000)
- Lift Station Improvements (NEW): increase the capacity and extend the useful life of various lift stations around the City and aide in the elimination of the 94th & Quitman lift station. (Net change = +\$100,000)
- Open-Cut Water Line Replacements: increase funding of open-cut water line replacement, used in cases of severe maintenance needs that cannot be repaired through trenchless lining. (Net change = +\$260,000)
- Reclaimed Water System Interconnection: original project was estimated to cost \$6.2 million however, after study of potential alignments has been completed, the revised cost is only \$4 million. (Net change = -\$2,200,000)
- 80th & Federal Water Line Improvements: This project has been completed ahead of schedule in 2007 and funds will be used to fund new projects in 2008. (Net change = -\$400,000)

- Reclaimed Water Project User Retrofits: funding is proposed in 2008 in order to capitalize on opportunities to assist potential reclaimed water customers to connect to the system. (Net change = +\$169,000)
- Semper Water Treatment Facility BIF SCADA computer system: this project is proposed to be fully funded in 2008 rather than being funded over two years (2008 and 2009) as originally approved due to the need to fully implement the project during 2008 rather than phasing it over two years. The total project cost is \$472,000. (Net change = +\$236,000)
- Semper Water Treatment Facility Access Control System: the security access system is proposed to be installed in 2009 rather than in 2008 as originally authorized based on other priority projects. (Net change = -\$345,000)
- Countryside Pump Station Improvements: these improvements to the pump stations will increase the pressure to the western edge of Zone 5 near Standley Lake, including the use of the potable water storage at the site; this pump station will also be constructed as an above ground pump site with landscaping. (Net change = +\$1,000,000)
- Gregory Hill Pump Station Improvements: Due to the water pipe failure that the City experienced at the facility in late 2006, the pump station walls need to be re-built. (Net change = +\$150,000)
- Kershaw Ditch Non-Potable Water Pump Station Improvements: improvements to the Kershaw Ditch Non-Potable Water Pump Station located at 60th Avenue and Tennyson in unincorporated Adams County. (Net change = +\$130,000)
- Pressure Zone 15 Water System Improvements (NEW): reflects reallocation of funding based on priorities identified in the URS Infrastructure Study completed in late 2006, which recommends a new Zone 15 be created due to land elevations that are higher than the current Zone 5 (Countryside area). This includes a new pump station to increase the water pressure, which will assure that adequate fire flows are available. (Net change = +\$1,000,000)

Below is a summary chart of the net changes made to the Utility Fund department budgets. Note that the fund as a whole is proposed to increase as a result of increased operating costs. This increase is funded via a reduction in the amount of operating funds transferred to the Utility Fund Capital Improvement Program, thus increasing the amount of funds transferred from the Utility Capital Project Reserve pursuant to the Utility Fund Fiscal Policy adopted by City Council in October 2006.

<u>Utility Fund Department (Water/Wastewater)</u>	<u>Net Change Proposed to Adopted Budget</u>
Central Charges (including Transfer Payments)	(\$217,292)
Finance	(\$2,166)
Public Works & Utilities	\$806,213
Information Technology	\$87,332
Water/Wastewater Capital Improvements	\$0
TOTAL	\$674,087

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

Utility Reserve Fund

- Increase the transfer payment to the Utility Fund from the Capital Project Reserve Fund: An increase is proposed from \$5,893,222 to \$6,421,076 as a result of increased 2008 costs, which requires retaining more of the water and wastewater sales revenues for operations than originally budgeted. Pursuant to the Utility Fund Fiscal Policy adopted by City Council in 2006, water and wastewater sales first are applied towards operating costs and then an increasing amount each year is to be applied towards ongoing maintenance budgeted within the Capital Improvement Program (with the ultimate goal that all maintenance would be funded through water and wastewater rates).

Pursuant to the Fiscal Policy, any shortfall between tap fee revenues and water/wastewater rate revenues being applied towards capital projects shall be made up from moneys in the Capital Reserve Fund. As a result, the net increase of \$528,100 is proposed to be appropriated from the Utility Capital Reserve Fund. (Net change to the Utility Capital Reserve Fund transfer payment to the Utility Fund = +\$527,854)

- Overall increase to Reserve Fund balance: The overall Reserve Fund balances for the Rate Stabilization Reserve and the Capital Project Reserve are proposed to increase based on the 2006 carryover appropriated into 2007 and projected interest earnings during 2007 and 2008. As previously noted, \$12,439,065 of carryover was appropriated by City Council in July 2007 as a result of expenditure savings and higher than anticipated revenue collections during 2006. These funds have already been appropriated but when looking at the entire citywide budget, the increase from carryover is visible in the beginning and ending balance to the Adopted 2008 Budget. (Net change = +\$15,175,540)

<u>Utility Reserve Fund</u>	<u>Net Change Proposed to Adopted Budget</u>
Central Charges	\$15,175,540
TOTAL	\$15,175,540

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.).

Stormwater Drainage Fund

- Park Services activities related to Stormwater maintenance: Per recommendation of the 2007 Storm Drainage Study and direction from City Council at Study Session on August 20, Staff is proposing funding from the Stormwater Drainage Fund for drainageway maintenance activities managed and performed by the Parks Services Division in the Parks, Recreation & Libraries Department. Historically, these activities have been supported by General Fund dollars. As noted previously, Staff proposes a \$100,000 shift in funding from the General Fund to the Stormwater Fund for drainageway maintenance operations performed and managed by Parks Services. Staff is also proposing an additional \$100,000 in new funding for drainageway maintenance activities be provided in the Stormwater Drainage Fund. The funding for this on-going maintenance expense is coming from stormwater fees allocated towards Stormwater capital improvement projects. (Net change = +\$200,000)
- Stormwater Drainage capital improvements: Proposed revisions to the Stormwater Capital Improvement Program are listed below and reflect the results of the recent Stormwater Master Plan developed by the City. In the attached 5-Year CIP document, any proposed changes are bolded and shaded. Projects that are newly proposed with this amendment for 2008 are noted with “NEW” in parenthesis.
 - Quail Creek-Osage to Huron: additional funds are needed for the design and construction of Quail Creek channel improvements between Osage Street and Huron Street. This project intends to reconstruct Quail Creek to provide adequate slope and capacity to convey the 100-year flood safely downstream through the newly constructed box culvert at Huron Street. (Net change = \$+250,000)
 - McKay Lake Drainage (NEW): additional funds are needed to address the drainage way from Huron Street to I-25, which is currently undersized. The new channel from I-25 to Big Dry Creek is located in the City of Thornton; however, the City of Westminster is responsible for paying the construction costs of the channel. The City of Thornton will repay their portion of the construction costs at a later time. In addition, a stormwater recovery will be assessed on appropriate properties benefiting from these improvements. (Net change = \$+444,000)
 - Airport Creek-upstream of Sheridan Boulevard (NEW): this new project is proposed to address severe erosion that is progressing upstream from Big Dry Creek. This erosion has

exposed a large sanitary sewer main line. The channel upstream of the sanitary sewer line is in a stable natural condition. (Net change = \$+300,000)

- **Miscellaneous Stormwater Drainage Capital Improvements:** This funding is proposed to be reduced from \$625,000 to \$70,000 for 2008 in order to fund major storm drainage projects including Quail Creek, McKay Lake Drainage, and Airport Creek improvements. \$70,000 is proposed to remain in this project to address smaller stormwater drainage improvement throughout the City as necessary. (Net change = -\$555,000)
- **Stormwater Capital Reserve:** The funds for this project are associated with the stormwater drainage fee increase in 2008 and were earmarked in 2006 for projects that would be identified as high priorities through the update to the City’s Stormwater Master Plan completed during 2007. As originally designed, Staff proposes that these funds be distributed to the several high priority projects listed above, including Quail Creek, McKay Lake Drainage, and Airport Creek. (Net change = -\$639,000)

Stormwater Drainage Fund	Net Change Proposed to Adopted Budget
General Services	(\$8,140)
Community Development	\$8,140
Public Works & Utilities	\$0
Parks, Recreation and Libraries	\$200,000
Stormwater Drainage Capital Improvements	(\$200,000)
TOTAL	\$0

Fleet Fund

- **Increased payment from Police Department for 4 vehicles for School Resource Officers (SRO):** As stated above in the Police Department section, a cost increase of \$2,722 is being proposed to fund the fuel and maintenance costs for four hold-over police vehicles for School Resource Officers. These costs are proposed to be paid to the Fleet Fund from the Police Department’s budget. (Net change = +2,722)

Fleet Maintenance Fund	Net Change Proposed to Adopted Budget
Fleet Maintenance Division	\$2,722
TOTAL	\$2,722

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.).

Workers Compensation and Property Liability Funds

Workers Compensation:

- No changes proposed.

Property Liability:

- **Increased costs for premium costs:** An increase of \$50,000 is proposed based on estimated expenditures for Colorado Intergovernmental Risk Sharing Agency (CIRSA) premiums and other contractual services. This additional proposed amount would be transferred from the General Fund (\$30,000) and the Utility Fund (\$20,000) as previously noted. (Net change = +\$50,000)

Self-Insurance Fund	Net Change Proposed to Adopted Budget
Workers Compensation	\$0
Property Liability	\$50,000
TOTAL	\$50,000

General Capital Outlay Replacement Fund (GCORF)

- Increased costs for replacement vehicles: A \$9,200 increase is proposed from the originally Adopted 2008 Budget due to updated pricing estimates for vehicles that were originally approved for replacement in 2008. This amount is proposed to be transferred from Central Charges in the General Fund. (Net change = +\$9,200)
- Increased down payment for Fire replacement vehicle: Additional funding for the down payment for the replacement for the 1993 Pierce Lance Fire Truck is proposed. Staff recommends utilizing \$200,000 from the public safety tax (PST) GCORF reserves to fund this larger down payment, thus offsetting out year repayment costs. Current reserves in the PST GCORF are approximately \$1.7 million and can cover this expense. This larger down payment will help the FD's operating budget realize significant savings in interest that will help offset the larger lease payments for the replacement ladder truck that was approved by City Council in 2007. Since fund balance within the reserve is proposed to be utilized (i.e., previously appropriated funds), no change will appear in the appropriated amount. (Net change = \$0)
- Increased payment associated with new computers added during 2007: As noted previously, an increase in the City's PC Replacement Fee in the General Fund Central Charges budget of \$4,500 represents new computers added during 2007. (Net change = +4,500)

General Capital Outlay Replacement Fund	Net Change Proposed to Adopted Budget
GCORF	\$13,700
TOTAL	+\$13,700

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.).

Golf Course Fund

- 2.5% across-the-board (ATB) adjustment to the City's Pay Plan and modification to departments' regular salary accounts based on actual salary adjustments made in 2007: As noted above, a 1% ATB adjustment was approved in the Adopted 2008 Budget. A total of \$25,303 for a 1% ATB, step and merit increases was budgeted in Central Charges to be distributed to the departments' budgets as part of Adopted 2008 Budget. The proposed 2.5% ATB combined with other adjustments to the numbers for 2008 would increase funding for the ATB, step and merit increases by \$72,212; funds for these salary adjustments can be absorbed within the Golf Course Fund total. (Net change = +\$72,212)
- Lower than anticipated increase for health insurance costs: Staff originally budgeted for a 6% increase in health insurance costs in the Adopted 2008 Budget based on continued health care cost pressures. However, Staff and the City's health insurance providers have revisited these projected increases and recommends that health insurance costs for 2008 be increased by only 3% over the 2007 rates. (Net change = -\$8,500)
- Life, long term disability, and life insurance rates: This reflects revised rates and projections for 2008. (Net change = -\$1,800)
- Medicare contribution: Medicare rates are based on projected salaries and have been adjusted from the Adopted 2008 Budget reflecting updated information on employees' current wages and participation in Medicare. The City contributes 1.45% of salary into Medicare for all employees hired after March 31, 1986. Increases reflect an increase in employees participating in Medicare

resulting in retirements or resignations of employees hired pre-March, 1986. (Net change = +4,200)

Golf Course Fund	Net Change Proposed to Adopted Budget
Legacy Ridge	\$0
The Heritage	\$0
TOTAL	\$0

Parks, Open Space, and Trails (POST) Fund

- Reduction in projected revenues: Staff revisited the POST Sales & Use Tax projected revenues for 2008 and adjusted the projections downward for sales tax returns and auto use tax proceeds based on actual collections in 2007. As a result of this review, the overall POST Fund is reduced by \$140,853 and expenditures have been adjusted accordingly. (Net change = -\$140,853)
- 2.5% across-the-board (ATB) adjustment to the City’s Pay Plan and modification to departments’ regular salary accounts based on actual salary adjustments made in 2007: As noted above, a 1% ATB adjustment was approved in the Adopted 2008 Budget. A total of \$3,805 for a 1% ATB, step and merit increases were budgeted to be distributed to the departments’ budgets as part of the Adopted 2008 Budget. The proposed 2.5% ATB combined with other adjustments to the numbers for 2008 would increase funding for the ATB, step and merit increases by \$1,996, which can be absorbed within the POST Fund. (Net change = +\$1,996)
- Open Space Maintenance: With the extension of the POST sales and use tax by voters in November of 2006, Staff will be working on both acquiring new open space properties along with improving the maintenance of existing open space properties provided by the Park Services Division in the Parks, Recreation & Libraries Department. Included in the ballot measure was language that permits the funds to be utilized towards maintenance of open space lands. Due to bond proceeds that will be available in 2008 for potential open space land purchases, Staff is proposing to shift \$102,000 that was originally budgeted in the POST land purchases account to open space maintenance. These dollars would fund open space pond maintenance (\$20,000), prairie dog management (\$25,000), temporary salaries for open space maintenance (\$20,000), general open space maintenance and the open space volunteer program (\$25,000), and an all-terrain weed sprayer (\$12,000). As part of these additional maintenance funds, a minor accounting reorganization is proposed as well, separating out the Park Services from the Community Development acquisition program budget for better management and oversight. (Net change = +\$102,000)
- Reduction in Land Acquisition Account: As stated above, a majority of anticipated upcoming open space land purchases will be funded through 2007 POST bond proceeds. In 2008, \$941,460 was approved for land purchases in the Adopted Budget. Staff proposes to reduce this figure to \$113,991 in 2008 in order to address debt service for the 2007 POST debt service, open space maintenance, and funding for capital improvements to Metzger Farm. (Net change = -\$827,469)
- Transfer to the General Capital Improvement Fund (GCIF) for Capital Improvements for Phase 1 of Metzger Farm: Staff proposes to transfer \$190,000 of funds to the General Capital Improvement Fund (GCIF) and create a Metzger Farm CIP account. These funds would be expended over a series of several years to contribute Westminster's share of funding for Phase 1 of Metzger Farm Improvements with the City and County of Broomfield. These dollars will be offset by a reduction in the land acquisition account. A majority of upcoming land purchases will be funded through 2007 POST bond proceeds. (Net change = +\$190,000)
- Transfer to Debt Service for 2007 POST Bond: A \$657,842 increase in debt service is projected due to the anticipated issuance of the 2007 POST bond. The total transfer to the Debt Service Fund includes additional moneys for the refunding of existing POST bonds and trust fees. (Net change = +\$657,842)

Parks, Open Space, and Trails (POST) Fund	Net Change Proposed to Adopted Budget
Community Development/Central Charges	(\$479,946)
Park Services	\$339,092
TOTAL	(\$140,854)

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 and 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 2008, sales and use tax is projected to comprise 62% of total General Fund revenues. Over the last several years, multiple factors have put pressure on this revenue source, including an economic downturn, increased retail competition, instability in the economy, and the continued decline of the Westminster Mall. To address these challenges, the City has moved forward with efforts to stabilize and diversify sales and use tax revenues in order to provide replacement revenue and maintain high quality services. Recently completed and projects underway include the Shops at Walnut Creek, The Orchard, Westminster Crossing, and the development at 72nd Avenue and Sheridan.

Despite significant progress made, the City remains below total sales and use tax collections in 2001 (excluding the public safety tax). In 2006, actual sales and use tax collections (excluding POST and Public Safety Taxes) totaled \$52.0 million, which was 2.7% less than the 2001 collection figure of \$53.4 million. Based on year-to-date figures, the year-end estimate for total sales and use tax collections (excluding POST and Public Safety tax revenues) is projected to be approximately 1.2% less than actual collections in 2006 (the Adopted 2007 Budget was based on a projected 1.3% reduction from the 2006 Amended Budget). This reflects shifting economic trends, along with the fact that most new retail in the City of Westminster is located within urban renewal areas. The general sales and use tax in these areas is captured within the urban renewal area to be used for debt service for public improvements and for other specific purposes. With the exception of the City Center Urban Renewal Area (92nd/Sheridan), these revenues are not yet being realized in the General Fund. Staff had anticipated a decrease in general sales and use tax revenue in 2007, and has strategies in place to address the projected reduction in collections.

Looking forward to 2008, Staff is projecting higher-than-anticipated sales and use tax revenues. Thanks to the strong performance of retail centers such as Westminster City Center and the Shops at Walnut Creek, along with the plan to begin capturing a portion of the increased sales and use tax revenues coming from retail centers within urban renewal areas, Staff is projecting \$51.8 million in general sales and use tax revenue. This represents a change from the originally adopted figure of \$51.1 million in the 2008 Budget, which is a 1.2% increase over the originally adopted figure in the 2008 Budget and a 0.95% increase over total estimated general sales and use tax revenue in 2007. Including public safety tax dollars, Staff is proposing a total budgeted revenue figure of \$63,601,433. This represents a 0.6% increase over the originally adopted 2008 sales and use tax total of \$63,228,968. The increased revenues are a result of the focused efforts throughout the City and through the urban renewal areas to diversify the sales tax base and generate replacement revenues for the Westminster Mall drop off. Staff anticipates that these positive results will continue to grow as the north I-25 area and 72nd/Sheridan continues to develop. (Net change = +\$372,464)

- Transfer to the General Capital Improvement Fund (GCIF): As a result of increased sales and use tax revenues, the transfer payment to the GCIF is proposed to increase by \$250,000 over the previously budgeted amount of \$500,000. This is the first step in anticipation of losing the approximately \$1 million from the Adams County road sales and use tax, effective 2009. These funds are proposed to assist with capital needs, such as the 144th Avenue widening project east of Huron. (Net change = +\$250,000)

- Transfer to the General Fund for Human Service Board Agency (HSB) Awards – As previously noted, \$68,000 is proposed to be shifted from Community Development Block Grant (CDBG) funding to the General Fund to address HSB funding requests. While this change would represent an additional \$68,000 in funding coming from the General Fund, it is proposed to be offset with a reduced transfer from the Sales and Use Tax Fund to the General Capital Improvement Fund for the South Westminster CIP (-\$68,000). The CDBG funds would then be used directly for South Westminster Projects. Overall, this change represents a net increase of \$0 to both the HSB and South Westminster project funding. (Net change = +\$68,000)
- Transfer to the Debt Service Fund for the 1997 Streets Sales Tax Bond Issue Refunding: In 2007, City Council approved the refinancing of the City’s 1997 Streets sales tax bond issue. This provided a \$336,113 reduction in debt service payments in 2007, and it will provide a \$190,347 reduction in 2008. However, these savings are partially offset by increases in several other debt issues. The total net savings in the transfer to the Debt Service Fund in 2008 will amount to \$150,000. This item will be reflected through a reduction in the transfer payment from the Sales and Use Tax Fund to the Debt Service Fund. (Net change = -\$150,000)

<u>Sales & Use Tax Fund</u>	<u>Net Change Proposed to Adopted Budget</u>
Sales & Use Tax	\$372,464
TOTAL	\$372,464

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

General Capital Improvement Fund (GCIF)

The General Capital Improvement Fund is proposed to increase a total of \$1,737,000 as a result of increased funding from the Sales & Use Tax Fund and a transfer payment from the General Fund projected carryover moneys. Full project descriptions are included in the attachment as well as the proposed five year Capital Improvement Program (CIP) program. Please note that a Parks, Open Space, and Trails Bond (POST Bond) is anticipated to be issued in December of 2007. This bond was made possible by the extension of the POST sales and use tax that voters approved in November of 2006. POST bond proceeds will go toward open space acquisitions, along with parks, recreation, and golf course capital projects. Bond projects will be brought to Council later this fall and are therefore not included as part of this amendment process.

Please note that while the 2007-2011 Capital Improvement Program Proposed Amendments document, which includes all funds, is attached to this budget review, Staff is focusing on the proposed amendments to the Adopted 2008 Capital Improvement Program. In the attached 5-Year CIP document, any proposed changes are bolded and shaded. Staff will revisit the years 2009-2011 next summer with City Council with the 2009/2010 Budget development process.

Proposed changes to the Adopted 2008 CIP are listed below. Projects that are newly proposed with this amendment for 2008 are noted with “NEW” in parenthesis.

- 144th Avenue, Huron to Zuni: design and construction to allow increased accessibility to the northeast section of the City, as well as increase traffic flows to The Orchard. Additional future funding will be required to construct this project. (Net change = +\$1,580,000)
- New Development Participation: In 2008, this proposed increase would fund City participation in the amount of \$163,500 for one-half of the estimated cost of the construction of 101st Avenue between Sheridan Boulevard and Benton Street, traffic signal modifications at the 101st Avenue/Sheridan Boulevard intersection, and the installation of a water main within the new portion of 101st Avenue. All of these improvements would be installed by a developer of the property located on the west side of Sheridan Boulevard to the south of the 101st alignment with

the City paying 50% of the cost at the time that the improvements are accepted for public ownership and maintenance. Cost recoveries would be collected at a later date from future developments benefiting from these improvements. (Net change = +\$123,000)

- 112th Avenue, Federal to Huron project: project funding for the final phase of this widening project is proposed to commence in 2009 rather than 2008 as originally budgeted (based on the current schedule, it will take until 2011 to fully fund this final segment of the project). Funds have been previously appropriated towards this project that should allow a phased approach. Staff anticipates that with funding currently available, the segment from the Ranch Reserve Parkway to the townhomes can be widened. (Net change = -\$292,000)
- 124th Avenue & Huron intersection improvements (NEW): includes sharing the cost for the intersection improvements near the new Adams County School District 12 Mountain Range/Silver Hills school campus. (Net change = +\$209,000)
- Railroad Quiet Zone study for Westminster at-grade crossings (NEW): includes funds proposed to conduct a quiet zone study associated with the FastTracks commuter rail project. (Net change = +\$50,000)
- Building Division Field Technology Implementation: This will accomplish the full upgrade needed for field inspectors' computer systems. Funds in the amount of \$80,000 were previously appropriated and are available for this project. (Net change = +\$40,000)
- South Westminster Revitalization Project: This funding source reallocation reflects a decrease in the GCIF funding but is held whole by utilizing CDBG money to be used in South Westminster. As previously noted, Staff recommends reallocating the CDBG to capital expenditures and General Fund monies to be used for Human Services Board. No actual net change to South Westminster Revitalization funding will be realized, only a change in funding sources. (Net change in GCIF = -\$68,000)
- Building Operations & Maintenance Major Maintenance: funding increase to allow the City to more adequately address existing facilities' repair. The current adopted 2008 budget is \$450,000 for this project; the proposed amended budget will increase it to \$675,000. (Net change = +\$225,000)
- Roof replacement at Fire Station #1 (NEW): Fire Station #1 has had numerous roof leaks over the past two years. The roof is nearly 22 years old with the original warranty having expired 12 years ago. When this roof is replaced it will meet today's roofing codes with regards to proper slope for drainage, which was not required 22 years ago. (Net change = +\$125,000)
- Roof replacement at Fire Station #5 (NEW): Fire Station #5 has two separate types of roofing materials with expired warranties. A partial roof replacement was completed in 2000 but carried no warranty. The original roof was installed in 1981, which carried a five year warranty. Continued leaks are causing interior damages in living quarters and apparatus bays. (Net change = +\$65,000)
- Public Safety Capital Reserve: proposed reduction to cover Fire Station 1 & 5 roof replacements. (Net change = -\$190,000)
- Recreation Facilities Improvements: provides for construction of an acid storage facility for liquid chlorine at the Swim & Fitness Center. (Net change = +\$50,000)
- Golf Course Improvements: additional funding proposed will provide for driving range mat replacement (\$30,000), Heritage HVAC repairs (\$14,000), and carpet replacement (\$50,000). These proposed additional funds will increase the budget from \$50,000 to \$144,000. (Net change = +\$94,000)
- Standley Lake Regional Parks Improvements: additional funding proposed will provide for the paving of roads and parking areas (\$50,000) and installation of a courtesy dock (\$20,000). The current adopted 2008 budget for this project is \$155,000; the proposed amended budget will be \$225,000. (Net change = +\$70,000)
- City Center Park: A proposed decrease in CIP funding, as the park located across from City Hall will now be funded using POST bond proceeds. The total bond project is projected at \$1.8 million, freeing up these GCIF moneys towards other priorities. (Net change = -\$820,000)

- Braugh Property Storage Facility Floor Improvements (NEW): allows for a new concrete floor to be installed, increasing the storage capacity and quality. (Net change = +\$30,000)
- Swim & Fitness Center – Walker House Removal (NEW): covers the costs for removal of the vacant, dilapidated home at the Swim & Fitness Center site and allow room for facility and/or parking expansion to better serve the citizens of Westminster. (Net change = +\$35,000)
- Recreation Facilities Major Maintenance (BO&M) (NEW): funds will allow for more timely repairs and maintenance of all recreation facilities, also providing more flexibility in funding non-recreational facility repairs by freeing up funds for those projects. (Net change = +\$530,000)
- Metzger Farm Improvements (NEW): cooperative project with the City and County of Broomfield will open the Metzger Farm Open Space to the public and allow for open space maintenance and improvements to the area. These funds are for Phase I of the project. (Net change = +\$190,000)
- Parks & Recreation Capital Reserve: These funds are proposed to be reallocated as these moneys were budgeted for 2008 in anticipation of a successful POST ballot measure. These funds were set aside in anticipation of debt service associated with park and recreation facility projects that might be bond funded. Since the ballot measure was successful, these funds are needed to cover debt service and therefore the transfer from the POST fund into the GCIF is reduced by this amount and these funds are instead proposed to be transferred to the Debt Service Fund. (Net change = -\$309,000)

GCIF Parks & Recreation Capital Reserve Funds:

With the 2006 carryover appropriation to 2007 in July, \$363,198 of Conservation Trust Funds were appropriated into the Parks & Recreation Capital Reserve. In order to remain in compliance with the Conservation Trust, these funds must be appropriated to projects in a timely fashion that meet the parameters of Conservation Trust requirements. As such, two projects are proposed to be funded from the Parks & Recreation Capital Reserve Funds utilizing the Conservation Trust Funds. City Council may recall that \$1,153,952 was appropriated in carryover to the Parks & Recreation Capital Reserve Fund in July. While the amount of funds associated with the Conservation Trust totals only \$363,198 and the projects below total \$400,000, the difference is proposed to be funded through this account as well. City Council will find that this \$400,000 is excluded from the total in the attached 5-Year CIP document and in the amounts included within the proposed amendments since these funds have previously been appropriated and are physically cash on hand (versus the amendments proposed to the Adopted 2008 Budget, which are projected revenues to come).

- City Park Recreation Center Ozone Replacement (NEW): all three pools at City Park Recreation Center use the Ozone system to disinfect the pools. Ozone has worked very effectively and is much safer than other alternatives. The current system is nearly 25 years old and has become obsolete and no longer supported by the manufacturer. (Net change = +\$175,000)
- Armed Forces Tribute Garden Trail Bridge (NEW): will link the main parking areas for the garden with City Park parking areas. (Net change = +\$225,000)

General Capital Improvement Fund	Net Change Proposed to Adopted Budget
Streets & Traffic Improvements	+\$1,710,000
Other Capital Improvements	+\$157,000
Public Safety Capital Improvements	+\$0
Park Improvements	-\$130,000
TOTAL	+\$1,737,000

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

Debt Service Fund

- Reduction as a result of refunding the 1997 Streets Sales Tax Bond Issue: In 2007, City Council approved the refinancing of the City’s 1997 Streets sales tax bond issue. This provided a \$336,113 reduction in debt service payments in 2007, and it will provide a \$190,347 reduction in 2008. These savings are partially offset by increases in several other debt issues. The total net savings in the Debt Service Fund in 2008 will amount to \$150,000. This item will be reflected through a reduction in the transfer payment from the Sales and Use Tax Fund to the Debt Service Fund. (Net change = -\$150,000)
- Increased debt service for the new 2007 POST Bond: A \$657,842 increase in debt service is projected due to the anticipated issuance of the 2007 POST bond made possible by Westminster voters in November of 2006. It is anticipated that \$20 million will be issued in bonds, resulting in debt payment for 2008 of \$883,226. The total net change includes savings as a result of the refunding of existing POST bonds and trust fees. (Net change = +\$657,842)

<u>Debt Service Fund</u>	<u>Net Change Proposed to Adopted Budget</u>
Debt Service	\$493,694
TOTAL	\$493,694

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

Summary of Modifications

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

<u>Fund</u>	<u>Adopted 2008 Budget</u>	<u>Revised 2008 Budget</u>	<u>Net Change</u>
General	\$91,669,769	\$93,540,838	\$1,871,069
General Reserve	\$9,487,810	\$9,487,810	\$0
Utility	\$56,955,607	\$57,629,694	\$674,087
Utility Reserve	\$33,750,276	\$48,925,816	\$15,175,540
Stormwater Drainage Fund	\$1,840,000	\$1,840,000	\$0
Fleet Maintenance	\$2,286,195	\$2,288,917	\$2,722
General Capital Outlay Replacement	\$1,107,178	\$1,120,878	\$13,700
Golf Course	\$3,693,251	\$3,693,251	\$0
Property Liability/Workers Compensation	\$2,194,736	\$2,244,736	\$50,000
Sales & Use Tax	\$63,228,969	\$63,601,433	\$372,464
Parks, Open Space, and Trails (POST)	\$5,336,876	\$5,196,022	(\$140,854)
Conservation Trust	\$625,000	\$625,000	\$0
General Capital Improvement	\$8,434,000	\$10,171,000	\$1,737,000
Debt Service	\$7,806,660	\$8,300,354	\$493,694

PAY, CLASSIFICATION AND BENEFITS PLAN

Pay and Classification

Staff completed the biennial review of the pay and classification system in 2006 for the 2007 and 2008 Budgets. The pay and classification adjustment recommendations were based on the following:

- An extensive salary survey process of eight metro cities (Arvada, Aurora, Boulder, Englewood, Fort Collins, Lakewood, Littleton and Thornton), special districts and private sector information;
- Data collected from the Colorado Municipal League (CML) survey on 70 benchmarks;
- A special City survey of 24 benchmarks not included in CML;
- Direct contacts with other municipalities to verify or clarify survey data;
- Mountain States Employers Council private and public sector data; and

- Special surveys and audits of 12 department requested positions.

Staff continues to use a benchmark system whereby those City positions that are relatively similar among other Denver Metro area cities are surveyed. Examples of these positions include: Secretary, Police Officer/Senior Police Officer, Firefighter I/II, Parksworker I/II, Planner III and Accounting Manager. The salaries for non-benchmark positions are linked to the salaries of specific benchmark positions based on their relationship to a job group and relative value to the organization. This thorough market survey will be conducted again on a biennial basis in conjunction with the 2-year budget process; the next market survey will be conducted during 2008 in preparation for the 2009/2010 Budget.

Per the 2006 review with changes made in January 2007, the 2007 and 2008 pay plans included pay and/or classification changes for 102 positions, impacting a total of 244.08 full time equivalents (FTE).

In addition to recommended market adjustments, the City also makes across-the-board (ATB) adjustments to maintain its competitive wage position in the market. A 2.5% across-the-board increase was implemented in the non-exempt and exempt pay plans in 2007. A 1% ATB pay range increase was authorized in the Adopted 2008 Budget. Based on a review of salary data from other comparable cities and an emphasis in this year's pay plan proposal on the across-the-board adjustments to all ranges, available to all employees, the amended recommended 2008 market adjustment is 2.5% to all pay ranges in the non-exempt and exempt pay plans, with additional merit increase opportunities for employees. This strategy allows the City to provide competitive wage increases to all employees, including those important long-term contributors who are currently at the top of their range.

As part of the 2008 mid-budget review process, the 2008 recommended amended pay plan includes a number of classification and titles changes due to reorganization and restructuring of position responsibilities. Nineteen (19) total position changes are recommended including four (4) upgrades and four (4) downgrades due to reorganization of responsibilities and seven (7) titles and/or classification changes not impacting pay grades. In addition, there are four (4) classifications being recommended to move from non-exempt status to exempt status. The total impact to the regular salaries budget from recommended classification changes will be an increase of \$16,191. These recommended changes will be discussed with City Council on September 17 at the Budget Review.

In conducting the mid-year budget review for the Adopted 2008 Budget, the regular salary accounts were re-projected with current employment data, projected step and merit increases, and a 2.5% ATB adjustment. New 2008 positions comprise \$123,639 of regular salaries plus \$21,019 in additional benefit costs for a total of \$144,658 in all funds. Offsetting some of this expense is \$134,452 in salary reductions with the elimination of one (1) FTE (I) Senior Projects Engineer and a Management Intern in the Fire Department. The total regular salaries recommended budget for 2008 with recommended classification changes, proposed new positions and eliminations is \$56,253,504 and represents 981.124 full time equivalent (FTE) positions.

A net increase of 1.0 FTE over the Adopted 2008 Budget is proposed with this amendment process for 2008. A 1.0 FTE Police Officer was previously authorized by City Council with the Adopted 2008 Budget. In addition to this position, a 1.0 FTE Management Analyst is proposed to replace a non-FTE'd Management Intern in the Fire Department and a 1.0 FTE Recreation Aide is proposed in the Parks, Recreation & Libraries (PR&L) Department to assist in the running of the Westminster Sports Center. However, the proposed amendment includes the elimination of a 1.0 FTE indexed Senior Projects Engineer in the Community Development (CD) Department in February 2008 after the

completion of large capital improvement projects including the 144th and 136th interchanges at I-25 and the Huron Street widening project north of 120th Avenue. The proposed reduction of 1.0 FTE in CD plus the proposed increase of 2.0 FTE in the Fire and PR&L Departments results in a proposed net increase of 1.0 FTE as part of the proposed amendment over the originally authorized 1.0 FTE in the Police Department.

The attached Pay Plan reflects the changes to positions identified in the attached Change/Account Change Sheet document. No changes are proposed to the Seasonal, Golf Instructor or Emergency Relief Pay Plans with the mid-year review. The attached New Position/Position Elimination Sheets reflect those positions originally authorized as new for 2008 per the Adopted 2008 Staffing Plan as well as the new FTE's proposed as part of the 2008 budget amendment process and the 2008 position eliminations. The attached Staffing Plan reflects all of the staffing modifications noted on the Change and Position sheets.

Benefits

As Council is aware, General Services Department Staff conduct a survey of the benefits provided in selected cities and special districts on an every other year basis. This survey was conducted in 2006 on the following benefits: pension contributions, medical and dental benefits, life insurance coverage, retiree medical benefits, prescription benefits, dental and orthodontic maximum benefits, leave benefits, special pay and education reimbursement programs. Based on this comprehensive survey, no benefit changes were recommended. The 2006 survey confirmed that the City benefit package is comparable or superior to other entities surveyed, keeping the City in a competitive position. Staff conducts the benefits survey every two years; the next benefits survey will be conducted in 2008 in preparation for the 2009/2010 Budget.

Additionally, no significant changes are being proposed in 2008 to the Great West (self-funded) Point of Service (POS) and Preferred Provider Organization (PPO) plans. Kaiser Permanente (Health Maintenance Organization Plan (HMO)) will be mandating a few base plan changes.

Benefit renewals for medical insurance were higher than projected for 2008 with a 9.95% projected medical/dental increase verses a 6% budgeted increase. Gallagher Benefit Services, Inc., the City's health services broker, assisted Staff with a review of renewal costs submitted for health care services. Based on an analysis of medical/dental benefit fund balance, Staff recommends the 9.95% renewal increase be funded through a 3% employer/employee premium increase and utilizing up to \$600,000 from the fund balance in the benefit fund. Gallagher insurance actuaries recommend the City maintain a minimum balance of \$1,333,000 in reserves. Even with the proposed buy down of \$600,000, it is projected that the reserve balance will be in excess of \$3,600,000 in 2008.

Maintaining a healthy, market-based total compensation package is an important element in recruiting and retaining a top notch work force. The proposed across the board adjustments, pay and classification changes, step and merit increases and benefit package are in alignment with market information and will keep the City competitive, while also being fiscally responsible.

HUMAN SERVICES BOARD RECOMMENDATIONS REVIEW

At the August 6 Study Session, City Council reviewed and concurred with the Human Service Board's (HSB) agency funding recommendations for 2008. A total funding level for HSB agencies for 2008 is proposed at \$154,000. As noted previously under the General Fund Central Charges highlights, the funding source for \$68,000 of HSB agency funding is proposed to change from Community Development Block Grant (CDBG) funding to the General Fund. This is due in large part to the cumbersome nature of CDBG reporting requirements by the federal government for these agencies and the City as the administrator of the grants. As such, Staff is recommending that 100% of the HSB funding be provided through the General Fund and that this amount be offset through the South Westminster Projects account in the General Capital Improvement Fund. While City Council

will see an increase to the HSB account in Central Charges and a reduction to the South Westminster Projects capital account in the proposed amendments, the net impact to both the HSB funding and South Westminster Projects is zero. The reduction to the South Westminster Project is proposed to be filled by the CDBG funds released from the HSB funding cycle.

CITIZEN REQUESTS REVIEW

The five citizen requests received for the Adopted 2008 Budget prior to the September 10 public meeting on the Adopted 2008 Budget are summarized below. The two additional requests made at the September 10 public meeting are included within this document as well. Staff requests that City Council review the Staff recommendations and provide direction on changes, if any, for inclusion in the final budget proposal to be acted on by City Council on October 8, 2007.

1. Request: Construct an architectural (sound) wall along Sheridan Boulevard north of 72nd Avenue in front of Spanish Oaks

Staff Research: Kevin Michals of 5165 W. 73rd Ave wrote a letter dated July 15, 2007 to City Council requesting the consideration of the construction of a wall in front of Spanish Oaks to block the noise from passing automobiles. The cost of constructing a wall is currently estimated at \$214 per foot.

Staff Recommendation: In 2005, Special Projects Coordinator Aaron Gagne and Neighborhood Outreach Coordinator James Mabry met with the leadership of the Spanish Oaks Home Owners' Association. At that meeting, the leaders of the HOA told Mr. Gagne and Mr. Mabry that they were not interested in the construction of architectural walls along Sheridan Boulevard and as such, proceeded with the project south of Spanish Oaks excluding this area. The length of this segment is approximately 300 feet and includes a curve, thus increasing the cost slightly. The total cost for this length of wall is estimated to be \$65,000. The current budget for the architectural walls south of Spanish Oaks at 72nd and Sheridan is \$1.73 million and has been appropriated by the Westminster Economic Development Authority (WEDA). Due to the size and scope of the current project, this budget is anticipated to be completely utilized for the current project. If the Spanish Oaks component were to be added, funds outside of the current bond monies would have to be identified. Due to the costs and significant technical and aesthetic complications associated with extending the architectural wall north and the prior rejection of walls by the Spanish Oaks HOA, Staff does not recommend funding this request at this time. No funds are included within the proposed amendment to the Adopted 2008 Budget for this request.

2. Request: Approve the construction of traffic calming “speed humps” along 118th Avenue in the Torrey Peaks neighborhood

Staff Research: At the August 27th City Council meeting, Sean Hiller presented a petition signed by 22 residents of the Torrey Peaks neighborhood, requesting the approval of City Council to have speed humps installed along 118th Avenue at Torrey Peaks' Home Owners' Association's cost, with no financial burden to the City.

In January 2004, City Council placed a moratorium on the installation of City-funded traffic calming devices on public streets based upon Staff's research that demonstrated that traffic mitigation devices were generally ineffective in controlling the speed of traffic and also in reducing “cut through” traffic in neighborhoods. In addition, public safety personnel, particularly the Fire Department, had continued to express concern about the impacts of these devices on response times for police, fire and EMS calls. Based on Staff's recommendation, the City Council approved a measured move away from mitigation devices instead to increased residential traffic

enforcement and education efforts in December 2004. Council authorized a dedicated residential enforcement program in the Police Department by re-directing some existing enforcement resources as well as adding staff, which included the addition of 2.0 FTE civilian Accident Investigators and transferring 1.0 FTE Traffic Technician administrative position (an existing position moved over from Community Development) to the Police Department phased in over a two-year period, beginning in 2005. These positions freed two enforcement officers for assignment to strictly residential enforcement activities and education as well as working with individual communities to develop partnerships toward alleviating residential traffic complaints. Staff has continued this neighborhood enforcement and education program since 2005 rather than pursuing the installation of additional traffic calming devices. (January 28, 2004, and December 6, 2004, Staff Reports attached)

Staff Recommendation: City Council placed a moratorium on the installation of any additional traffic calming devices that might impair public safety personnel and equipment from reaching a location in a timely and safe fashion. With the completion of those traffic calming projects in 2006, no traffic calming projects are being approved by Staff per City Council direction. Staff does not recommend funding the request nor permitting the HOA to install speed humps along 118th Avenue pursuant to City policy prohibiting the construction of new traffic calming devices. This is due to the fact that such devices are a threat to public safety, including emergency vehicle response and snow removal. No funds are included within the proposed amendment to the Adopted 2008 Budget for this request.

3. Request: Install a sidewalk along the east side of Lowell Boulevard from 80th Avenue north to either 82nd Avenue or 84th Avenue

Staff Research: This request was originally presented to City Council during the 2003/2004 Budget cycle by Michael and Cindy Jeffries. At that time, the City had received a small grant to assist with a larger area project, but due to insufficient funds, the grant was returned and the project was not pursued. Revisiting the request this year, the City Engineer has concluded that the sidewalk project would be very difficult and expensive to install. Furthermore, it would not tie into any sidewalk to the north. Constructing this sidewalk would only result in limited access to the south.

Staff Recommendation: Staff recommends that this project not be pursued due to higher funding priorities citywide. No funds are included within the proposed amendment to the Adopted 2008 Budget for this request.

4. Request: Acquire and preserve the historic Shoenberg Farm property, located at 7225 Sheridan Boulevard

Staff Research: This request was made by five residents in separate requests. Evie Hudak submitted this request via e-mail (dated August 17, 2007); Maggie and Paul Freeburn submitted this request via e-mail (dated September 6, 2007); Gina Hegg submitted this request via e-mail (dated September 6, 2007); and Kaaren Hardy made this request in person at the September 10 public meeting on the budget. The 3.5 acre historic Shoenberg Farm parcel is subject to a purchase option agreement that requires land purchases to be complete by January 2009 to avoid demolition by the owner and developer. Building assessments have been underway in 2007 and will be completed this fall so that financial pro formas can be prepared for the building rehabilitation projects. Private donations and construction grants from the State Historical Fund cannot be solicited or obtained until the properties have been purchased. If acquisition is accomplished in early 2008, grant applications can be filed on the April 1st deadline for State Historical Fund grants. Due to the magnitude of the project, grants for one or two buildings at a time can be submitted and other restoration projects will need to wait until the

highest priority buildings are finished. Total property acquisition costs, including public infrastructure improvements, would be between \$1.5 million and \$2.3 million dollars. This amount will also vary depending upon which building/land is purchased. Structure improvements or historic restoration/refurbishment to the buildings will require additional funding.

Staff Recommendations: Staff is continuing to pursue outside funding for this project, as there are currently no city funds available to acquire or preserve the property. No funds are included within the proposed amendment to the Adopted 2008 Budget for this request.

5. Request: Install additional traffic control devices on Simms Street at 105th Drive

Staff Research: On September 8, 2007, Elise Sisneros-Martin submitted a request via e-mail to City Council for the installation of additional traffic control devices on Simms Street at 105th Drive. Her specific request was for flashing lights at the crosswalk or a multi-way stop. Within the past year, the City has installed a crosswalk and appropriate signage on Simms Street to establish a crossing for users of the dog park and open space on the west side of Simms Street. Additional speed limit signs have also been installed on Simms Street. The Police Department does work to provide continuing enforcement as often as possible at this location but works to balance this area with the other 25 to 30 continuing daily requests for traffic enforcement throughout the City and the additional 28 school zones in the City that all want traffic enforcement each morning and afternoon.

Staff Recommendation: City Staff has evaluated the pedestrian crossing on Simms Street and has provided appropriate traffic control devices. The Police Department provides enforcement as often as possible. Staff believes that additional traffic control devices are not warranted. No funds are included within the proposed amendment to the Adopted 2008 Budget for this request.

6. Request: Increased Code Enforcement personnel

Staff Research: At the September 10th public hearing, Janet Brockman at 10083 Lee Street (Countryside Subdivision) requested additional Code Enforcement Officers as a means to enforce City codes and to maintain the general upkeep of residential properties. A 1.0 FTE Code Enforcement Officer was added in 2005 and funded by the public safety tax. The City currently has six Code Enforcement Officers, a Code Enforcement Technician, and a Code Enforcement Supervisor. In the 2006 citizen survey, it was noted that Westminster residents consider weeds, parked vehicles and other code violations at least a minor problem; however, Westminster ranks “above the norm” when respondents were asked about the quality of code enforcement relative to neighboring Front Range cities. The cost of an additional Code Enforcement Officer is \$56,000 for salary and benefits plus another \$22,150 for vehicle and necessary field and office equipment. The total estimated cost amounts to approximately \$78,150.

Staff Recommendation: The 2008 Budget does not include additional personnel for Code Enforcement. Staff does not believe that the present caseload is significant enough to justify more personnel within this division. As a means to reduce the Municipal Court burden associated with Code Violations, Council adopted changes to the Municipal Code in 2006. One of the changes allows officers to issue penalty assessment citations to code violators. The revised Code also includes a graduated fee structure based on number of “like kind” violations with the intent to motivate violators to pay fines versus issuing a court summons. City Council approved this refined course of action to address code violations rather than adding staff. No funds are included within the proposed amendment to the Adopted 2008 Budget for this request.

7. Request: Rehabilitate medians in the Countryside subdivision, including installation of irrigation

Staff Research: At the September 10th public hearing, Janet Brockman at 10083 Lee Street (Countryside Subdivision) requested that irrigation be installed in the city-owned and maintained medians in Countryside, particularly at the two entryways of 100th/Countryside and 108th/Oak. In addition, she requested that the rights of way along 108th Avenue and 100th Avenue across from the junior high school be irrigated. Ms. Brockman also requested that plantings similar to those at the West View Recreation Center be installed in the entryway medians. She noted that these medians were in poor condition with dead or dying trees and that she was working with the City's Forester. Staff estimates that it would cost approximately \$200,000 to rehabilitate and enhance the medians and rights of way (construction, irrigation, planting, and tap fees), and approximately \$10,000 per year in ongoing maintenance and watering costs. The median along 100th Avenue was rehabilitated seven years ago. This rehabilitation included the replacement of concrete around the median, along with new rock and mulch. The plant material was not replaced at that time.

Staff Recommendation:

Staff will add these medians to the cue for future median rehabilitation projects to be funded by the Community Enhancement Program funds. Current priorities for median rehabilitation include medians along 72nd Avenue west of Sheridan and 88th Avenue west of Wadsworth. No funds are included within the proposed amendment to the Adopted 2008 Budget for this request.

City Council is requested to bring their respective copies of the Adopted 2007/2008 Budget documents to the Study Session on Monday night. Staff will be in attendance at Monday night's Study Session to review the material covered in this Staff Report and to answer any questions from City Council.

Respectfully submitted,

J. Brent McFall
City Manager

Attachments

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2008 REVISED BUDGET SUMMARY BY FUND

	Beginning Balance (1/1/08)	+	Revenues	=	Funds Available	-	Expenses	-	Contingencies	=	Ending Balance (12/31/08)
Operating Funds											
General	\$0	+	\$93,540,838	=	\$93,540,838	-	\$92,540,838	-	\$1,000,000	=	\$0
Utility Enterprise	\$3,746,016	+	\$57,777,953	=	\$61,523,969	-	\$57,629,695	-	\$0	=	\$3,894,274
Total Operating Funds	\$3,746,016	+	\$151,318,791	=	\$155,064,807	-	\$150,170,533	-	\$1,000,000	=	\$3,894,274
Other Funds											
General Reserve	\$9,069,654	+	\$391,156	=	\$9,460,810	-	\$0	-	\$0	=	\$9,460,810
Utility Reserve	\$48,023,433	+	\$1,050,527	=	\$49,073,960	-	\$6,421,076	-	\$0	=	\$42,652,884
Golf Course Enterprise	\$0	+	\$3,693,251	=	\$3,693,251	-	\$3,693,251	-	\$0	=	-\$0
Fleet Maintenance	\$0	+	\$2,288,917	=	\$2,288,917	-	\$2,288,917	-	\$0	=	\$0
Gen Cap Outlay Replacement	\$0	+	\$1,120,878	=	\$1,120,878	-	\$1,120,878	-	\$0	=	\$0
Sales & Use Tax	\$0	+	\$63,601,433	=	\$63,601,433	-	\$63,601,433	-	\$0	=	\$0
Parks Open Space Trail Fund	\$0	+	\$5,196,022	=	\$5,196,022	-	\$5,196,022	-	\$0	=	\$0
Conservation Trust	\$0	+	\$625,000	=	\$625,000	-	\$625,000	-	\$0	=	\$0
General Cap Improvement	\$0	+	\$10,171,000	=	\$10,171,000	-	\$10,171,000	-	\$0	=	\$0
Debt Service	\$0	+	\$8,392,454	=	\$8,392,454	-	\$8,300,354	-	\$0	=	\$92,100
Total Other Funds	\$57,093,087	+	\$96,530,638	=	\$153,623,725	-	\$101,417,931	-	\$0	=	\$52,205,794
Total Operating Funds	\$3,746,016	+	\$151,318,791	=	\$155,064,807	-	\$150,170,533	-	\$1,000,000	=	\$3,894,274
Total Other Funds	\$57,093,087	+	\$96,530,638	=	\$153,623,725	-	\$101,417,931	-	\$0	=	\$52,205,794
(Less Transfers)	\$0	+	(\$82,345,271)	=	(\$82,345,271)	-	(\$82,345,271)	-	\$0	=	\$0
GRAND TOTAL 2008	\$60,839,103	+	\$165,504,158	=	\$226,343,261	-	\$169,243,193	-	\$1,000,000	=	\$56,100,068
Grand Total 2007	\$48,077,132	+	\$158,568,005	=	\$206,645,137	-	\$160,102,718	-	\$1,000,000	=	\$45,542,419
Grand Total 2006	\$20,476,608	+	\$146,468,796	=	\$166,945,404	-	\$145,208,385	-	\$2,000,000	=	\$19,737,019
Grand Total 2005	\$20,296,272	+	\$141,666,404	=	\$161,962,676	-	\$139,759,137	-	\$2,000,000	=	\$20,203,539
Grand Total 2004	\$14,711,782	+	\$132,318,189	=	\$147,029,971	-	\$130,248,999	-	\$2,000,000	=	\$14,780,972
Grand Total 2003	\$16,875,981	+	\$125,405,695	=	\$142,281,676	-	\$125,268,831	-	\$2,200,000	=	\$14,812,845
Grand Total 2002	\$16,597,737	+	\$126,428,424	=	\$143,026,161	-	\$128,043,075	-	\$2,300,000	=	\$12,683,086
Grand Total 2001	\$14,588,709	+	\$127,602,542	=	\$142,191,251	-	\$128,683,267	-	\$2,574,984	=	\$10,933,000
Grand Total 2000	\$16,359,860	+	\$112,852,104	=	\$129,211,964	-	\$117,093,964	-	\$2,480,000	=	\$9,638,000
Grand Total 1999	\$13,482,939	+	\$103,595,885	=	\$117,078,824	-	\$106,840,145	-	\$2,538,679	=	\$7,700,000
Grand Total 1998	\$16,896,734	+	\$96,989,448	=	\$113,886,182	-	\$104,762,673	-	\$2,510,427	=	\$6,613,082
Grand Total 1997	\$11,468,370	+	\$89,488,125	=	\$100,956,495	-	\$95,693,978	-	\$2,471,599	=	\$2,790,918
Percent Change 2007-2008	26.5%		4.4%		9.5%		5.7%		0.0%		23.2%

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

GENERAL FUND REVENUES

Source	2007 Adjusted	2007 Actual (9/1/07)	2007 Estimated	2008 Adopted	2008 Revised
Property Tax					
Property Tax Adams	\$2,295,767	\$2,251,635	\$2,295,767	\$2,380,710	\$2,380,710
Property Tax Jeffco	\$1,909,020	\$1,857,880	\$1,890,000	\$1,975,836	\$1,950,000
<i>Total</i>	\$4,204,787	\$4,109,516	\$4,185,767	\$4,356,546	\$4,330,710
Business Tax					
Public Service Co	\$3,061,154	\$1,667,048	\$3,061,154	\$3,152,989	\$3,152,989
Qwest/US West Comm	\$160,000	\$93,656	\$160,000	\$165,000	\$165,000
New Franchise Fees	\$4,500	\$0	\$0	\$4,500	\$4,500
Comcast Cable	\$865,000	\$486,768	\$865,000	\$868,000	\$868,000
<i>Total</i>	\$4,090,654	\$2,247,473	\$4,086,154	\$4,190,489	\$4,190,489
Admissions Tax					
Movie Theaters	\$400,000	\$238,847	\$390,000	\$410,000	\$410,000
Bowling Alleys	\$77,000	\$49,578	\$77,000	\$78,000	\$78,000
Butterfly Pavillion	\$25,000	\$21,626	\$25,000	\$25,000	\$25,000
Cover Charges	\$4,000	\$10,255	\$6,000	\$4,000	\$4,000
<i>Total</i>	\$506,000	\$320,307	\$498,000	\$517,000	\$517,000
License Revenue					
Contractors	\$75,000	\$54,370	\$75,000	\$75,000	\$75,000
Beer & Liquor	\$70,000	\$45,990	\$70,000	\$72,000	\$75,000
Other Licenses	\$45,000	\$38,225	\$55,000	\$45,000	\$45,000
<i>Total</i>	\$190,000	\$138,585	\$200,000	\$192,000	\$195,000
Building Permit Revenue					
Adams County Commercial	\$400,000	\$609,160	\$510,000	\$400,000	\$400,000
Jefferson County Commercial	\$250,000	\$339,094	\$325,000	\$200,000	\$200,000
Adams County Residential	\$700,000	\$491,717	\$575,000	\$650,000	\$650,000
Jefferson County Residential	\$135,000	\$87,275	\$120,000	\$130,000	\$130,000
<i>Total</i>	\$1,485,000	\$1,527,247	\$1,530,000	\$1,380,000	\$1,380,000
Intergovernmental Revenue					
Cigarette Tax	\$275,000	\$110,980	\$265,000	\$275,000	\$275,000
Vehicle/Highway Taxes:					
HUTF	\$2,610,000	\$1,345,358	\$2,700,000	\$2,630,000	\$2,700,000
Ownership Adams	\$235,000	\$125,488	\$235,000	\$240,000	\$235,000
Ownership Jeffco	\$195,000	\$103,090	\$175,000	\$200,000	\$200,000
Vehicle Reg Adams	\$195,000	\$111,062	\$190,000	\$200,000	\$200,000
Vehicle Reg Jeffco	\$155,000	\$83,322	\$145,000	\$158,000	\$150,000

Source	2007 Adjusted	2007 Actual (9/1/07)	2007 Estimated	2008 Adopted	2008 Revised
Road/Bridge Adams	\$393,000	\$396,565	\$400,000	\$396,000	\$400,000
Road/Bridge Jeffco	\$630,000	\$574,774	\$630,000	\$634,000	\$634,000
<i>Subtotal</i>	<i>\$4,413,000</i>	<i>\$2,739,659</i>	<i>\$4,475,000</i>	<i>\$4,458,000</i>	<i>\$4,519,000</i>
State/Federal Grants:					
Federal Grants	\$33,000	\$163,037	\$34,000	\$23,000	\$46,000
CDOT Signal Reimb	\$19,500	\$17,578	\$20,000	\$21,500	\$21,500
<i>Subtotal</i>	<i>\$52,500</i>	<i>\$180,615</i>	<i>\$54,000</i>	<i>\$44,500</i>	<i>\$67,500</i>
<i>Total</i>	<i>\$4,740,500</i>	<i>\$3,031,254</i>	<i>\$4,794,000</i>	<i>\$4,777,500</i>	<i>\$4,861,500</i>
Recreation Charges					
Ice Center Joint Venture	\$1,034,323	\$462,276	\$1,034,323	\$1,034,893	\$1,032,933
Swim Fitness Center	\$440,000	\$356,070	\$450,000	\$445,000	\$365,000
Countryside Pool	\$65,000	\$61,762	\$65,000	\$70,000	\$70,000
Kings Mill Pool	\$19,000	\$16,785	\$19,000	\$20,000	\$20,000
Standley Lake	\$549,791	\$531,359	\$549,791	\$589,806	\$589,806
General Recreation/Programs	\$1,133,390	\$873,938	\$1,175,000	\$1,156,058	\$1,156,058
Westminster Sports Center	\$61,000	\$0	\$61,000	\$61,000	\$265,000
City Park Fitness Center	\$703,800	\$454,753	\$703,800	\$717,876	\$717,876
City Park Rec Center	\$960,000	\$750,407	\$960,000	\$975,000	\$805,000
MAC (formerly Senior Center)	\$200,032	\$113,677	\$210,000	\$204,033	\$210,000
West View Recreation Center	\$418,000	\$362,048	\$425,000	\$430,000	\$430,000
Park Rentals	\$27,000	\$28,640	\$27,000	\$27,500	\$27,500
<i>Total</i>	<i>\$5,611,336</i>	<i>\$4,011,717</i>	<i>\$5,679,914</i>	<i>\$5,731,166</i>	<i>\$5,689,173</i>
Fines & Forfeitures					
Court Fines	\$2,101,250	\$1,388,843	\$2,100,000	\$2,143,275	\$2,143,275
Library Fines	\$210,000	\$141,911	\$210,000	\$210,000	\$210,000
<i>Total</i>	<i>\$2,311,250</i>	<i>\$1,530,753</i>	<i>\$2,310,000</i>	<i>\$2,353,275</i>	<i>\$2,353,275</i>
Interest Income					
	\$360,000	\$355,751	\$500,000	\$360,000	\$500,000
Total Reimbursement					
	\$55,000	\$67,642	\$55,000	\$55,000	\$55,000
General Miscellaneous					
EMS Billings	\$2,028,214	\$1,235,814	\$2,028,214	\$2,062,693	\$2,143,693
Conf Ctr Lease Payments	\$1,150,000	\$550,000	\$1,150,000	\$1,250,000	\$1,250,000
Infrastructure Fee	\$1,087,456	\$692,199	\$1,087,456	\$1,087,456	\$1,037,000
Large Item Cleanup Fee	\$70,000	\$10,550	\$10,000	\$70,000	\$20,000
Promenade CAM Billings	\$419,655	\$293,853	\$419,655	\$428,048	\$435,528
Housing Authority Billings	\$70,000	\$0	\$70,000	\$70,000	\$70,000
Pension Fund Admin Fee	\$135,000	\$78,750	\$135,000	\$135,000	\$135,000
Lakeview Pavillion Lease	\$175,000	\$87,500	\$175,000	\$175,000	\$175,000

Source	2007 Adjusted	2007 Actual (9/1/07)	2007 Estimated	2008 Adopted	2008 Revised
Recording & Filing	\$183,147	\$93,381	\$175,000	\$186,810	\$186,810
Sale of Assets	\$30,000	\$12,318	\$30,000	\$30,600	\$30,000
Weed Cutting	\$5,000	\$896	\$5,000	\$5,000	\$5,000
Miscellaneous	\$331,012	\$372,536	\$331,012	\$321,013	\$335,247
Off Duty Police Reimbursements	\$150,000	\$136,389	\$150,000	\$150,000	\$160,000
Westminster Faire	\$22,000	\$21,750	\$22,000	\$23,500	\$23,500
Elevator Inspection Fees	\$30,600	\$13,650	\$30,600	\$31,212	\$31,212
Street Cut Impact Fee	\$190,000	\$78,894	\$180,000	\$180,000	\$180,000
Thornton Reimbursement	\$1,076,133	\$0	\$335,000	\$1,372,250	\$1,268,028
GID Admin Fee	\$52,650	\$0	\$52,650	\$52,650	\$52,560
PD Training Reimb	\$16,000	\$18,220	\$16,000	\$17,000	\$17,000
SRO Reimbursement	\$32,088	\$0	\$32,088	\$32,088	\$64,176
Old PD Lease/Tenant Finish Repayment	\$239,170	\$0	\$65,104	\$287,004	\$287,004
<i>Total</i>	\$7,493,125	\$3,696,701	\$6,499,779	\$7,967,324	\$7,906,758
Contributions	\$5,000	\$5,175	\$5,000	\$5,000	\$5,000
Refunds	\$0	\$0	\$0	\$0	\$0
Transfer Payments					
From Utility Fund	\$2,489,214	\$1,640,570	\$2,489,214	\$2,540,500	\$2,540,500
From Sales & Use	\$57,501,954	\$32,726,815	\$55,760,254	\$57,243,968	\$57,516,433
<i>Total</i>	\$59,991,168	\$34,367,384	\$58,249,468	\$59,784,468	\$60,056,933
Total General Fund	\$91,043,820	\$55,409,505	\$88,593,082	\$91,669,768	\$92,040,838
Carryover	\$7,859,356	\$7,859,356	\$7,859,356	\$0	\$1,500,000
Total Funds Available	\$98,903,176	\$63,268,861	\$96,452,438	\$91,669,768	\$93,540,838

GENERAL FUND EXPENDITURES

Activity	2007 Adjusted	2007 Actual (9/1/07)	2007 Estimated	2008 Adopted	2008 Revised
City Council	\$205,023	\$113,503	\$205,023	\$206,348	\$206,348
City Attorney's Office	\$1,064,790	\$625,609	\$1,064,790	\$1,065,807	\$1,105,472
City Manager's Office	\$1,171,996	\$606,309	\$1,171,692	\$1,126,326	\$1,159,924
Central Charges	\$21,621,291	\$17,655,848	\$20,563,670	\$23,363,038	\$21,372,536
General Services					
Administration	\$574,440	\$348,212	\$573,514	\$568,169	\$596,480
Human Resources	\$1,342,682	\$787,552	\$1,343,682	\$1,321,932	\$1,389,233
City Clerk's Office	\$397,796	\$252,619	\$410,892	\$383,702	\$416,217
Municipal Court	\$1,358,586	\$803,280	\$1,345,500	\$1,378,034	\$1,434,346
Building Operations & Maint.	\$1,410,927	\$805,095	\$1,410,627	\$1,426,355	\$1,469,898
<i>Subtotal</i>	\$5,084,431	\$2,996,756	\$5,084,215	\$5,078,192	\$5,306,174
Finance					
Administration	\$334,371	\$197,832	\$347,686	\$333,362	\$351,636
Accounting	\$685,739	\$437,669	\$680,089	\$679,489	\$711,242
Treasury/Utility Billing	\$290,088	\$163,482	\$243,861	\$289,705	\$307,316
Sales Tax	\$504,726	\$282,889	\$504,726	\$503,648	\$520,900
<i>Subtotal</i>	\$1,814,924	\$1,081,872	\$1,776,362	\$1,806,204	\$1,891,094
Police					
Administration	\$832,428	\$512,533	\$766,844	\$738,323	\$724,448
Investigation & Tech Services	\$8,567,087	\$4,816,822	\$8,205,546	\$8,533,663	\$8,730,150
Patrol, Traffic & Spec Ops	\$10,454,000	\$6,219,959	\$10,169,660	\$10,537,739	\$11,199,880
<i>Subtotal</i>	\$19,853,515	\$11,549,314	\$19,142,050	\$19,809,725	\$20,654,477
Fire					
Emergency Services	\$10,675,644	\$6,276,056	\$10,618,215	\$10,691,821	\$11,312,021
<i>Subtotal</i>	\$10,675,644	\$6,276,056	\$10,618,215	\$10,691,821	\$11,312,021
<i>Subtotal Public Safety</i>	\$30,529,159	\$17,825,369	\$29,760,265	\$30,501,546	\$31,966,498
Community Development					
Administration	\$582,513	\$316,421	\$584,108	\$562,047	\$581,053
Economic Development	\$419,047	\$174,576	\$416,069	\$379,048	\$389,371
Planning	\$941,169	\$540,300	\$941,169	\$940,390	\$966,806
Building	\$1,232,950	\$833,638	\$1,337,916	\$1,234,538	\$1,304,890
Engineering	\$1,497,064	\$952,453	\$1,494,729	\$1,454,599	\$1,408,605
<i>Subtotal</i>	\$4,672,743	\$2,817,389	\$4,773,991	\$4,570,622	\$4,650,726

Activity	2007 Adjusted	2007 Actual (9/1/07)	2007 Estimated	2008 Adopted	2008 Revised
Public Works & Utilities					
Street Maintenance	\$7,795,132	\$5,102,810	\$7,714,930	\$7,209,602	\$7,170,255
<i>Subtotal</i>	\$7,795,132	\$5,102,810	\$7,714,930	\$7,209,602	\$7,170,255
Parks, Recreation and Libraries					
Administration	\$799,098	\$448,452	\$811,293	\$799,275	\$818,561
Park Services	\$4,011,522	\$2,593,227	\$3,988,654	\$4,122,730	\$4,086,712
Library Services	\$2,623,922	\$1,558,839	\$2,560,692	\$2,668,177	\$2,747,974
Standley Lake	\$430,791	\$235,568	\$419,446	\$434,806	\$445,328
Design Development	\$469,839	\$282,057	\$465,634	\$475,239	\$462,885
Recreation Facilities	\$3,815,428	\$2,332,076	\$3,838,796	\$3,873,453	\$4,006,665
Recreation Programs	\$1,821,125	\$1,176,397	\$1,823,827	\$1,794,407	\$2,039,688
<i>Subtotal</i>	\$13,971,725	\$8,626,617	\$13,908,342	\$14,168,087	\$14,607,814
<i>Subtotal Operating</i>	\$87,931,214	\$57,452,082	\$86,023,280	\$89,095,772	\$89,436,841
Transfer Payments					
To Water Fund	\$100,000	\$100,000	\$100,000	\$0	\$0
To Golf Course Fund (The Heritage)	\$700,000	\$700,000	\$700,000	\$0	\$0
To Property/Liability	\$1,095,840	\$805,907	\$1,095,840	\$703,908	\$733,908
To Workers Compensation	\$708,009	\$413,005	\$708,009	\$715,089	\$715,089
To Capital Projects	\$5,774,463	\$5,724,880	\$5,774,463	\$155,000	\$1,655,000
<i>Subtotal</i>	\$8,378,312	\$7,743,792	\$8,378,312	\$1,573,997	\$3,103,997
<i>Subtotal General Fund (including transfers)</i>	\$96,309,526	\$65,195,874	\$94,401,592	\$90,669,769	\$92,540,838
Contingency	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
TOTAL GENERAL FD EXP	\$97,309,526	\$66,195,874	\$95,401,592	\$91,669,769	\$93,540,838
Less: CIP Transfers	\$5,774,463	\$5,724,880	\$5,774,463	\$155,000	\$1,655,000
TOTAL GF OPERATING EXP	\$91,535,063	\$60,470,994	\$89,627,129	\$91,514,769	\$91,885,838

*Note proceeds associated with the refinancing of the 1998 COP for Capital Facilities and the 1999 COP for the Westminster Boulevard Flyover (includes trust fees) are not reflected in the 2007 Adjusted and 2007 Actual columns as this one-time accounting function artificially scews the fund totals.

UTILITY FUND REVENUES

Source	2007 Adjusted	2007 Actual (9/1/07)	2007 Estimated	2008 Adopted	2008 Revised
WATER REVENUES					
Contractor's License	\$75,000	\$64,680	\$75,000	\$70,000	\$70,000
Interest Income	\$875,000	\$782,778	\$1,200,000	\$617,691	\$900,000
Miscellaneous Income	\$300,000	\$182,662	\$300,000	\$300,000	\$300,000
Water Sales					
Residential	\$10,650,969	\$10,134,134	\$10,050,969	\$11,049,315	\$11,049,315
Commercial	\$10,872,125	\$3,457,737	\$10,672,125	\$11,496,185	\$11,400,000
Wholesale	\$1,044,905	\$846,171	\$1,044,905	\$1,073,535	\$1,073,535
Water Reclamation	\$577,831	\$742,504	\$517,831	\$605,220	\$550,000
Meter Service Fee	\$2,438,100	\$1,686,540	\$2,438,100	\$2,553,666	\$2,525,000
<i>Total</i>	\$25,583,930	\$16,867,086	\$24,723,930	\$26,777,921	\$26,597,850
Water Tap Fees					
Residential	\$4,300,000	\$1,567,455	\$2,300,000	\$4,500,000	\$3,700,000
Commercial	\$3,500,000	\$1,341,614	\$3,500,000	\$3,000,000	\$3,800,000
<i>Total</i>	\$7,800,000	\$2,909,069	\$5,800,000	\$7,500,000	\$7,500,000
Total Water Revenue	\$34,633,930	\$20,806,274	\$32,098,930	\$35,265,612	\$35,367,850

WASTEWATER REVENUES

Interest Income	\$700,000	\$673,530	\$1,100,000	\$538,193	\$650,000
Miscellaneous	\$10,000	\$0	\$10,000	\$10,000	\$10,000
Wastewater Sales					
Residential	\$6,153,570	\$5,783,452	\$6,153,570	\$6,615,088	\$6,615,088
Commercial	\$4,138,548	\$1,307,541	\$4,138,548	\$4,448,939	\$4,448,939
<i>Total</i>	\$10,292,118	\$7,090,993	\$10,292,118	\$11,064,027	\$11,064,027

Source	2007 Adjusted	2007 Actual (9/1/07)	2007 Estimated	2008 Adopted	2008 Revised
Wastewater Tap Fees					
Residential	\$1,361,804	\$382,885	\$750,000	\$1,389,040	\$1,125,000
Commercial	\$1,013,191	\$456,540	\$1,013,191	\$1,033,455	\$1,300,000
<i>Total</i>	\$2,374,995	\$839,425	\$1,763,191	\$2,422,495	\$2,425,000
Total Wastewater Revenue	\$13,377,113	\$8,603,948	\$13,165,309	\$14,034,715	\$14,149,027
Total W/WW Operating Revenue	\$37,836,048	\$25,661,729	\$37,701,048	\$39,377,832	\$39,591,877
Total Tap Fee Income	\$10,174,995	\$3,748,494	\$7,563,191	\$9,922,495	\$9,925,000
Total Water/Wastewater Funds	\$48,011,043	\$29,410,222	\$45,264,239	\$49,300,327	\$49,516,877
Carryover Water	\$10,804,473	\$10,804,473	\$10,804,473	\$0	\$0
Carryover Wastewater	\$2,483,795	\$2,483,795	\$2,483,795	\$0	\$0
<i>Carryover Total</i>	<i>\$13,288,268</i>	<i>\$13,288,268</i>	<i>\$13,288,268</i>	<i>\$0</i>	<i>\$0</i>
Trsfr - Cap Proj Reserve to WFd	\$3,792,030	\$2,212,017	\$3,792,030	\$4,839,040	\$5,148,777
Trsfr - Cap Proj Reserve to WWFd	\$333,564	\$194,579	\$333,564	\$1,054,182	\$1,272,299
<i>Capital Project Reserve Total</i>	<i>\$4,125,594</i>	<i>\$2,406,596</i>	<i>\$4,125,594</i>	<i>\$5,893,222</i>	<i>\$6,421,076</i>
Total Water/Wastewater Revenue	\$65,424,905	\$45,105,086	\$62,678,101	\$55,193,549	\$55,937,953
STORMWATER DRAINAGE REVENUES					
Stormwater Fee	\$920,100	\$632,858	\$920,100	\$1,840,000	\$1,840,000
<i>Total</i>	<i>\$920,100</i>	<i>\$632,858</i>	<i>\$920,100</i>	<i>\$1,840,000</i>	<i>\$1,840,000</i>
Total Stormwater Revenue	\$920,100	\$632,858	\$920,100	\$1,840,000	\$1,840,000
TOTAL Utility Funds Available	\$66,345,005	\$45,737,944	\$63,598,201	\$57,033,549	\$57,777,953

UTILITY FUND EXPENDITURES

Activity	2007 Adjusted	2007 Actual (9/1/07)	2007 Estimated	2008 Adopted	2008 Revised
Water Department Expenses					
Finance					
Utility Billing	\$629,900	\$354,379	\$629,473	\$651,201	\$649,035
<i>Subtotal</i>	\$629,900	\$354,379	\$629,473	\$651,201	\$649,035
Information Technology	\$2,663,682	\$1,581,424	\$2,663,682	\$2,632,481	\$2,719,813
Public Works & Utilities					
Administration	\$305,637	\$163,440	\$281,046	\$276,358	\$288,098
Capital Projects & Budget	\$648,052	\$374,993	\$644,285	\$652,172	\$691,460
Water Resources & Treatment	\$7,191,954	\$3,202,432	\$7,293,824	\$7,172,174	\$7,454,212
Utilities	\$4,227,964	\$2,100,146	\$4,154,008	\$4,377,295	\$4,436,292
<i>Subtotal</i>	\$12,373,607	\$5,841,011	\$12,373,163	\$12,477,999	\$12,870,062
Central Charges	\$6,624,977	\$3,040,222	\$6,624,976	\$6,840,835	\$6,716,457
Subtotal Water Operating	\$22,292,166	\$10,817,037	\$22,291,294	\$22,602,516	\$22,955,368
Transfer Payments					
To General Fund	\$1,781,625	\$1,117,835	\$1,781,625	\$1,625,920	\$1,625,920
To Utility Capital Reserve Fund	\$10,071,737	\$10,071,737	\$10,071,737	\$0	\$0
To Property/Liability	\$301,532	\$175,894	\$301,532	\$305,028	\$319,028
To Workers Compensation	\$121,373	\$70,801	\$121,373	\$122,586	\$122,586
<i>Subtotal</i>	\$12,276,267	\$11,436,267	\$12,276,267	\$2,053,534	\$2,067,534
Water Total (including transfers)	\$34,568,433	\$22,253,303	\$34,567,561	\$24,656,050	\$25,022,902
Water Contingency	\$0	\$0	\$0	\$0	\$0
WATER TOTAL EXPENSES	\$34,568,433	\$22,253,303	\$34,567,561	\$24,656,050	\$25,022,902
Wastewater Department Expenses					
Public Works & Utilities					
Water Resources & Treatment	\$4,772,003	\$2,100,625	\$4,772,003	\$4,676,562	\$5,066,853
Utilities	\$1,534,514	\$750,554	\$1,528,093	\$1,636,183	\$1,660,042
<i>Subtotal</i>	\$6,306,517	\$2,851,179	\$6,300,096	\$6,312,745	\$6,726,895
Central Charges	\$2,044,088	\$848,607	\$1,934,935	\$2,074,107	\$1,961,193
Subtotal Wastewater Operating	\$8,350,605	\$3,699,786	\$8,235,031	\$8,386,852	\$8,688,088

Activity	2007 Adjusted	2007 Actual (9/1/07)	2007 Estimated	2008 Adopted	2008 Revised
Transfer Payments					
To General Fund	\$896,117	\$522,735	\$896,117	\$914,580	\$914,580
To Utility Capital Reserve Fund	\$2,367,328	\$2,367,328	\$0	\$0	\$0
To Property/Liability	\$162,363	\$94,712	\$162,363	\$164,245	\$170,245
To Workers Compensation	\$182,059	\$106,201	\$182,059	\$183,880	\$183,880
<i>Subtotal</i>	\$3,607,867	\$3,090,976	\$1,240,539	\$1,262,705	\$1,268,705
Wastewater Total (including transfers)	\$11,958,472	\$6,790,762	\$9,475,570	\$9,649,557	\$9,956,793
Wastewater Contingency	\$0	\$0	\$0	\$0	\$0
WASTEWATER TOTAL EXPENSES	\$11,958,472	\$6,790,762	\$9,475,570	\$9,649,557	\$9,956,793
Stormwater Department Expenses					
General Services					
Environmental Services	\$108,592	\$32,087	\$50,000	\$100,000	\$91,860
<i>Subtotal</i>	\$108,592	\$32,087	\$50,000	\$100,000	\$91,860
Community Development					
Engineering	\$76,100	\$45,925	\$75,000	\$115,600	\$123,740
<i>Subtotal</i>	\$76,100	\$45,925	\$75,000	\$115,600	\$123,740
Public Works & Utilities					
Street	\$100,000	\$47,188	\$100,000	\$360,400	\$360,400
<i>Subtotal</i>	\$100,000	\$47,188	\$100,000	\$360,400	\$360,400
Parks, Recreation, and Libraries					
Park Services	\$0	\$0	\$0	\$0	\$200,000
<i>Subtotal</i>	\$0	\$0	\$0	\$0	\$200,000
<i>Subtotal Stormwater Operating</i>	\$284,692	\$125,199	\$225,000	\$576,000	\$776,000
Capital Improvements					
Water/Wastewater Capital Imp.	\$18,523,000	\$16,057,374	\$18,523,000	\$20,810,000	\$20,810,000
Stormwater Capital Imp.	\$644,000	\$113,705	\$644,000	\$1,264,000	\$1,064,000
<i>Total Capital Improvements</i>	\$19,167,000	\$16,171,079	\$19,167,000	\$22,074,000	\$21,874,000
TOTAL UTILITY ENT. FUND EXP.	\$65,978,597	\$45,340,343	\$63,435,131	\$56,955,607	\$57,629,695

GENERAL CAPITAL IMPROVEMENT FUND REVENUES

Source	2007 Adjusted	2007 Actual (9/1/07)	2007 Estimated	2008 Adopted	2008 Revised
General Capital Improvements					
CIP Interest Income	\$650,000	\$940,489	\$1,200,000	\$650,000	\$1,000,000
ADCO Road Tax	\$2,112,000	\$1,294,053	\$2,212,000	\$2,133,000	\$2,000,000
Cash-in Lieu Future Capital	\$200,000	\$1,266,084	\$200,000	\$200,000	\$200,000
Development Assessment Pmnts	\$200,000	\$55,689	\$100,000	\$200,000	\$100,000
Sale of Assets	\$0	\$602,109	\$602,109	\$0	\$0
Miscellaneous	\$400,000	\$906,355	\$400,000	\$400,000	\$400,000
Transfer From General Fund	\$5,655,463	\$5,655,463	\$5,655,463	\$0	\$1,500,000
Transfer From Sales & Use Tax	\$500,000	\$1,143,643	\$1,143,643	\$500,000	\$750,000
Carryover	\$9,610,971	\$9,610,971	\$9,610,971	\$0	\$0
<i>Total General Capital Imp</i>	\$19,328,434	\$21,474,856	\$21,124,186	\$4,083,000	\$5,950,000
Park Capital Improvements					
Park Development Fees	\$250,000	\$211,267	\$250,000	\$100,000	\$100,000
Accommodations Tax	\$1,110,000	\$836,660	\$1,110,000	\$1,120,000	\$1,120,000
Cash-in Lieu Parks	\$100,000	\$110,035	\$100,000	\$100,000	\$100,000
Transfer From POST Fund	\$481,044	\$1,955,609	\$481,044	\$838,643	\$709,000
Transfer From Conservation Trust Fd	\$625,000	\$0	\$625,000	\$625,000	\$625,000
Transfer from General Fund	\$119,000	\$69,417	\$119,000	\$155,000	\$155,000
Adco Open Space - Grants	\$0	\$0	\$0	\$0	\$0
Jeffco Open Space - Grants	\$0	\$0	\$0	\$0	\$0
Adco Open Space - City Share	\$241,538	\$165,245	\$241,538	\$244,375	\$244,018
Jeffco Open Space - City Share	\$1,156,418	\$579,667	\$1,156,418	\$1,167,982	\$1,167,982
Carryover	\$1,707,969	\$1,707,969	\$1,707,969	\$0	\$0
<i>Total Park Capital Imp</i>	\$5,790,969	\$5,635,868	\$5,790,969	\$4,351,000	\$4,221,000
TOTAL GCIF REVENUES	\$25,119,403	\$27,110,724	\$26,915,155	\$8,434,000	\$10,171,000

SALES & USE TAX FUND REVENUES

Source	2007 Adjusted	2007 Actual (9/1/07)	2007 Estimated	2008 Adopted	2008 Revised
Sales Tax					
Returns	\$49,548,374	\$34,483,156	\$49,548,374	\$50,882,382	\$51,345,167
Audit	\$764,054	\$868,794	\$764,054	\$766,275	\$766,275
Refunds	-\$85,000	-\$213,989	-\$85,000	-\$91,000	-\$91,000
Audit Refunds	-\$6,500	-\$1,095	-\$6,500	-\$7,500	-\$7,500
<i>Total</i>	\$50,220,928	\$35,136,867	\$50,220,928	\$51,550,157	\$52,012,942
Use Tax					
Returns	\$2,340,522	\$1,563,996	\$2,405,000	\$2,391,391	\$2,398,348
Building	\$2,639,950	\$2,174,716	\$2,760,000	\$2,697,353	\$2,697,352
Auto	\$6,009,001	\$3,333,735	\$5,800,000	\$6,139,277	\$5,915,000
Audit	\$796,853	\$1,120,225	\$796,854	\$813,291	\$813,291
Refunds	-\$105,000	-\$110,498	-\$80,000	-\$110,500	-\$80,500
Collection Fees	-\$352,000	-\$166,687	-\$327,000	-\$360,000	-\$305,000
<i>Total</i>	\$11,329,326	\$7,915,487	\$11,354,854	\$11,570,812	\$11,438,491
Total Sales & Use Tax	\$61,550,254	\$43,052,355	\$61,575,782	\$63,120,969	\$63,451,433
Interest Income	\$95,000	\$117,680	\$150,000	\$108,000	\$150,000
<i>Total</i>	\$61,645,254	\$43,170,035	\$61,725,782	\$63,228,969	\$63,601,433
Carryover	\$1,741,700	\$1,741,700	\$1,741,700	\$0	\$0
Total Funds Available	\$63,386,954	\$44,911,735	\$63,467,482	\$63,228,969	\$63,601,433

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) SALES & USE TAX FUND REVENUES

Source	2007 Adjusted	2007 Actual (9/1/07)	2007 Estimated	2008 Adopted	2008 Revised
Sales Tax					
Returns	\$3,889,787	\$2,718,909	\$3,889,787	\$4,189,814	\$4,050,000
Audit	\$30,000	\$64,533	\$30,000	\$30,000	\$30,000
Refunds	-\$5,500	-\$15,919	-\$5,500	-\$5,500	-\$5,500
<i>Total</i>	\$3,914,287	\$2,767,523	\$3,914,287	\$4,214,314	\$4,074,500
Use Tax					
Returns	\$169,066	\$109,691	\$169,066	\$174,138	\$174,138
Building	\$191,759	\$119,164	\$210,000	\$197,511	\$197,511
Auto	\$420,427	\$231,376	\$402,186	\$433,040	\$420,000
Audit	\$54,408	\$78,256	\$54,408	\$56,041	\$56,041
Refunds	-\$5,000	-\$78,256	-\$5,000	-\$5,000	-\$5,000
Collection Fees	-\$20,000	-\$11,569	-\$20,000	-\$20,000	-\$20,000
<i>Total</i>	\$810,660	\$448,662	\$810,660	\$835,730	\$822,690
Total Sales & Use Tax	\$4,724,947	\$3,216,185	\$4,724,947	\$5,050,043	\$4,897,190
Interest Income	\$45,000	\$29,597	\$45,000	\$48,000	\$60,000
<i>Total</i>	\$4,769,947	\$3,245,782	\$4,769,947	\$5,098,043	\$4,957,190
Miscellaneous	\$80,000	\$5,791	\$80,000	\$80,000	\$80,000
Rentals	\$8,832	\$0	\$8,832	\$8,832	\$8,832
Sale of Asset	\$100,000	\$0	\$100,000	\$150,000	\$150,000
Carryover	\$1,092,269	\$1,092,269	\$1,092,269	\$0	\$0
Total Funds Available	\$6,051,048	\$4,343,842	\$6,051,048	\$5,336,875	\$5,196,022

GOLF COURSE ENTERPRISE FUND REVENUES

Source	2007 Adjusted	2007 Actual (9/1/07)	2007 Estimated	2008 Adopted	2008 Revised
Golf Course Revenues					
Green Fees	\$1,990,718	\$1,485,708	\$1,990,718	\$2,017,615	\$2,017,615
Cart Rental	\$486,942	\$375,920	\$486,942	\$491,812	\$491,812
Driving Range	\$197,760	\$158,698	\$197,760	\$199,738	\$199,738
Pro Shop Retail	\$342,314	\$244,752	\$342,314	\$345,736	\$345,736
Junior Golf	\$7,100	\$7,280	\$7,100	\$7,100	\$7,100
Lesson Fees	\$23,000	\$17,713	\$23,000	\$23,000	\$23,000
Miscellaneous	\$55,000	\$48,291	\$55,000	\$55,000	\$55,000
Rentals	\$20,000	\$13,150	\$20,000	\$20,100	\$20,100
Concessions	\$66,000	\$55,450	\$66,000	\$66,000	\$66,000
<i>Subtotal</i>	\$3,188,834	\$2,406,961	\$3,188,834	\$3,226,101	\$3,226,101
Transfer Payments					
From Sales & Use	\$250,000	\$166,250	\$250,000	\$285,000	\$285,000
From POST Fund	\$163,200	\$95,200	\$163,200	\$182,150	\$182,150
<i>Subtotal</i>	\$413,200	\$261,450	\$413,200	\$467,150	\$467,150
Total Funds Available	\$3,602,034	\$2,668,411	\$3,602,034	\$3,693,251	\$3,693,251

MISCELLANEOUS FUNDS EXPENDITURES

Fund	2007 Adjusted	2007 Actual (9/1/07)	2007 Estimated	2008 Adopted	2008 Revised
Sales & Use Tax	\$63,386,954	\$37,701,432	\$63,386,954	\$63,228,969	\$63,601,433
POST Sales & Use Tax	\$7,726,049	\$4,358,237	\$7,024,863	\$5,336,876	\$5,196,022
General Reserve	\$9,069,654	\$0	\$9,069,654	\$9,487,810	\$9,487,810
Utility Reserve	\$52,149,027	\$0	\$52,149,027	\$33,750,276	\$48,925,816
Conservation Trust	\$625,000	\$0	\$625,000	\$625,000	\$625,000
General Capital Outlay Replacement	\$1,045,872	\$871,471	\$1,045,872	\$1,107,178	\$1,120,878
Debt Service	\$8,223,735	\$1,122,663	\$7,500,441	\$7,806,660	\$8,300,354
Golf Course Enterprise	\$4,184,034	\$2,439,183	\$4,127,106	\$3,693,251	\$3,693,251
Fleet Maintenance	\$2,113,926	\$1,390,735	\$2,113,926	\$2,286,195	\$2,288,917
Property & Liability/Workers Comp	\$2,576,755	\$1,234,396	\$2,366,913	\$2,194,736	\$2,244,736
TOTAL EXPENDITURES	\$151,101,006	\$49,118,117	\$149,409,756	\$129,516,951	\$145,484,217

Human Services Board 2008 Recommendations

Agency	2007 Actual	2008 HSB Recommend
Community Health Services (Adams School District 50)*	\$12,000	\$12,000
Adams County Housing Authority*	\$12,000	\$11,000
Alternatives to Family Violence	\$11,000	\$11,000
Arvada Child Advocacy Center	\$3,000	\$4,000
CAAT	\$500	\$500
CASA of Adams County	\$1,500	\$1,000
CASA of Jefferson & Gilpin Counties	\$500	\$500
Catholic Charities	\$4,000	\$4,000
Center for People with Disabilities	\$1,500	\$1,000
Children's Outreach Project	\$2,500	\$2,500
Children's Advocacy Program	\$2,000	\$2,000
Clinica Campesina*	\$11,000	\$11,000
Colorado Homeless Families*	\$11,000	\$11,000
Colorado Rural Housing Development Corp.	\$1,500	\$1,500
Community Housing Services	\$500	\$1,000
Community Reach Center	\$15,000	\$12,000
FACES	\$2,500	\$2,000
Family Tree*	\$12,000	\$11,000
FISH of Westminster	\$5,500	\$5,500
Food Bank of the Rockies	\$3,500	\$3,500
Growing Home	\$8,500	\$7,500
Have a Heart Project	\$3,500	\$4,000
The Denver Hospice (Hospice of Metro Denver)	\$5,000	\$4,000
Inter-Church ARMS	\$2,500	\$2,500
Jefferson Center for Mental Health	\$7,000	\$7,000
Kempe Children's Foundation	\$1,000	\$1,000
RAAP	\$2,500	\$2,000
Radio Reading Service	\$1,500	\$1,500
Senior Hub*	\$12,000	\$12,000
Seniors Resources Center	\$1,000	\$1,000
Wilderness on Wheels	\$1,500	\$1,500
Yellow Ribbon	\$1,000	\$1,000
Arvada Community Food Bank - New 2008	\$0	\$1,000
TOTAL	\$160,000	\$154,000

*These were agencies previously recommended to be funded through the City's Community Development Block Grant (CDBG) program. However, in light of additional reporting and tracking requirements from the federal government of both the granting agency (the City) and grantee (the agencies), Staff is recommending that all of the HSB recommended agencies be funded completely by General Fund moneys and that the CDBG funds no longer be utilized for HSB funding. As noted in the Staff Report, Staff is recommending that the South Westminster capital improvement project (budgeted in the General Capital Improvement Fund (GCIF)) be reduced by \$68,000 of General Fund moneys and that those CDBG funds previously utilized for these HSB agencies be utilized in the South Westminster project instead. This is simply a change in where the money is coming from rather than the amount.

2008 AMENDED CAPITAL IMPROVEMENT PROGRAM**General Fund Capital Improvement Projects**General Capital Improvements:

New Traffic Signals/Speed Control Devices	\$125,000
New Development Participation	\$323,000
Community Development Project Manager	\$83,000
Geographic Information System (GIS) Upgrades	\$72,000
Arterial Roadway Grinding/Resurfacing	\$500,000
112th Avenue (Federal Boulevard to Huron Street) Improvements (Originally \$292,000)	\$0
Big Dry Creek Trail Upgrade at Wadsworth Boulevard	\$750,000
120 th Avenue Access to Denver International Airport	\$108,000
144th Avenue Huron to Zuni	\$1,580,000
124th & Huron Intersection Improvements	\$209,000
Railroad Quiet Zone Study	\$50,000
Building Division Field Technology Implementation	\$40,000
City Facilities Parking Lot Maintenance Program	\$100,000
South Westminster Revitalization Projects (Originally \$400,000)	\$332,000
Building Operations & Maintenance Major Maintenance (Originally \$450,000)	\$675,000
Open Space Land Purchase Reimbursement	\$150,000
Major Software Upgrades	<u>\$105,000</u>
Adopted 2008 General Capital Improvements Total	\$3,335,000
PROPOSED AMENDED 2008 General Capital Improvements Total	\$5,202,000

Public Safety Capital Improvement

Fire Station Major Maintenance/Remodel	\$60,000
Firefighting Simulator/Burn Building	\$150,000
Fire EMS Field Reporting	\$50,000
Public Safety Facilities Maintenance (BO&M)	\$65,000
Major Software Upgrades	\$100,000
Fire Station #1 Roof Replacement	\$125,000
Fire Station #5 Roof Replacement	\$65,000
Public Safety Capital Reserve (Originally \$323,000)	<u>\$133,000</u>
Adopted 2008 Public Safety Capital Improvement Total	\$748,000
PROPOSED AMENDED 2008 Public Safety Capital Improvement Total	\$748,000

Park Capital Improvements:

Community Enhancement Program	\$1,120,000
Median Rehabilitation	\$150,000
Greenbelt and Drainage Improvements	\$50,000
Trail Development	\$125,000
Landscape Architect II/Project Manager	\$64,000
Recreation Facilities Improvements (Originally \$300,000)	\$350,000
Park Maintenance (JCOS)	\$433,000
Adams County Open Space Land Acquisition	\$125,000
Park Renovation Program	\$650,000
Golf Course Improvements (Originally \$50,000)	\$144,000
Standley Lake Regional Parks Improvements (Originally \$155,000)	\$225,000



<i>City Center Park (Originally \$820,000 now Bond Funded)</i>	<i>\$0</i>
<i>Braugh Property Storage Facility Floor Improvements</i>	<i>\$30,000</i>
<i>Swim and Fitness Center-Walker House Removal</i>	<i>\$35,000</i>
<i>Recreation Facilities Major Maintenance</i>	<i>\$530,000</i>
<i>Metzger Farm Improvements</i>	<i>\$190,000</i>
<i>Parks & Recreation Capital Reserve</i>	<i>\$0</i>
Adopted 2008 Park Improvements Total	\$4,351,000
PROPOSED AMENDED 2008 Park Improvements Total	\$4,221,000
Adopted 2008 GENERAL FUND Total	\$8,434,000
PROPOSED AMENDED 2008 GENERAL FUND Total	\$10,171,000

Conservation Trust Funds

<i>Armed Forces Tribute Garden Trail Bridge</i>	<i>\$225,000</i>
<i>City Park Recreation Center Ozone Replacement</i>	<i>\$175,000</i>
2008 Conservation Trust Funds—Carryover not included in grand total:	\$400,000

Utility Fund Capital Improvement ProjectsWastewater and Water Capital Improvements:

<i>PACP Sanitary Sewer Line Trenchless Rehabilitation (Originally \$2,000,000)</i>	<i>\$1,350,000</i>
<i>PACP Sewer Line Open-Cut Replacement (Originally \$1,500,000)</i>	<i>\$1,800,000</i>
94 th Avenue and Quitman Street Lift Station Elimination	\$1,800,000
<i>Hyland Village Sewer Upsizing—McStain 98th & Sheridan</i>	<i>\$250,000</i>
GIS Mapping/Modeling Improvements – Wastewater System	\$125,000
<i>Lift Station Improvements</i>	<i>\$100,000</i>
Major Software Upgrades	\$45,000
<i>Open-Cut Water Line Replacements (Originally \$4,355,000)</i>	<i>\$4,615,000</i>
<i>Reclaimed Raw Water System Interconnection (Originally \$6,200,000)</i>	<i>\$4,000,000</i>
<i>80th Avenue and Federal Boulevard Water Line Improvements (Originally \$400,000)</i>	<i>\$0</i>
Reclaimed Water Project New User Connections	\$100,000
<i>Reclaimed Water Project User Retrofits</i>	<i>\$169,000</i>
GIS Mapping/Modeling Improvements – Water System	\$125,000
TEAM System Enhancements	\$100,000
Zone 4 Pump Station Replacement	\$1,000,000
Northridge Tank Improvements	\$100,000
SWTF Maintenance Shop Expansion	\$100,000
<i>SWTF BIF SCADA Replacement (Originally \$236,000)</i>	<i>\$472,000</i>
SWTF Permanganate Bulk Storage	\$75,000
SWFF North Trac Vac Pump System Improvements	\$54,000
Westmoor Tech Park Pipeline Extensions/User Connections	\$200,000
SWTF Lime System Improvements	\$75,000
SWTF Electrical System Improvements	\$150,000
SWTF Clearwell Site Fencing	\$75,000
NWTF Site Fencing	\$75,000
<i>SWTF Access Control System (Originally \$345,000)</i>	<i>\$0</i>
SWTF North Basin Roof Replacement	\$150,000
Water Pressure Zones Enhancements	\$1,000,000
South Westminster Non-Potable System	\$100,000



England Water Treatment Plant Decommissioning	\$300,000
<i>Countryside Pump Station Improvements</i>	<i>\$1,000,000</i>
<i>Gregory Hill Pump Station Improvements</i>	<i>\$150,000</i>
<i>Kershaw Ditch Non-Potable Water Pump Station Improvements</i>	<i>\$130,000</i>
<i>Pressure Zone 15 Water System Improvements</i>	<i>\$1,000,000</i>
Utility Fund Facilities Parking Lot Management	<u>\$25,000</u>
Adopted 2008 Wastewater & Water Capital Improvements Subtotal	\$20,810,000
PROPOSED AMENDED 2008 Wastewater & Water Capital Improvements Subtotal	\$20,810,000

Stormwater Capital Improvements:

<i>Miscellaneous Stormwater Drainage System Improvements (Originally \$625,000)</i>	<i>\$70,000</i>
<i>Quail Creek: Osage to Huron</i>	<i>\$250,000</i>
<i>McKay Lake Drainage</i>	<i>\$444,000</i>
<i>Airport Creek upstream of Sheridan Boulevard</i>	<i>\$300,000</i>
<i>Stormwater Capital Reserve (Originally \$639,000)</i>	<i><u>0</u></i>
Adopted 2008 Stormwater Capital Improvements Subtotal	\$1,264,000
PROPOSED AMENDED 2008 Stormwater Capital Improvements Subtotal	\$1,064,000

Adopted 2008 UTILITY FUND Total	\$22,074,000
PROPOSED AMENDED 2008 UTILITY FUND Total	\$21,874,000

ADOPTED 2008 CIP GRAND TOTAL	<u>\$30,508,000</u>
PROPOSED AMENDED 2008 CIP GRAND TOTAL	<u>\$32,045,000</u>



2007 AND 2008 CAPITAL PROJECT DESCRIPTIONS

General Fund Capital Improvement Projects**General Capital Improvements:****New Traffic Signal/Speed Control Devices (80175030143)****Adopted 2008 = \$125,000**

This project provides funding for traffic signal installations and speed control devices. As traffic volumes increase on streets that intersect the City's arterial roadways, those intersections may qualify for the installation of a traffic signal. Citizens in neighborhoods with heavy traffic flow frequently make these requests. This level of funding along with previously appropriated (and unencumbered) funds that currently reside in the New Traffic Signals project could provide for one full four-way traffic signal in 2007 as well as potentially one or two speed control devices. The speed control devices would be installed in concert with the Drive Wise neighborhood traffic calming program to help drivers be more aware of their speeds.

New Development Participation (80175030011)**Adopted 2008 = \$200,000****Proposed 2008 = \$323,000**

This project provides funding for the City's share of certain public improvements installed by private developers. For 2007 and 2008, it is anticipated that City participation will be required to reimburse the developer of the parcel located on the west side of Sheridan Boulevard between the Farmers High Line Canal and 98th Avenue for the cost of the construction of the north one-half of 98th Avenue (where it abuts City open space) and the cost of the installation of one-half of a new traffic signal at the intersection of Sheridan Boulevard/96th Avenue (where cash-in-lieu of construction of this signal was previously collected from the developer of the property located on the east side of the intersection). ***This project provides City participation in the amount of \$163,500 for one-half of the estimated cost of the construction of 101st Avenue between Sheridan Boulevard and Benton Street, traffic signal modifications at the 101st Avenue/Sheridan Boulevard intersection and the installation of a water main within the new portion of 101st Avenue. All of these improvements would be installed by a developer of the property located on the west side of Sheridan Boulevard to the south of the 101st alignment with the City paying 50% of the cost at the time that the improvements are accepted for public ownership and maintenance.***

Community Development Project Manager (80175030037)**Adopted 2008 = \$83,000**

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

Geographic Information System (GIS) Upgrades (80175030017)**Adopted 2008 = \$72,000**

This ongoing project provides funding for the continual enhancement of the City's geographic information system (GIS). Specific enhancements planned include the GIS component of the Computerized Maintenance Management System which will use the GIS as a basis for inventorying and budgeting for infrastructure needs in the Public Works and Utilities Department. Also planned are the development of the GIS intranet and internet sites and the direct link to the pavement management and snow route mapping systems. In 2007, funds are requested for GIS participation in the survey control modernization effort associated with the GIS elevation update.

Arterial Roadway Grinding/Resurfacing (80475035602)**Adopted 2008 = \$500,000**

This ongoing project provides funding for one or more arterial roadway per year is adopted for resurfacing the existing pavement for a smoother ride, elimination of ruts, and resealing of the surface of the roadway. Adopted improvements to the existing pavement on major arterials will extend the life of the pavement and



offset the high cost of repairs with a cost savings being realized over time, due to the elimination of rutting and weak areas. The asphalt mix design, which would be used, is highly resistant to rutting and traffic loads. In 2007, Huron Street from 120th Avenue to 128th Avenue, 80th Avenue from Sheridan Boulevard east to the City limits, and 128th Avenue from Zuni Street to Huron Street have been identified as projects. Adopted arterial roadways for 2008 include Sheridan Boulevard from 113th Avenue to 120th Avenue and 72nd Avenue from Zuni Street to Lowell Boulevard.

112th Avenue (Federal to Huron St) (80275030535)

Adopted 2007 = \$292,000

Proposed 2008 = \$0

This project sets aside funding for the future construction of 112th Avenue to minor arterial street standards with two travel lanes in each direction, turn lanes at intersections and a painted median. With the installation of the bridge over I-25 by the City of Northglenn, 112th Avenue now serves as a convenient alternative to the congested 120th Avenue for area motorists. Traffic counts indicate the current need to widen the entire length of the street between Huron Street and Federal Boulevard to minor arterial standards. The City of Northglenn will participate in the cost of this project. *Project funding for the final phase of this widening project is proposed to commence in 2009 rather than 2008 as originally budgeted (based on the current schedule, it will take until 2011 to fully fund this final segment of the project). Funds have been previously appropriated towards this project that should allow a phased approach. Staff anticipates that with funding currently available, a segment from Ranch Reserve Parkway, east to the townhomes could be widened.*

Big Dry Creek Trail Upgrade at Wadsworth Boulevard (80575030421)

Adopted 2008 = \$750,000

The primary purpose of this project is to construct a bridge on Wadsworth Boulevard over Big Dry Creek for a grade separated pedestrian crossing. The vertical realignment of the road to accommodate this pedestrian crossing requires the reconstruction of Wadsworth Boulevard from 98th Avenue to 99th Place to minor arterial street standards as part of the project. (The federal government is funding half of the project as part of the trail underpass project.)

120th Avenue Access to Denver International Airport (80875030771)

Adopted 2008 = \$108,000

This project provides funding for the City's share of the cost of a regional effort to extend 120th Avenue between Quebec Street and US Highway 85 as part of an agreement with Adams County to assist with the extension. In 1999, City Council Resolution No. 88 defined the City's commitment of \$88,400 to pay for a share of the initial construction of a two-lane road over the South Platte River that would provide convenient access to DIA for Westminster residents. In 2002, the City committed another \$20,000 for a share of the cost to widen 120th Avenue to four lanes. (The total cost of the entire project was approximately \$37.3 million, which included \$19.3 million of federal funds, \$16.5 million of Adams County funding and \$1.5 million of local funding from benefiting municipalities.)

City Facilities Parking Lot Maintenance Program (80375035015)

Adopted 2008 = \$100,000

Annual contractual crackseal, resurfacing, sealcoating and concrete replacement as required at 86 municipal sites. 46 locations have pavement requiring regular maintenance and two courtyards need annual maintenance. Rotation for asphalt pavements requires cracksealing every three years and sealcoating every six years. Funding assures timely preventive maintenance based on sound pavement management practices. In 2007, ten locations are to receive sealcoating, seven cracksealing, and three concrete maintenance work. In 2008, seven locations are adopted to receive sealcoating, six cracksealing, and three concrete maintenance work.

**South Westminster Revitalization Projects**

(80175030024; 80675030428)

Adopted 2008 = \$400,000**Proposed 2008 = \$332,000**

This project provides City funding assistance to numerous redevelopment projects located within the South Westminster Renewal area. The proposed funding is being reduced and will be supplemented by CDBG funds. A prime example of the type of redevelopment that could benefit from this project is the adopted transit oriented development in the vicinity of the 70th Avenue/Irving Street commuter rail station. There are many urban renewal projects in various stages of implementation throughout the southern portion of the City. Surveys of City residents indicate strong concerns for the appearance and viability of the southern commercial areas. *This funding source reallocation reflects a decrease in the GCIF funding but is held whole by utilizing CDBG money to be used in South Westminster. As previously noted, Staff recommends reallocating the CDBG to capital expenditures and General Fund monies to be used for Human Services Board agency funding. There is no actual net change to South Westminster Revitalization funding except for the funding source.*

Building Operations & Maintenance Major Maintenance (80375012312)**Adopted 2008 = \$450,000****Proposed 2008 = \$675,000**

This on-going project is for the maintenance and repair of City facilities that are larger in scope than the projects funded in the operating budget, such as carpet, roof, and glass/window replacement and floor refinishing at various facilities. In 2008, projects include replacement of the roof at City Hall; completion of replacing carpet in offices at City Hall and Municipal Court; replacing the wood floor at City Park Recreation Center; and replacement of failing glass windows and seals at City Hall. This project also includes funding for emergency repairs for items not anticipated. *This proposed funding increase would cover additional repair needs for City facilities.*

Open Space Land Purchase Reimbursement (80775030742)**Adopted 2008 = \$150,000**

This project is for the reimbursement of the Open Space Fund for rights-of-way acquired over several open space properties purchased with open space sales tax funds. The rights-of-way were acquired prior to July 2004 and reimbursement has been deferred until 2007, with funding recommended over the next five years for a total of \$860,000 being repaid to the Open Space Fund.

Major Software Upgrades (80875060741)**Adopted 2008 = \$105,000**

This project is for the recurring upgrade costs associated with major software applications such as Microsoft software and the Police and Fire Departments' Computer Aided Dispatch/Records Management System (CAD/RMS) software. The next major upgrade to the Microsoft software program is anticipated for 2008/2009 as is the next major upgrade to the CAD/RMS system. Staff believes it is more cost effective to repurchase Microsoft Office on a four year cycle instead of receiving those updates through a more costly maintenance alternative. These software products require upgrades to acquire new features and to guarantee ongoing vendor support. (The total project costs \$250,000 in 2008 funding the full upgrade for the CAD/RMS system and funding half of the Microsoft Office software upgrade; an additional \$150,000 is recommended in 2009 for completing the Microsoft Office upgrade. Since this project benefits the General, Public Safety, and Utility components of the City, City Council authorized the three funding sources to share the cost.)

144th Avenue Improvement, Huron to Zuni**Proposed 2008 = \$1,580,000**

This project is for the widening and improving of 144th Avenue from Huron to Zuni. The amended amount is seed money, which is in addition to an original \$175,000 and the \$2,424,688 that was allocated from 2006 carryover for the commencement of the project. Total project costs are expected to be nearly \$8 million dollars, to be appropriated in future years.



124th & Huron Intersection Improvements (NEW)

Proposed 2008 = \$209,000

These funds are designated for intersection improvements at 124th Avenue and Huron Street, in front of the new Adams 12 Five-Star School District complex.

Railroad Quiet Zone Study (NEW)

Proposed 2008 = \$50,000

Due to the large number of at-grade railroad crossings in the City of Westminster, and the potential increase in rail traffic due to FasTracks, the city would like to conduct a study of possible railroad quiet zones (crossings that do not require the engineer to use their whistle) and the enhancements necessary to construct crossings that can facilitate the quiet zones.

Building Division Field Technology Implementation

Proposed 2008 = \$40,000

These funds cover the remainder of the costs associated with the new technology being used by inspectors in the field. Thanks to this technology, inspectors can more efficiently process work orders and job-site inspections. The total budget for this project will be \$120,000, of which \$80,000 has been previously budgeted.

<i>Adopted 2008 General Capital Improvements Total</i>	\$3,335,000
<i>Proposed 2008 General Capital Improvements Total</i>	\$5,202,000

Public Safety Capital Improvement Projects:

Fire Station Major Maintenance/Remodel (80175025012)

Adopted 2008 = \$60,000

These funds are for both the remodeling and interior updating of each Fire Station as identified and prioritized. This project will address the on-going major fire station maintenance needs such as carpet replacement, painting, HVAC upgrades, fencing, and window replacement.

Firefighting Simulator/Burn Building (80775025744)

Adopted 2008 = \$150,000

This project is for site improvements and the design and construction of a firefighting simulator/burn building at the existing Fire Department Training facility located at 3851 Elk Drive. Site improvements adopted include the addition of a fire hydrant, extension of the concrete slab area, adding electrical utilities, sanitary facilities, rehab and briefing area, storage building and fencing the entire site for security. The new simulator will be added to the existing five story training tower and will be equipped with 2 burn rooms, roof chop outs, forcible entry simulator, smoke distribution system, and moveable maze partition panels. (The total project is estimated to cost \$500,000; the balance of funding is recommended in 2009 and 2010.)

Fire EMS Field Reporting (80875025745)

Adopted 2008 = \$50,000

In 2006, the Fire Department installed a field reporting program and "tablet" style PC on each of the ambulances. Using the portable tablet PC, the ambulance personnel are able to complete incident reports in the field which are automatically linked to the Fire Department's Record Management System (RMS). This project is adopted to expand and purchase tablets for use in 14 frontline units plus 2 spares, extending field reporting to all fire engine/ladder companies and the Fire Prevention Bureau. The tablets eliminate duplicate report writing as currently the reports are hand-written and then are re-entered in the Report Management System (RMS). (The total project is estimated to cost \$93,000; the balance of funding is recommended in 2009)

Public Safety Facilities Maintenance (BO&M) (80575012404)

Adopted 2008 = \$65,000

Funds are for the maintenance costs for the Public Safety Center and Fire Stations throughout the City. Identified projects include replacement of floor coverings, roof, windows, exterior repairs, and kitchen and bathroom remodeling. Funds will be accrued in this account to fund these needs in future years as appropriate.



Major Software Upgrades (80875060741)

Adopted 2008 = \$100,000

This project is for the recurring upgrade costs associated with major software applications such as Microsoft software and the Police and Fire Departments' Computer Aided Dispatch/Records Management System (CAD/RMS) software. This is adopted to be an ongoing project managed by the Information Technology Department to keep the CAD/RMS system upgraded and current.

Public Safety Capital Reserve (80475020614)

Adopted 2008 = \$323,000

Proposed 2008 = \$133,000

This project represents the incremental difference between operating and capital expenses and revenues associated with the public safety sales and use tax projected for 2007 and 2008. Staff recommends that these funds be set aside to finance future years' facility replacement needs. The public safety sales tax increase was developed to provide for existing and future public safety needs in Westminster. Any surplus revenue that exists beyond what is needed in any given year to pay for existing services and some enhancements will be set aside to provide for future public safety needs. Any proposed use of these funds will be brought back by Staff to City Council for official approval. *This reduction is funding the roof replacements of Fire Stations One and Five. Any surplus revenue that exists beyond what is needed in any given year to pay for existing services and some enhancements will be set aside to provide for future public safety needs. Any proposed use of these funds will be brought back by Staff to City Council for official approval.*

Fire Station #1 Roof Replacement (NEW)

Proposed 2008 = \$125,000

Fire Station #1 has had numerous roof leaks over the past two years. Although large sections have been repaired or replaced since 2003 to mitigate interior damages, the remaining roof continues to deteriorate and has now outlived its useful life expectancy. The roof, a Glue direct, Rubber EPDM material, is now going on 22 years with the original warranty having expired 12 years ago. When this roof is replaced it will have to meet today's roofing codes with regards to proper slope for drainage which was not required 22 years ago.

Fire Station #5 Roof Replacement (NEW)

Proposed 2008 = \$65,000

Fire Station # 5 has 2 separate types of roofing materials and expired warranties. A partial roof replacement of EPDM material was completed in 2000 but carried no warranty. The original Trocal roof was installed in September 1981 which carried a Five year warranty. It is estimated since 2004, BO&M has spent \$10,000 on repairs to this roof which has outlived its useful life. Continued leaks are causing interior damages in living quarters and apparatus bays.

Adopted 2008 Public Safety Capital Improvements Total
Proposed 2008 Public Safety Capital Improvements Total

\$748,000
\$748,000

Park Capital Improvements:

Community Enhancement Program (80175050330-340)

Adopted 2008 = \$1,120,000

These projects are funded from the hotel and accommodation tax. This tax allows the City to fund projects that benefit the entire community. Pursuant to the Master Plan adopted by City Council on March 13, 2006, the plan serves as a planning guide for all future City enhancement development, including medians, gateways, bridges, public art, lights and banners. Anticipated projects for 2007 and 2008 include: banner design and installation, median maintenance and renovation, Neighborhood Enhancement Grants, right-of-way improvements, city gateways, bridge upgrades, art/sculpture throughout the City, illuminated street signs, and phasing of decorative lighting. It also pays the salaries of five full-time equivalents (FTEs) associated with program implementation and maintenance.

Median Rehabilitation (80475050607)

Adopted 2008 = \$150,000

These funds provide for median plant material throughout the City to be rehabilitated/replaced on a rotating scheduled. Medians are a vital part of the City of Westminster by providing both a nice driving experience



and upgrade commercial and retail areas. The harsh environment means that plant material and irrigation needs to be refurbished on a 5 to 7 year cycle.

Greenbelt and Drainage Improvements (80175050134) Adopted 2008 = \$50,000

These funds provide for additional right of way improvements in greenbelt and drainage areas along with mandated Corp of Engineers wetland mitigation and State drainage permitting. Examples of these areas include Airport Creek (Sheridan Green), Walnut Creek, Big Dry Creek trail discharge permit (100th Avenue and Wadsworth Boulevard), and Quails Creek (134th and Huron).

Trail Development (80175050135) Adopted 2008 = \$125,000

This project is to complete trail connections, including bridges where applicable, throughout the City. Some scheduled projects include: Standley Lake, Walnut Creek, Big Dry Creek, Farmers High Line Canal and Vogel Pond. The Trails Master Plan identifies several trail connections throughout the City to be constructed. This project works to construct those connections to make the Master Plan a reality.

Landscape Architect II/ Project Manager (80175050037) Adopted 2008 = \$64,000

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

Recreation Facilities Improvements (80175050027) Adopted 2008 = \$300,000

Proposed 2008 = \$350,000

This project provides ongoing funding for the various recreation facilities for projects that will upgrade, update and/or renovate existing facilities. Projects for 2007 and 2008 include: locker room renovations, pool tile replacement and grouting, weight and cardio equipment replacement, classroom and program area enhancements. Other projects include pool attractions, completion of video security systems, and modification of the current Rapids rental space. *The proposed amendment to this project would fund the construction of an acid storage facility for liquid chlorine at the Swim & Fitness Center. Due to the corrosive nature of liquid chlorine, a separate storage facility is needed to house these chemicals.*

Park Maintenance (JCOS) (80275050512) Adopted 2008 = \$433,000

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

Adams County Open Space Land Acquisition (80375030304) Adopted 2008 = \$125,000

These funds are for the acquisition of additional open space lands in Westminster. These funds are a portion of the open space sales tax revenue received from Adams County from the 2001 voter-approved tax, so the funds must be utilized for acquisitions within the Adams County portion of the City. In 2007 and 2008, Staff is proposing that these funds be utilized towards the Certificates of Participation (COP) payments due for the Metzger Farm open space acquisition completed in 2006. The annual payments for the Metzger property are \$565,595 in 2007 and \$565,795 in 2008. The balance of these COP payments will be made from the Open Space Fund budget in each year.

Park Renovation Program (80375050305) Adopted 2008 = \$650,000

This project provides annual funding for existing parks that are in need of repair and renovation. Renovations planned for 2007 include Torri Square Park shelter area replacement; Nottingham Park playground and surfacing replacement; Squires Park basketball court resurfacing; England Park playground replacement. In addition, funding will provide for minor improvements such as re-painting, drainage improvements to Cot-



ton Creek Park, Westy T-Ball, Foxshire Park and Stratford Lakes Park, and miscellaneous structural and play equipment repairs as needed throughout the City.

Golf Course Improvements (80675050045)

Adopted 2008 = \$50,000
Proposed 2008 = \$144,000

This project is to fund improvements that will upgrade, update and/or renovate existing facilities at The Heritage Golf Course at Westmoor and The Legacy Ridge Golf Course. Projects approved for 2007 and 2008 include restroom renovations, some carpet replacement, restaurant equipment replacement, phone system replacement, and shop fixtures. *The additional funding recommended is proposed to be utilized towards driving range mat replacement (\$30,000), Heritage HVAC repairs (\$14,000), and carpet replacement (\$50,000).*

Standley Lake Capital Improvements (80775050747)

Adopted 2008 = \$155,000
Proposed 2008 = \$225,000

This project is to fund improvements that will upgrade, update and/or renovate existing facilities at the Standley Lake Regional Park. Pursuant to the adopted boating fee permit increase in 2007, the increased revenues will offset needed capital improvements at the regional park. Improvements adopted in 2007 and 2008 include phased restroom construction and piping, campground equipment repair and replacement, roadway improvements, parking area improvements, and buoy replacement. *The additional proposed funding would be utilized for paving roads and parking areas (\$50,000) and installing a courtesy dock (\$20,000).*

City Center Park (80875050748)

Adopted 2008 = \$820,000
Proposed 2008 = \$0

This project is to develop the 10-acre park site located across from City Hall on 92nd Avenue. The master plan for the park includes detailed walls, planting areas, extensive fountain work and garden designs. This adopted park, because of its location, is not a traditional neighborhood park but more of an urban park that will include a lot of hardscape. The total park cost is estimated to be approximately between \$1,240,000 and \$2,000,000 (\$1,240,000 is included within the adopted 2007-2011 CIP budget). Due to the high cost of this project, it is anticipated that this park may be one of the projects to be debt financed through the parks, open space and trails (POST) sales tax extension and bond issue that was approved by voters in November 2006. *A decrease in CIP funding is proposed, as the park will now be funded using POST bond proceeds. The total bond project is projected at \$1.8 million, freeing up these GCIF monies for other priorities.*

Parks & Recreation Capital Reserve (80175050186)

Adopted 2008 = \$309,000
Proposed 2008 = \$0

This project represents anticipated funds associated with parks and recreation projects in the General Capital Improvement Fund that are not being recommended to be earmarked for specific projects at this time. Staff recommends that these funds be set aside in anticipation of the open space sales tax extension and bond issue being approved by voters in November to pay for debt service that would be attributable to parks and recreation. Should the ballot measure not succeed in November, Staff then recommends that these funds be utilized towards the future renovation of the City Park Recreation Center. Any use of these funds will be brought back by Staff to City Council for official approval. *These funds are proposed to be reallocated due to the passage of the POST ballot measure in 2006. These funds were set aside in anticipation of debt service associated with park and recreation facility projects that might be bond funded. Since the ballot measure was successful, these funds are needed to cover debt service and therefore the transfer from the POST fund into the GCIF is reduced by this amount and these funds are instead proposed to be transferred to the Debt Service Fund.*



City Park Recreation Center Ozone Replacement (NEW) Proposed 2008 = \$175,000

This project is being funded through Conservation Trust Fund Carryover
Ozone is the primary disinfectant for the three pools at City Park Recreation Center. The current system is over 15 years old and parts are worn out, outdated and very expensive to replace. Based on past history and proven success with the Ozone system, replacement with a new Ozone system is recommended.

Armed Forces Tribute Garden Trail Bridge (NEW) Proposed 2008 = \$225,000

This project is being funded through Conservation Trust Fund Carryover
The only parking lot for the Armed Forces Tribute Garden is located at City Park. Currently there is no direct pedestrian access from the parking lot to the Tribute Garden. Currently, to access the site, visitors must take an indirect route, which can be difficult for disabled veterans and the elderly. The construction of a connecting bridge will allow better access to the Tribute Garden.

Braugh Property Storage Facility Improvements (NEW) Proposed 2008 = \$30,000

The Braugh property currently houses both Staff and equipment for the City's Open Space and Forestry crews. The existing storage building has a gravel floor. Construction of a concrete floor will facilitate additional storage capability for equipment in this building.

Swim & Fitness Center - Walker House Removal (NEW) Proposed 2008 = \$35,000

The Walker House had housed the Adams County Mental Health offices, but the structure has been vacant for over two years. The resulting open land will be utilized more effectively for parking and/or expansion of the Swim & Fitness Center.

Metzger Farm Improvements (NEW) Proposed 2008 = \$190,000

This contribution to the Metzger Farm Open Space will be the first phase of improvements to the property, providing improvements and maintenance so that the property can be eventually opened to the public.

Recreation Facilities Major Maintenance (NEW) Proposed 2008 = \$530,000

This funding will allow for the major maintenance needs of the Parks, Recreation & Libraries facilities. The proposed funds would allow for more timely repairs and maintenance of all recreation facilities while also providing more flexibility in funding non-recreational facility repairs by freeing up funds for those projects.

Adopted 2008 Park Capital Improvements Total **\$4,351,000**
Proposed 2008 Park Capital Improvements Total **\$4,221,000**

Adopted 2008 GRAND TOTAL General Capital Improvement Fund **\$8,434,000**
Proposed 2008 GRAND TOTAL General Capital Improvement Fund **\$10,171,000**



Utility Fund Capital Improvement Projects

Wastewater and Water Capital Improvements:

Wastewater System Improvements:

PACP Sanitary Sewer Line Trenchless Rehabilitation (80721035749) **Adopted 2008 = \$2,000,000**
Proposed 2008 = \$1,350,000

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

PACP Sewer Line Open-Cut Replacement (80721035750) **Adopted 2008 = \$1,500,000**
Proposed 2008 = \$1,800,000

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

94th Avenue and Quitman Lift Station Elimination (80721035751) **Adopted 2008 = \$1,800,000**

The project, originally funded in 2007, is for the construction of a gravity sewer system to divert flow away from the City's current 94th Avenue and Quitman Lift Station to Sheridan Boulevard via a gravity sewer. The change in the system will remove approximately 0.5 million gallons per day from the Little Dry Creek interceptor that flows to the Metro District and add it to the Big Dry Creek interceptor that flows to the Big Dry Creek Wastewater Treatment Facility. The project cost totals \$2,000,000 and funded over the 2007 and 2008 budget years.

Hyland Village Sewer Upsizing-McStain/98th Ave and Sheridan (80721035752) **Adopted 2008 = \$0**
Proposed 2008 = \$250,000

This project is to pay the City participation of upsizing the sanitary sewer interceptor at 98th Avenue and Sheridan Boulevard. This pipeline provides capacity to accept flow from the diversion of 94th Avenue and Quitman Lift Station and provides additional depth to allow gravity sewer service to adopted Hyland Village project located at 98th Avenue and Sheridan Boulevard. The proposed increase reflects the additional dollars necessary to complete this project. *During the planning stages for this project, the projected costs were rough estimates, and the proposed increase reflects further refinements by Staff in projecting the actual cost of this project.*

GIS Mapping/Modeling Improvements - Wastewater System (80721035740) **Adopted 2008 = \$125,000**

This project will provide assistance in completing and updating geographic information system (GIS) data with sewer pipe age, slope, material, etc. where documents do not exist or field data need to be obtained.



Lift Station Improvements (NEW)

Proposed 2008 = \$100,000

Provide funding for life extending capital projects including wet well lining, impeller replacements, spare pump purchases, access hatch replacements, emergency forcemain connections and preliminary investigation of emergency overflow connections to adjoining agencies' collection systems at the following locations: 87th & Wadsworth, 80th & Clay, 95th & Federal, 132nd & Huron (94th & Quitman to be eliminated)

<i>Adopted 2008 Wastewater System Capital Improvements Total</i>	\$ 5,425,000
<i>Proposed 2008 Wastewater System Capital Improvements Total</i>	\$ 5,425,000

Water System Improvements:

Major Software Upgrades (80820060741)

Adopted 2008 = \$45,000

This is the Utility Fund's share for costs associated with major software application upgrades for Microsoft Office software. This software product requires upgrades to acquire new features and to guarantee ongoing vendor support as previously noted in the General Capital Improvement Fund section of this document.

Open-Cut Water Line Replacements (80720035754)

Adopted 2008 = \$4,355,000

Proposed 2008 = \$4,615,000

This project is for the replacement of identified sections of water distribution system piping that has reached the end of its economic life. Locations will be selected based on past pipe break history, anticipated changes in pressure zones, or coordination with other sewer line or street rehabilitation projects. Future project selection will be enhanced by using tools developed in the Infrastructure Master Plan to select vulnerable pipelines based on age, material, pressures and other criteria. *This proposed increase reflects an anticipated increase in the need for water line replacements in 2008.*

Reclaimed Raw Water System Interconnection (80720035755)

Adopted 2008 = \$6,200,000

Proposed 2008 = \$4,000,000

This project is to construct 12,750 feet of 20 inch pipeline to connect the reclaimed system to the Standley Lake valve house; construct a 4.5 million gallons per day raw water pump station for pumping raw water into the reclaimed system; and construct a pipeline to connect between the valve house and reclaimed system. This project is the result of HDR Inc.'s completed master plan for the expansion of the reclaimed water system. This connection will allow the system to serve peak demands of 2,600 acre feet, supplementing the system with raw water. The current treatment facility can treat 6 million gallons per day delivering approximately 1,400 acre feet. The raw water that will supplement the reclaimed system is firm yield water supply that would have otherwise been a demand on the potable system, thus allowing the City to serve a larger reclaimed water system customer base throughout the year. *This project was originally projected to cost \$6.2 million. However, after a study of potential alignments, the projected cost has been revised and reduced to approximately \$4 million.*

80th Avenue and Federal Water Line Improvements (80720035761)

Adopted 2008 = \$400,000

Proposed 2008 = \$0

This project will replace the water line in the area of 80th Avenue and Federal Boulevard. The Colorado Department of Transportation is currently designing intersection improvements but wants the City to replace the water line under a separate contract ahead of the intersection improvement project. This watermain section within Federal Boulevard has experienced multiple breaks and is in need of replacement. This project will also provide additional pipeline linkage between the east and west sides of Federal Boulevard. Staff is also investigating the possibility of realigning this water line to avoid going through this heavily trafficked intersection. *This project has been completed ahead of schedule and funding can be reduced for 2008 and shifted to other projects.*



Reclaimed Water Project New User Connections (80720035764) Adopted 2008 = \$100,000

This project is to add connection lines and service vaults for new customers with sites near the reclaimed water system. In addition, irrigation booster pumps will be added for new and some existing customers in the western zone of the system where low pressure currently exists. Recommended new connections to participate include: Green Acres Commercial; Big Dry Creek Park (City facility); and Walnut Grove Filing 12. Other expenses associated with this project include the acquisition of an easement for the reclaimed water line between 121st Avenue and Zuni; customer booster pumps to provide adequate pressure for the west end of the system; and a contingency amount for "walk-in" new customer connection requests for two years.

**Reclaimed Water Project User Retrofits (80720035766) Adopted 2008 = \$0
Proposed 2008 = \$169,000**

Due to increasing demand for service from the Reclaimed Water Treatment Facility, this project, funded in 2007, proposes increasing the number of connection lines and service vaults to the existing Reclaimed Water Distribution System. Converting existing treated water irrigation users increases the amount of treated water available for residential and commercial use, freeing up treatment plant and raw water capacity. This project will consist of adding connection lines and service vaults to the existing reclaimed water system at sites currently irrigated with potable water. Retrofit customers to be converted from potable to reclaimed water: Standley Lake High School; Northwest Water Treatment Facility; Wallace Village; Standley Lake Marketplace; and Alliance Data. These retrofits, with the exception of Alliance Data, would connect to the new reclaimed raw water interconnect pipeline, which is listed as a separate adopted 2007 CIP project. *Funding is proposed in 2008 in order to capitalize on opportunities to assist potential reclaimed water customers to connect to the system.*

GIS Mapping/Modeling Improvements - Water System (80721035740) Adopted 2008 = \$125,000

This project will provide assistance in completing and updating geographic information system (GIS) data with sewer pipe age, slope, material, etc., where documents do not exist or field data need to be obtained. Also, upon updating the GIS data, the City will model the sewer system to determine future data needs and cleanup. This project will be a repetitive process until the model software and GIS software are unified. Future updates are expected to be accomplished in-house once the data work is completed. The need for this project is the result of the Infrastructure Master Plan Study being conducted by the URS Corporation. During this study, it became apparent that the GIS data was incomplete and a significant review and update of data needed. As noted under the wastewater system improvement section, the total project is estimated to cost \$350,000 and funded by wastewater and water funds over 2007 and 2008.

TEAM System Enhancements (80220035518) Adopted 2008 = \$100,000

This project proposes to enhance the existing Total Enterprise Asset Management (TEAM) System. This project includes the implementation of the Parks, Recreation and Libraries Park Services Division, moving the system to a web-based version, increasing the functionality of the existing interfaces and development of additional interfaces, and implementing a real-time wireless connection to the maintenance management system. The total project is estimated to cost \$150,000 and funded in 2007 and 2008.

Zone 4 Pump Station Replacement (80820035772) Adopted 2008 = \$1,000,000

This project is for the installation of a new pump station in the vicinity of Zone 4 (near the Semper Water Treatment Facility), which will replace the current Silo Pump Station located at approximately 90th Avenue and Wadsworth Parkway. Per the Utility Fund Infrastructure Master Plan, the new pump station will increase redundancy in this part of the City as well as better regulate water system pressures to an acceptable standard.

**Northridge Tank Improvements (80820035773)****Adopted 2008 = \$100,000**

Staff is proposing to modify and update the Northridge water tanks cathodic protection system. This water tank is located at 90th Avenue and Yates Street. This project will switch the system from a suspended anode system with access ports to a submerged bouyed anode system. Also, the improvements will allow for tank to be inspected while dry. The new system will provide better coverage of tank interior and will not be affected by freezing water in the tanks. It also eliminates the need for multiple hand hole openings in the tank roof, enhancing the security of the water stored.

Semper Water Treatment Facility (SWTF) Maintenance Shop Expansion (80820035774)**Adopted 2008 = \$100,000**

Due to the growth of the City's water treatment system, staff is proposing this project to construct additional maintenance shop and storage space at the Semper Water Treatment Facility. Since the maintenance staff for both the Northwest and Semper Water Treatment Facilities work out of the Semper Water Treatment Facility, it is important to have adequate work space for staff.

SWTF BIF SCADA Replacement (80820035775)**Adopted 2008 = \$236,000****Proposed 2008 = \$472,000**

This project will enable the Semper Water Treatment Facility to improve existing treatment processes by replacing the utility System Control and Data Acquisition (SCADA) software system as recommended by the Infrastructure Master Plan Study. Proposed funding combines adopted 2008 and proposed 2009 funds into one funding year. The current BIF SCADA system is a highly specialized proprietary system that is no longer supported by a major supplier. The system is utilized to monitor and operate the Semper Water Treatment Facility, Northwest Water Treatment Facility, the Utility Field water pumping stations and the sanitary sewage lift stations. The first phase of the new SCADA software package is being implemented with the current Big Dry Creek Wastewater Treatment Facility renovation and expansion project. The total project will cost \$472,000 with the balance to be funded in 2009. ***This project is proposed to be fully funded in 2008 rather than being funded over two years (2008 and 2009) as originally approved. Due to technical and logistical concerns, Staff proposed that the software replacement process should occur in 2008.***

SWTF Permanganate Bulk Storage (80820035776)**Adopted 2008 = \$75,000**

This project will enable the Semper Water Treatment Facility to improve existing treatment processes by installing a bulk chemical storage tank for sodium permanganate as recommended by the Infrastructure Master Plan Study. Permanganate is currently the last dry chemical used at SWTF that is manually batched into liquid form for the treatment process. A liquid form of the chemical has now been tested for two years and proven to be effective and easy to use. The addition of a bulk storage tank will allow staff to purchase the material in greater volume at reduced costs as well as enhance efficiencies by reducing staff time needed to manually mix the chemical.

SWTF North Trac Vac Pump System Improvements (80820035777)**Adopted 2008 = \$54,000**

This project will enable the Semper Water Treatment Facility to improve existing treatment processes by replacing the sludge removal pumping system for the north settling basins. The north settling basins currently utilize a system of piping and four pumps to withdraw accumulated residuals (sludge) from the basins on a twice-daily basis. The system was a poor original design that requires many staff-hours to operate and maintain, primarily starting and keeping the pumps primed for operation. The pumps are now 20 years old and due for replacement. The system should be redesigned in conjunction with replacement to improve the process and make the pumping more efficient.

**Westmoor Tech Park Pipeline Extensions/User Connections (80820035778) Adopted 2008 = \$200,000**

This project consists of adding reclaimed system line extensions and customers connections in the Westmoor Technology Park. These items will be scheduled for 2008 to coincide with anticipated new development at Westmoor.

SWTF Lime System Improvements (80820035779) Adopted 2008 = \$75,000

This project is to enable the Semper Water Treatment Facility to improve existing treatment processes by modifying and/or replacing the existing dry lime feeder system. The existing lime feed system was installed in 1995. It immediately proved to be a continuous maintenance and operation challenge due to its poor dust management system, inadequate solution generation properties and high maintenance requirements due to its design.

SWTF Electrical System Improvements (80820035780) Adopted 2008 = \$150,000

This project will enable the Semper Water Treatment Facility to improve existing treatment processes by modifying and/or replacing the existing, outdated electrical controls. Many of the electrical control components were installed as part of the original facility construction in 1969 or in the expansions of 1973 and 1986. Aging wiring and control components will fail without warning and parts availability is limited in some cases. The insulation and protective elements of high voltage wiring and electrical controls over 20 years old degrades rapidly and presents significant safety risks for maintenance and operations staff. This project will update the system to current electrical code standards.

SWTF Clearwell Site Fencing (80820035781) Adopted 2008 = \$75,000

This project is in response to increased security needs at water system facilities and consists of installing site perimeter fencing around the Semper Water Treatment Facility. This project will install site perimeter fencing around the 5 million gallon treated water clearwell. Staff will ensure that any fencing installed is complimentary to the facility itself and the neighboring structures.

NWTF Site Fencing (80820035782) Adopted 2008 = \$75,000

This project is in response to increased security needs at water system facilities and consists of installing site perimeter fencing around the Northwest Water Treatment Facility. This project will install site perimeter fencing around the NWTF. Staff will ensure that any fencing installed is complimentary to the facility itself and the neighboring structures.

SWTF Access Control System (80820035783) Adopted 2008 = \$345,000**Proposed 2008 = \$0**

The project is in response to increased security needs at water system facilities and consists of improving security by replacing and expanding the facility access control technology. Electronic access control was installed at the water treatment facilities in 2002. The manufacturer of the system has been absorbed into a larger corporation and ceased production of the repair components. This project will assist in the maintenance of proper access control to all buildings/doors in the water treatment facilities. *Staff proposes to move this project to 2009 in order to fund other higher priority projects in 2008.*

SWTF North Basin Roof Replacement (80820035784) Adopted 2008 = \$150,000

This project will replace approximately 16,000 square feet of built-up asphalt roof on the two north settling basin buildings that have passed their useful life at the Semper Water Treatment Facility. These two building were originally built in 1979 and no roof work has been done since installation. Moisture has entered below the roof material and corrosion of the steel roof decking has resulted. All of the asphalt roofing needs to be removed and repairs completed to the steel support decking prior to installation of new roofing materials.

**Water Pressure Zones Enhancements (80820035785) Adopted 2008 = \$1,000,000**

This project consists of the installation of new water lines, pressure reducing valves, and pre-planning for water pumping stations and/or water storage tanks as identified in the Infrastructure Master Plan Study. Currently, the plan is to enhance the City's water distribution system by regulating the water pressure throughout the system. Locations will be selected based on anticipated changes in pressure zones, which may include the installation of pressure reducing valves, water line installations or pre-planning for new pump stations and/or water storage tanks. These changes are needed to minimize additional strain on an already aging water system infrastructure.

South Westminster Non-Potable System (80820035786) Adopted 2008 = \$100,000

This project is associated with the pursuit of the development of non-potable water sources for irrigation purposes in the southern area of the City. Planning, design and construction of the system will be in conjunction with south Westminster development and redevelopment. This project will begin with an analysis of non-potable options including ditch water and City wells. In addition, the project will identify demands, evaluate the feasibility of a dual water system and focus on maximizing system efficiency. Project components will include use of the England Water Treatment Plant site demolition, testing the Kershaw Ditch pump station and pipeline, constructing Allen Ditch improvements, testing City wells, and constructing Little Dry Creek diversion structures. Specific evaluation of water supply needs based on projected demands will be part of these planning efforts. The total project costs \$225,000, with the balance of funding in 2009.

England WTF Decommissioning (80820035787) Adopted 2008 = \$300,000

This project consists of demolishing and disposing of the former England Water Treatment Plant buildings and structures in anticipation of development to the south Westminster corridor. Also, this project is related to the development of a south Westminster non-potable system (mentioned above) that may be located at this site. The facility is now only used for storage of holiday decorations by the Parks, Recreation and Libraries Department and it has become increasingly a victim of vandalism.

Utility Fund Facilities Parking Lot Management (80820035015) Adopted 2008 = \$25,000

This on-going project is to contractually crackseal, resurface, sealcoat and replace concrete as required at nine utility related municipal sites. Timely preventative maintenance based on sound pavement management practices will decrease future costs. Rotation for asphalt pavement requires cracksealing every three years and sealcoating every six years. Funding is proposed at \$25,000 every three to four years (next funding is proposed in 2011).

Countryside Pump Station Improvements (NEW) Proposed 2008 = \$1,000,000

Improvements to the Countryside Pump Station located at 100th Avenue and Simms Street will enhance the distribution of water in the far western edge of pressure zone 5 including the use of the potable water storage reservoir that sits at the site. The pump station will also be constructed as an above ground facility. Also built into this improvement are landscape improvements at the site.

Gregory Hill Pump Station Improvements (NEW) Proposed 2008 = \$150,000

Due to the water pipe failure that the City experienced at the facility (located at 82nd Avenue and Meade Street) in late 2006, the pump station walls need to be rebuilt. The City's insurance claim was denied by CIRSA, placing the financial burden on the City to replace the wall that was blown out with the water buildup that occurred in the building.

Kershaw Ditch Non-Potable Water Pump Station Improvements (NEW) Proposed 2008 = \$130,000

This proposed project would fund improvements to the Kershaw Ditch Non-Potable Water Pump Station located at 60th Avenue and Tennyson in unincorporated Adams County. This would fund the replacement of the roof, along with an improved electrical control system and security enhancements at the site.



Pressure Zone 15 Water System Improvements (NEW)

Proposed 2008 = \$1,000,000

Installation of a pumping station and additional water distribution piping to create a proposed Zone 15 in order to improve water pressures in the Countryside neighborhood. The infrastructure master plan that was completed by URS recommends a new Zone 15 due to land elevations that are higher than the current Zone 5. Since the elevations are higher than in Zone 5, the master plan includes a new pump station that will increase the water pressure from a minimum industry standard of 40 psi to approximately 50 psi. The improvements will also assure that adequate fire flows are available in the project area.

<i>Adopted 2008 Water System Capital Improvements Total</i>	\$15,385,000
<i>Proposed 2008 Water System Capital Improvements Total</i>	\$15,385,000

<i>Adopted 2008 Wastewater and Water Projects Total</i>	\$20,810,000
<i>Proposed 2008 Wastewater and Water Projects Total</i>	\$20,810,000

Stormwater Capital Improvements:

Miscellaneous Stormwater Drainage System Improvements (80125030082) **Adopted 2008 = \$625,000**
Proposed 2008 = \$70,000

This funding will provide for several smaller stormwater drainage improvements throughout the City as necessary. In 2007, some of the smaller improvements include a culvert and sidewalk replacement on Airport Creek just upstream of Big Dry Creek, curb and gutter replacement at 116th east of Country Club Loop and concrete channel improvements near 121st and Delaware. Funds may also be used for technological updates for utility calculations, topographic mapping of the City for updating the Flood Insurance Rate Maps and studies with the Urban Drainage and Flood Control District and to maintain compliance with the Clean Water Act as administered by the Colorado Department of Public Health and Environment (CDPHE). In 2008, the full amount associated with the existing stormwater drainage fee rate is budgeted here. Staff intends to utilize the next nine months to update the Stormwater Master Plan and return with the mid-year budget review in September 2007 with the plan and adopted capital improvement projects for 2008. Staff believes that updating the Master Plan to help identify potential issues and prioritize the needs will be more beneficial than earmarking the funds at this time for projects that may prove to be lower priorities in the bigger picture.

As discussed above, funding is proposed to be reduced in 2008 in order to fund major storm drainage projects including Quail Creek, McKay Lake Drainage, and Airport Creek improvements. This reduction would also help address stormwater drainage maintenance activities being performed by the City's Parks Services Division.

Quail Creek Osage to Huron St Drainage Improvements (80425030613)

Adopted 2008 = \$0
Proposed 2008 = \$250,000

This project, funded originally in 2007, is for the design and construction of Quail Creek channel improvements between Osage Street and Huron Street. This project intends to reconstruct Quail Creek to provide adequate slope and capacity to convey the 100-year flood safely downstream through the newly constructed box culvert at Huron Street. The total project cost is \$700,000. The City has appropriated \$250,000 to date towards this project for a total City cost of \$450,000, with \$250,000 to be paid by the Urban Drainage and Flood Control District. *This proposed increase reflects additional project costs that have been identified by Staff, including utility relocation expenses.*



Stormwater Capital Reserve (80525030424)

Adopted 2008 = \$639,000

Proposed 2008 = \$0

This project represents anticipated funds associated with the stormwater drainage fee rate increase adopted for 2008. Staff is not recommending that these funds be earmarked for specific projects at this time. The full amount associated with the adopted stormwater drainage fee rate increase is budgeted here (i.e., the total increased revenues resulting from the rate increase is adopted to be budgeted here, minus the amount adopted to offset operating costs highlighted in the 2008 Operating Priorities Staff Report. As previously noted, Staff recommends updating the Stormwater Master Plan and return in September 2007 with the plan and adopted capital improvement projects for 2008. Staff believes that updating the Master Plan to help identify potential issues and prioritize the needs will be more beneficial than earmarking the funds at this time for projects that may prove to be lower priorities in the bigger picture. As discussed above, the funds that were *originally adopted are proposed to be reduced to help fund the stormwater drainage capital improvement projects that are listed here. This reduction would also help address stormwater drainage maintenance activities being performed by the City's Parks Services Division.*

McKay Lake Drainage Project (NEW)

Proposed 2008 = \$444,000

The drainage way from Huron St. to I-25 is currently undersized to handle the increased runoff flows from recent upstream developments. Also, no channel currently exists to direct flow from I-25 to Big Dry Creek. Flows from the undersized channel enter Lowes Pond that is located on the north-west corner of the I-25 and 136th Avenue interchange. Currently no outlet exists for Lowers Pond. Design plans call for a new channel to outlet east across I-25 directing flows to Big Dry Creek. The new channel from I-25 to Big Dry Creek is located in the City of Thornton; however, the City of Westminster is responsible for paying the construction costs of the channel. The City of Thornton will repay their portion of the construction costs at a later time. Channel improvements for this reach are estimated to cost \$10.3 million

Airport Creek upstream of Sheridan Boulevard (NEW)

Proposed 2008 = \$300,000

Severe erosion is progressing upstream from Big Dry Creek. This erosion has exposed a large sanitary sewer main line. The channel upstream of the sanitary sewer line is in a stable natural condition. Channel improvements for this reach are estimated to cost \$300,000.

<i>Adopted 2008 Stormwater Capital Improvements Total</i>	<i>\$1,264,000</i>
<i>Proposed 2008 Stormwater Capital Improvements Total</i>	<i>\$1,064,000</i>

<i>Adopted 2008 GRAND TOTAL Utility Capital Improvement</i>	<i>\$22,074,000</i>
<i>Proposed 2008 GRAND TOTAL Utility Capital Improvement</i>	<i>\$21,874,000</i>

ADOPTED 2008 CAPITAL IMPROVEMENT PROGRAM GRAND TOTAL	<u>\$30,508,000</u>
PROPOSED 2008 CAPITAL IMPROVEMENT PROGRAM GRAND TOTAL	<u>\$32,045,000</u>

2007-2011 Capital Improvement Program - PROPOSED AMENDMENTS

	FUNDING SOURCE	ADOPTED 2007	ADOPTED 2008	PROPOSED 2008	ORIGINAL REC 2009	REVISED REC 2009	ORIGINAL REC 2010	REVISED REC 2010	ORIGINAL REC 2011	REVISED REC 2011	ORIGINAL TOTAL	REVISED TOTAL	
GENERAL CAPITAL IMPROVEMENT FUND													
Streets and Traffic Improvements													
1	New Traffic Signals & Speed Control Devices	GCIF	\$145	\$125	\$125	\$75	\$75	\$135	\$135	\$100	\$100	\$580	\$580
2	New Development Participation	GCIF	\$200	\$200	\$323	\$200	\$200	\$200	\$200	\$200	\$200	\$1,000	\$1,123
3	Sidewalk Connection	GCIF	\$0	\$0	\$0	\$25	\$25	\$25	\$0	\$25	\$25	\$75	\$50
4	New Street Light Program	GCIF	\$0	\$0	\$0	\$25	\$25	\$25	\$25	\$25	\$25	\$75	\$75
5	Community Development/ Project Manager	GCIF	\$81	\$83	\$83	\$85	\$85	\$87	\$87	\$89	\$89	\$425	\$425
6	Old Wadsworth Improvement 92nd-108th Ave.	GCIF	\$0	\$0	\$0	\$375	\$0	\$500	\$0	\$400	\$0	\$1,275	\$0
7	Geographic Information System Upgrades	GCIF	\$75	\$72	\$72	\$75	\$75	\$75	\$75	\$75	\$75	\$372	\$372
8	104th Ave/ Sheridan Intersection	GCIF	\$500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500	\$500
9	Arterial Roadway Grinding/Resurfacing	GCIF	\$500	\$500	\$500	\$650	\$650	\$650	\$650	\$650	\$650	\$2,950	\$2,950
10	112th Avenue (Federal to Huron)	GCIF	\$0	\$292	\$0	\$230	\$230	\$229	\$229	\$0	\$292	\$751	\$751
11	80th Ave/ Federal Blvd Intersection Improvements	GCIF	\$700	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$700	\$700
12	BDC Trail Upgrade at Wadsworth Blvd (old wads bridge)	GCIF/ Fed Fd	\$0	\$750	\$750	\$0	\$0	\$0	\$0	\$0	\$0	\$750	\$750
13	99th Avenue Trail Connection (BNRR trail connection)	GCIF	\$150	\$0	\$0	\$0	\$250	\$0	\$320	\$0	\$0	\$150	\$720
14	120th Avenue Access to DIA	GCIF	\$0	\$108	\$108	\$0	\$0	\$0	\$0	\$0	\$0	\$108	\$108
15	144th Avenue: Huron-Zuni	GCIF	\$0	\$0	\$1,580	\$500	\$500	\$500	\$500	\$500	\$500	\$1,500	\$3,080
16	NEW - 124th & Huron Intersection Improvements	GCIF	\$0	\$0	\$209	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$209
17	NEW - Railroad Quiet Zone Study	GCIF	\$0	\$0	\$50	\$0	\$50	\$0	\$0	\$0	\$0	\$0	\$100
18	Building Division Field Technology Implementation	GCIF	\$0	\$0	\$40	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$40
19	NEW - 120th Avenue/Lowell Boulevard	GCIF/ Fed Fd	\$0	\$0	\$0	\$0	\$146	\$0	\$594	\$0	\$1,781	\$0	\$2,520
	Subtotal Streets and Traffic - Pay As You Go	GCIF	\$2,351	\$2,130	\$3,840	\$2,240	\$2,311	\$2,426	\$2,815	\$2,064	\$3,737	\$11,211	\$15,053
	Subtotal Streets and Traffic - Debt	DEBT	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Total Streets and Traffic Improvements		\$2,351	\$2,130	\$3,840	\$2,240	\$2,311	\$2,426	\$2,815	\$2,064	\$3,737	\$11,211	\$15,053
Other Capital Improvements													
20	City Facilities Parking Lot Maintenance Program	GCIF	\$100	\$100	\$100	\$115	\$115	\$115	\$115	\$115	\$115	\$545	\$545
21	South Westminster Revitalization Project (reduction per CDBG funding reallocation)	GCIF	\$415	\$400	\$332	\$300	\$232	\$300	\$232	\$300	\$232	\$1,715	\$1,443
22	Building O&M Major Maintenance	GCIF	\$400	\$450	\$675	\$450	\$450	\$400	\$400	\$400	\$400	\$2,100	\$2,325
23	Business Facelift Program	GCIF	\$50	\$0	\$0	\$50	\$50	\$0	\$0	\$50	\$50	\$150	\$150
24	Open Space Land Purchase Reimbursement	GCIF	\$100	\$150	\$150	\$180	\$180	\$215	\$215	\$215	\$215	\$860	\$860
25	72nd Avenue Streetscape	GCIF	\$0	\$0	\$0	\$300	\$300	\$300	\$300	\$300	\$300	\$900	\$900
26	City Hall Courtyard and Delivery Drive Ramp Renovation	GCIF	\$200	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$200	\$200
27	Computer Room Air Conditioning System	GCIF/WFd	\$55	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$55	\$55
28	Major Software Upgrades	GCIF/WFd/PST	\$0	\$105	\$105	\$105	\$105	\$0	\$0	\$0	\$0	\$210	\$210
29	NEW - Storage Area Network (SAN) Replacement	GCIF	\$0	\$0	\$0	\$0	\$60	\$0	\$0	\$0	\$0	\$0	\$60

2007-2011 Capital Improvement Program - PROPOSED AMENDMENTS

	FUNDING SOURCE	ADOPTED 2007	ADOPTED 2008	PROPOSED 2008	ORIGINAL REC 2009	REVISED REC 2009	ORIGINAL REC 2010	REVISED REC 2010	ORIGINAL REC 2011	REVISED REC 2011	ORIGINAL TOTAL	REVISED TOTAL	
30	NEW - Phone Switch Equipment Replacement	GCIF	\$0	\$0	\$0	\$125	\$0	\$125	\$0	\$0	\$0	\$250	
31	NEW - Cashier for Windows Cash Management System Replacement	GCIF/WFd	\$0	\$0	\$0	\$30	\$0	\$0	\$0	\$0	\$0	\$30	
	Subtotal Other Capital Projects - Pay As You Go	GCIF	\$1,320	\$1,205	\$1,362	\$1,500	\$1,647	\$1,330	\$1,387	\$1,380	\$1,312	\$6,735	\$7,028
	Subtotal Other Capital Projects - Debt	COP/Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Total Other Capital Projects		\$1,320	\$1,205	\$1,362	\$1,500	\$1,647	\$1,330	\$1,387	\$1,380	\$1,312	\$6,735	\$7,028
	Total General Capital Improvement Projects (non-pst)		\$3,671	\$3,335	\$5,202	\$3,740	\$3,958	\$3,756	\$4,202	\$3,444	\$5,049	\$17,946	\$22,081
	Public Safety Capital Improvements												
32	Fire Station Major Maintenance/Remodel	PST	\$60	\$60	\$60	\$60	\$60	\$60	\$60	\$60	\$60	\$300	\$300
33	Firefighting Simulator/Burn Building	PST	\$75	\$150	\$150	\$150	\$150	\$125	\$125	\$0	\$0	\$500	\$500
34	Station Alarm Notification	PST	\$0	\$0	\$0	\$150	\$150	\$0	\$0	\$0	\$0	\$150	\$150
35	Fire Station Concrete/ Asphalt Replacement Program	PST	\$0	\$0	\$0	\$50	\$50	\$0	\$0	\$50	\$50	\$100	\$100
36	Fire EMS Field Reporting	PST	\$0	\$50	\$50	\$43	\$43	\$0	\$0	\$0	\$0	\$93	\$93
37	Public Safety Facilities' Maintenance (BO&M)	PST	\$65	\$65	\$65	\$60	\$60	\$60	\$60	\$60	\$60	\$310	\$310
38	Public Safety Center - PST Changes/Space Analysis	PST	\$0	\$0	\$0	\$50	\$50	\$0	\$0	\$0	\$0	\$50	\$50
39	Major Software Upgrades	GCIF/WFd/PST	\$0	\$100	\$100	\$0	\$0	\$100	\$100	\$0	\$0	\$200	\$200
40	PST Capital Reserve	PST	\$191	\$323	\$133	\$50	\$50	\$100	\$100	\$50	\$50	\$714	\$524
41	NEW - Fire Station # 1 Roof Replacement	PST	\$0	\$0	\$125	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$125
42	NEW - Fire Station # 5 Roof Replacement	PST	\$0	\$0	\$65	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$65
	Subtotal Public Safety Capital Projects - Pay As You Go	PST	\$391	\$748	\$748	\$613	\$613	\$445	\$445	\$220	\$220	\$2,417	\$2,417
	Subtotal Public Safety Capital Projects - Debt	COP/Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Total Public Safety Capital Projects		\$391	\$748	\$748	\$613	\$613	\$445	\$445	\$220	\$220	\$2,417	\$2,417
	Subtotal Streets/ Other/ Public Safety - Pay As You Go	GCIF/PST	\$4,062	\$4,083	\$5,950	\$4,353	\$4,571	\$4,201	\$4,647	\$3,664	\$5,269	\$20,363	\$24,498
	Subtotal Streets/ Other/ Public Safety - COP/Debt	COP/Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Total All Non-Park Projects		\$4,062	\$4,083	\$5,950	\$4,353	\$4,571	\$4,201	\$4,647	\$3,664	\$5,269	\$20,363	\$24,498
	Park Improvements											\$0	\$0
43	Community Enhancement Program	ACTx	\$1,110	\$1,120	\$1,120	\$1,120	\$1,120	\$1,120	\$1,120	\$1,120	\$1,120	\$5,590	\$5,590
44	Median Rehabilitation	POST/CTF/GCIF	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$750	\$750
45	Greenbelt & Drainage Improvements	CTF/JCOS	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$250	\$250
46	Trail Development	JCOS/POST	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$625	\$625
47	Landscape Architect II/ Project Manager	POST/JCOS	\$61	\$64	\$64	\$67	\$67	\$70	\$70	\$72	\$72	\$334	\$334
48	City Park Phase IV	JCOS	\$0	\$0	\$0	\$150	\$150	\$450	\$450	\$470	\$470	\$1,070	\$1,070
49	Big Dry Creek Park (128th & Huron)	ACOS/CTF/POST	\$250	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$250	\$250
50	Cheyenne Ridge Park	PDF/CTF	\$300	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$300	\$300
51	Recreation Facilities Improvements	JCOS/POST	\$250	\$300	\$350	\$300	\$300	\$300	\$300	\$300	\$300	\$1,450	\$1,500

2007-2011 Capital Improvement Program - PROPOSED AMENDMENTS

	FUNDING SOURCE	ADOPTED 2007	ADOPTED 2008	PROPOSED 2008	ORIGINAL REC 2009	REVISED REC 2009	ORIGINAL REC 2010	REVISED REC 2010	ORIGINAL REC 2011	REVISED REC 2011	ORIGINAL TOTAL	REVISED TOTAL	
52	Park Maintenance (JCOS)	JCOS	\$425	\$433	\$433	\$440	\$440	\$447	\$447	\$455	\$455	\$2,200	\$2,200
53	ADCO Open Space Land Acquisition	ACOS	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$625	\$625
54	Park Renovation Program	CTF/JCOS/GCIF	\$650	\$650	\$650	\$650	\$650	\$650	\$650	\$650	\$650	\$3,250	\$3,250
55	Golf Course Improvements	CTF/JCOS	\$50	\$50	\$144	\$50	\$50	\$50	\$50	\$50	\$50	\$250	\$344
56	Standley Lake Regional Park	GCIF/JCOS	\$119	\$155	\$225	\$150	\$150	\$150	\$150	\$145	\$145	\$719	\$789
57	City Center Park - BOND FUNDED	ACOS/CTF/POST/PDF	\$0	\$820	\$0	\$350	\$0	\$70	\$0	\$0	\$0	\$1,240	\$0
58	Parks & Recreation Capital Reserve	POST	\$418	\$309	\$0	\$291	\$0	\$290	\$0	\$292	\$0	\$1,600	\$418
59	NEW - Braugh Property Storage Facility Floor Improvements	POST	\$0	\$0	\$30	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$30
60	NEW - Swim and Fitness Center - Walker House Removal	POST	\$0	\$0	\$35	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$35
61	NEW - Recreation Facilities Major Maintenance (BO&M)	POST	\$0	\$0	\$530	\$0	\$441	\$0	\$500	\$0	\$500	\$0	\$1,971
62	NEW - Metzger Farm Improvements	POST	\$0	\$0	\$190	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$190
	Subtotal Park Projects - Pay As You Go	Parks	\$4,083	\$4,351	\$4,221	\$4,018	\$3,818	\$4,047	\$4,187	\$4,004	\$4,212	\$20,503	\$20,521
	Subtotal Park Projects - Debt	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Total Park Improvements		\$4,083	\$4,351	\$4,221	\$4,018	\$3,818	\$4,047	\$4,187	\$4,004	\$4,212	\$20,503	\$20,521
	Subtotal Streets	GCIF	\$2,351	\$2,130	\$3,840	\$2,240	\$2,311	\$2,426	\$2,815	\$2,064	\$3,737	\$11,211	\$15,053
	Subtotal Other Capital Projects	GCIF	\$1,320	\$1,205	\$1,362	\$1,500	\$1,647	\$1,330	\$1,387	\$1,380	\$1,312	\$6,735	\$7,028
	Subtotal Public Safety	PST	\$391	\$748	\$748	\$613	\$613	\$445	\$445	\$220	\$220	\$2,417	\$2,417
	Subtotal Parks Projects	GCIF	\$4,083	\$4,351	\$4,221	\$4,018	\$3,818	\$4,047	\$4,187	\$4,004	\$4,212	\$20,503	\$20,521
	Subtotal Debt	COP/DEBT	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	GENERAL CAPITAL IMPROVEMENT FUND TOTAL - ALL PROJECTS		\$8,145	\$8,434	\$10,171	\$8,371	\$8,389	\$8,248	\$8,834	\$7,668	\$9,481	\$40,866	\$45,019
	NET CHANGE:			\$1,737			\$18		\$586		\$1,813		
	Conservation Trust Carryover Funds - 2006 Carryover in Park & Recreation Capital Reserve Account *												
63	NEW - City Park Recreation Center - Ozone Equip Replacement	CTF Carryover	\$0	\$0	\$175	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$175
64	NEW - Armed Forces Tribute Garden - Trail Bridge	CTF Carryover	\$0	\$0	\$225	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$225
	CONSERVATION TRUST CARRYOVER FUNDS		\$0	\$0	\$400	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$400
	*NOTE: The Conservation Trust Carryover Funds amount will not appear in the Grand Total for the Proposed Amended 2008 CIP Budget since these funds have been previously appropriated into the Parks & Recreation Capital Reserve account with the 2006 carryover appropriation in July. It is shown here to reflect Staff's proposal to utilize these funds towards these projects in 2008.												
	UTILITY ENTERPRISE FUND											\$0	\$0
	Wastewater System Improvements											\$0	\$0
65	SSES / I&I Study for Sewer Collection System	WWFd	\$0	\$0	\$0	\$1,000	\$1,000	\$0	\$0	\$0	\$0	\$1,000	\$1,000
66	Permanent Sanitary Sewer Flowmeters	WWFd	\$0	\$0	\$0	\$100	\$100	\$0	\$0	\$0	\$0	\$100	\$100
67	95th/Federal Lift Station Improvements	WWFd	\$0	\$0	\$0	\$0	\$0	\$200	\$200	\$0	\$0	\$200	\$200
68	80th/Clay Lift Station Improvements	WWFd	\$0	\$0	\$0	\$0	\$0	\$800	\$800	\$0	\$0	\$800	\$800
69	87th Ave & Wadsworth Lift Station Improvements	WWFd	\$0	\$0	\$0	\$1,000	\$1,000	\$0	\$0	\$0	\$0	\$1,000	\$1,000
70	PACP Sanitary Sewer Line Trenchless Rehabilitation	WWFd	\$2,100	\$2,000	\$1,350	\$2,000	\$1,815	\$2,000	\$2,000	\$2,000	\$2,000	\$10,100	\$9,265

2007-2011 Capital Improvement Program - PROPOSED AMENDMENTS

	FUNDING SOURCE	ADOPTED 2007	ADOPTED 2008	PROPOSED 2008	ORIGINAL REC 2009	REVISED REC 2009	ORIGINAL REC 2010	REVISED REC 2010	ORIGINAL REC 2011	REVISED REC 2011	ORIGINAL TOTAL	REVISED TOTAL	
71	PACP Sewer Line Open-Cut Replacement	WWFd	\$1,686	\$1,500	\$1,800	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$9,186	\$9,486
72	94th Ave and Quitman Lift Station Elimination	WWFd	\$200	\$1,800	\$1,800	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000	\$2,000
73	Hyland Village Sewer Upsizing - McStain/98th & Sheridan	WWFd	\$100	\$0	\$250	\$0	\$0	\$0	\$0	\$0	\$0	\$100	\$350
74	99th/Wadsworth Sewer Line Improvements	WWFd	\$100	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100	\$100
75	GIS Mapping/Modeling Improvements - Wastewater System	WWFd	\$50	\$125	\$125	\$0	\$0	\$0	\$0	\$0	\$0	\$175	\$175
76	NEW - Lift Station Improvements	WWFd	\$0	\$0	\$100	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100
77	NEW - Storage Area Network (SAN) Replacement	WWFd	\$0	\$0	\$0	\$0	\$60	\$0	\$0	\$0	\$0	\$0	\$60
78	NEW - Phone Switch Equipment Replacement	WWFd	\$0	\$0	\$0	\$0	\$125	\$0	\$0	\$0	\$0	\$0	\$125
	Subtotal Wastewater - Pay As You Go	WWFd	\$4,236	\$5,425	\$5,425	\$6,100	\$6,100	\$5,000	\$5,000	\$4,000	\$4,000	\$24,761	\$24,761
	Subtotal Wastewater - Debt	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Total Wastewater System Improvements		\$4,236	\$5,425	\$5,425	\$6,100	\$6,100	\$5,000	\$5,000	\$4,000	\$4,000	\$24,761	\$24,761
	Water System Improvements											\$0	\$0
79	Gravel Lakes Storage- Wattenberg	WFd	\$0	\$0	\$0	\$555	\$555	\$515	\$515	\$15	\$15	\$1,085	\$1,085
80	Reclaimed Water Treatment Plant Expansion	WFd	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,900	\$5,900	\$5,900	\$5,900
81	Major Software Upgrades	GCIF/WFd/PST	\$0	\$45	\$45	\$45	\$45	\$0	\$0	\$0	\$0	\$90	\$90
82	Computer Room Air Conditioning System	WFd	\$55	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$55	\$55
83	Water Meter & Transponder Replacement Program	WFd	\$4,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,000	\$4,000
84	Open-Cut Water Line Replacements	WFd	\$3,000	\$4,355	\$4,615	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$22,355	\$22,615
85	Reclaimed Raw Water System Interconnection	WFd	\$1,000	\$6,200	\$4,000	\$0	\$0	\$0	\$0	\$0	\$0	\$7,200	\$5,000
86	Municipal Service Center Renovation	WFd	\$3,750	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,750	\$3,750
87	Zone 14 Pump Station	WFd	\$500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500	\$500
88	SWTF Filter 1-14 Media Replacement	WFd	\$250	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$250	\$250
89	SWTF Backwash Pump Replacement	WFd	\$85	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$85	\$85
90	SWTF HSPS Meter Replacement	WFd	\$70	\$0	\$0	\$0	\$75	\$0	\$0	\$0	\$0	\$70	\$145
91	SWTF Raw Water Vault Re-Build	WFd	\$200	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$200	\$200
92	80th / Federal Water Line Improvements	WFd	\$100	\$400	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500	\$100
93	Phase 3 Filing - Country Club Highlands Zuni Main Upsizing	WFd	\$200	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$200	\$200
94	SWTF Filter 1-6 Effluent Valve Replacement	WFd	\$80	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$80	\$80
95	102nd Avenue Reclaimed Pipeline Extension	WFd	\$185	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$185	\$185
96	Reclaimed Water Project New Customer Connections	WFd	\$165	\$100	\$100	\$0	\$0	\$0	\$0	\$0	\$0	\$265	\$265
97	Wandering View Roof Replacement	WFd	\$75	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$75	\$75
98	Reclaimed Water Project User Retrofits	WFd	\$169	\$0	\$169	\$0	\$0	\$0	\$0	\$0	\$0	\$169	\$338
99	GIS Elevation Update	WFd	\$50	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50	\$50
100	System-Wide SCADA Enhancements	WFd	\$125	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$125	\$125
101	GIS Mapping/Modeling Improvements - Water System	WFd	\$50	\$125	\$125	\$0	\$0	\$0	\$0	\$0	\$0	\$175	\$175
102	JBR Aeration System Replacement	WFd	\$50	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50	\$50
103	RWTF Security fencing	WFd	\$78	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$78	\$78

2007-2011 Capital Improvement Program - PROPOSED AMENDMENTS

	FUNDING SOURCE	ADOPTED 2007	ADOPTED 2008	PROPOSED 2008	ORIGINAL REC 2009	REVISED REC 2009	ORIGINAL REC 2010	REVISED REC 2010	ORIGINAL REC 2011	REVISED REC 2011	ORIGINAL TOTAL	REVISED TOTAL
104 TEAM System Enhancements	WFd	\$50	\$100	\$100	\$0	\$0	\$0	\$0	\$0	\$0	\$150	\$150
105 Zone 4 Pump Station Replacement	WFd	\$0	\$1,000	\$1,000	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000	\$1,000
106 Northridge Tank Improvements	WFd	\$0	\$100	\$100	\$0	\$0	\$0	\$0	\$1,000	\$1,000	\$1,100	\$1,100
107 SWTF Maintenance Shop Expansion	WFd	\$0	\$100	\$100	\$0	\$0	\$0	\$0	\$0	\$0	\$100	\$100
108 SWTF BIF SCADA Replacement	WFd	\$0	\$236	\$472	\$236	\$0	\$0	\$0	\$0	\$0	\$472	\$472
109 SWTF Permanganate Bulk Storage	WFd	\$0	\$75	\$75	\$0	\$0	\$0	\$0	\$0	\$0	\$75	\$75
110 SWTF North Trac Vac Pump System Improvements	WFd	\$0	\$54	\$54	\$0	\$0	\$0	\$0	\$0	\$0	\$54	\$54
111 Westmoor Tech Park Pipeline Extensions/User Connections	WFd	\$0	\$200	\$200	\$0	\$0	\$0	\$0	\$0	\$0	\$200	\$200
112 SWTF Lime System Improvements	WFd	\$0	\$75	\$75	\$0	\$0	\$0	\$0	\$0	\$0	\$75	\$75
113 SWTF Electrical System Improvements	WFd	\$0	\$150	\$150	\$0	\$0	\$0	\$0	\$0	\$0	\$150	\$150
114 SWTF Clearwell Site Fencing	WFd	\$0	\$75	\$75	\$0	\$0	\$0	\$0	\$0	\$0	\$75	\$75
115 NWTF Site Fencing	WFd	\$0	\$75	\$75	\$0	\$0	\$0	\$0	\$0	\$0	\$75	\$75
116 SWTF Access Control System	WFd	\$0	\$345	\$0	\$0	\$345	\$0	\$0	\$0	\$0	\$345	\$345
117 SWTF North Basin Roof Replacement	WFd	\$0	\$150	\$150	\$0	\$0	\$0	\$0	\$0	\$0	\$150	\$150
118 Water Pressure Zones Enhancements	WFd	\$0	\$1,000	\$1,000	\$4,000	\$3,866	\$4,000	\$4,000	\$4,000	\$4,000	\$13,000	\$12,866
119 South Westminster Non-Potable System	WFd	\$0	\$100	\$100	\$125	\$125	\$0	\$0	\$0	\$0	\$225	\$225
120 England WTF Decommissioning	WFd	\$0	\$300	\$300	\$0	\$0	\$0	\$0	\$0	\$0	\$300	\$300
121 Utility Fund Facilities Parking Lot Management	WFd	\$0	\$25	\$25	\$0	\$0	\$0	\$0	\$25	\$25	\$50	\$50
122 SWTF Trac Vac Sludge Removal System Replacement	WFd	\$0	\$0	\$0	\$250	\$250	\$0	\$0	\$0	\$0	\$250	\$250
123 SWTF Admin Roof Replacement	WFd	\$0	\$0	\$0	\$100	\$100	\$0	\$0	\$0	\$0	\$100	\$100
124 SWTF Filter Valve Replacement (26x4)	WFd	\$0	\$0	\$0	\$150	\$150	\$150	\$150	\$150	\$150	\$450	\$450
125 NWTF Bleach Tank Re-Build	WFd	\$0	\$0	\$0	\$30	\$30	\$0	\$0	\$0	\$0	\$30	\$30
126 SWTF System SCADA Video Improvements	WFd	\$0	\$0	\$0	\$385	\$385	\$0	\$0	\$0	\$0	\$385	\$385
127 NWTF Compressed Air Replacement	WFd	\$0	\$0	\$0	\$75	\$75	\$0	\$0	\$0	\$0	\$75	\$75
128 NWTF HVAC Improvement	WFd	\$0	\$0	\$0	\$43	\$43	\$0	\$0	\$0	\$0	\$43	\$43
129 Standley Lower Bypass Pipeline to Valve House	WFd	\$0	\$0	\$0	\$586	\$586	\$2,000	\$2,000	\$0	\$0	\$2,586	\$2,586
130 Church Ditch Little Dry Creek By-Pass	WFd	\$0	\$0	\$0	\$150	\$150	\$0	\$0	\$0	\$0	\$150	\$150
131 72nd/Tennyson PRV Improvements	WFd	\$0	\$0	\$0	\$125	\$125	\$0	\$0	\$0	\$0	\$125	\$125
132 72nd/Lowell PRV Improvements	WFd	\$0	\$0	\$0	\$175	\$175	\$0	\$0	\$0	\$0	\$175	\$175
133 New Zone 9 Pump Station	WFd	\$0	\$0	\$0	\$1,000	\$1,000	\$0	\$0	\$0	\$0	\$1,000	\$1,000
134 Zones 6, 7, & 11 PRV Improvements	WFd	\$0	\$0	\$0	\$150	\$150	\$0	\$0	\$0	\$0	\$150	\$150
135 Zone 10 PRV Rehabilitation	WFd	\$0	\$0	\$0	\$175	\$175	\$0	\$0	\$0	\$0	\$175	\$175
136 Countryside Pump Station Improvements	WFd	\$0	\$0	\$1,000	\$0	\$0	\$125	\$0	\$0	\$0	\$125	\$1,000
137 Gregory Hill Pump Station Improvements	WFd	\$0	\$0	\$150	\$0	\$0	\$400	\$400	\$0	\$0	\$400	\$550
138 85th/Zuni Pump Station Improvements	WFd	\$0	\$0	\$0	\$75	\$75	\$0	\$0	\$0	\$0	\$75	\$75
139 Sunset Ridge Storage Reservoir Improvements	WFd	\$0	\$0	\$0	\$600	\$600	\$0	\$0	\$0	\$0	\$600	\$600
140 Standley Lake Raw Water Pump Station Improvements	WFd	\$0	\$0	\$0	\$75	\$75	\$0	\$0	\$0	\$0	\$75	\$75
141 Kershaw Ditch Non-Potable Water Pump Station Improvements	WFd	\$0	\$0	\$130	\$120	\$0	\$0	\$0	\$0	\$0	\$120	\$130
142 36" PCCP Raw Water Line Improvements	WFd	\$0	\$0	\$0	\$500	\$500	\$0	\$0	\$0	\$0	\$500	\$500

2007-2011 Capital Improvement Program - PROPOSED AMENDMENTS

	FUNDING SOURCE	ADOPTED 2007	ADOPTED 2008	PROPOSED 2008	ORIGINAL REC 2009	REVISED REC 2009	ORIGINAL REC 2010	REVISED REC 2010	ORIGINAL REC 2011	REVISED REC 2011	ORIGINAL TOTAL	REVISED TOTAL
143 Wandering View Pump Station Improvements	WFd	\$0	\$0	\$0	\$0	\$0	\$1,100	\$1,100	\$0	\$0	\$1,100	\$1,100
144 Hydropillar Elevated Storage Reservoir Improvements	WFd	\$0	\$0	\$0	\$0	\$0	\$1,800	\$1,800	\$0	\$0	\$1,800	\$1,800
145 New Zone 5 Storage Reservoir	WFd	\$0	\$0	\$0	\$0	\$0	\$1,000	\$1,000	\$1,500	\$1,500	\$2,500	\$2,500
146 SWTF Clearwell Baffling System	WFd	\$0	\$0	\$0	\$0	\$0	\$250	\$250	\$0	\$0	\$250	\$250
147 SWTF Bleach Tank Re-Build	WFd	\$0	\$0	\$0	\$0	\$0	\$50	\$50	\$0	\$0	\$50	\$50
148 Reclaimed Additional Pump Stations & Storage	WFd	\$0	\$0	\$0	\$0	\$0	\$500	\$500	\$500	\$500	\$1,000	\$1,000
149 Bradburn Raw Water Main Replacement	WFd	\$0	\$0	\$0	\$0	\$0	\$200	\$200	\$800	\$800	\$1,000	\$1,000
150 SWTF Filter 15-26/Chem building Roof Replacement	WFd	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100	\$100	\$100	\$100
151 Standley Dam, Shaft, Spillway	WFd	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100	\$100	\$100	\$100
152 NEW - Pressure Zone 15 Water System Improvements	WFd	\$0	\$0	\$1,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000
153 NEW - Cashier for Windows Cash Management System Replacement	GCIF/WFd	\$0	\$0	\$0	\$0	\$70	\$0	\$0	\$0	\$0	\$0	\$70
154 NEW - Phone Switch Equipment Replacement	WWFd	\$0	\$0	\$0	\$0	\$0	\$0	\$125	\$0	\$0	\$0	\$125
											\$0	\$0
Subtotal Water - Pay As You Go	WFd	\$14,287	\$15,385	\$15,385	\$14,725	\$14,725	\$17,090	\$17,090	\$19,090	\$19,090	\$80,577	\$80,577
Subtotal Water - Debt	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Water System Improvements		\$14,287	\$15,385	\$15,385	\$14,725	\$14,725	\$17,090	\$17,090	\$19,090	\$19,090	\$80,577	\$80,577
Total Water and Wastewater System Improvements		\$18,523	\$20,810	\$20,810	\$20,825	\$20,825	\$22,090	\$22,090	\$23,090	\$23,090	\$105,338	\$105,338
NET CHANGE:				\$0	\$0	\$0	\$0	\$0	\$0	\$0		
Stormwater System Improvements												
155 Misc Storm Drainage Improvements	SWTR	\$80	\$625	\$70	\$625	\$300	\$625	\$200	\$625	\$200	\$2,580	\$850
156 City Park Channel Improvements (Lowell to Big Dry Creek)	SWTR	\$214	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$214	\$214
157 Cozy Corner Tributary Number 5	SWTR	\$150	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$150	\$150
158 Quail Creek Osage to Huron	SWTR	\$200	\$0	\$250	\$0	\$0	\$0	\$0	\$0	\$0	\$200	\$450
159 Stormwater Capital Reserve	SWTR	\$0	\$639	\$0	\$640	\$0	\$640	\$0	\$640	\$0	\$2,559	\$0
160 NEW - McKay Lake Drainage	SWTR	\$0	\$0	\$444	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$444
161 NEW - Little Dry Creek Storm Drainage/Detention Project (Lowell-Federal)	SWTR	\$0	\$0	\$0	\$0	\$765	\$0	\$865	\$0	\$865	\$0	\$2,495
162 NEW - Airport Creek upstream of Sheridan Blvd	SWTR	\$0	\$0	\$300	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$300
Subtotal Stormwater - Pay As You Go	SWTR	\$644	\$1,264	\$1,064	\$1,265	\$1,065	\$1,265	\$1,065	\$1,265	\$1,065	\$5,703	\$4,903
Subtotal Stormwater - Debt	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Stormwater System Improvements		\$644	\$1,264	\$1,064	\$1,265	\$1,065	\$1,265	\$1,065	\$1,265	\$1,065	\$5,703	\$4,903
NET CHANGE:				-\$200	-\$200	-\$200	-\$200	-\$200	-\$200	-\$200		
UTILITY FUND CAPITAL IMPROVEMENT TOTAL - ALL PROJECTS		\$19,167	\$22,074	\$21,874	\$22,090	\$21,890	\$23,355	\$23,155	\$24,355	\$24,155	\$111,041	\$110,241
NET CHANGE:				-\$200	-\$200	-\$200	-\$200	-\$200	-\$200	-\$200		

2007-2011 Capital Improvement Program - PROPOSED AMENDMENTS

	FUNDING SOURCE	ADOPTED 2007	ADOPTED 2008	PROPOSED 2008	ORIGINAL REC 2009	REVISED REC 2009	ORIGINAL REC 2010	REVISED REC 2010	ORIGINAL REC 2011	REVISED REC 2011	ORIGINAL TOTAL	REVISED TOTAL
GRAND TOTAL SUMMARY												
Total GCIF- Pay As You Go	GCIFd	\$8,145	\$8,434	\$10,171	\$8,371	\$8,389	\$8,248	\$8,834	\$7,668	\$9,481	\$40,866	\$45,019
Total GCIF - Debt	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Utility Fund- Pay As You Go	WWFd/WFd/SWFd	\$19,167	\$22,074	\$21,874	\$22,090	\$21,890	\$23,355	\$23,155	\$24,355	\$24,155	\$111,041	\$110,241
Total Utility Fund - Debt	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
GRAND TOTAL CIP - ALL FUNDS - ALL PROJECTS		\$27,312	\$30,508	\$32,045	\$30,461	\$30,279	\$31,603	\$31,989	\$32,023	\$33,636	\$151,907	\$155,260
NET CHANGE:				\$1,537	-\$183		\$386		\$1,613			

NOTE: All amounts are dollars in thousands.

Funding Source Key:

GCIF-General Capital Improvement Fund
 PDF-Park Development Fees
 ACTx-Accommodations Tax
 JCOS-Jefferson County Open Space

POST-Parks, Open Space & Trails Split
 CTF-Conservation Trust Fund
 PST-Public Safety Tax
 ACOS-Adams County Open Space

WFd-Water fees
 WWFd-Wastewater fees
 SWTR-Stormwater Fees

2008 New Position Sheet

Fund	Department	Division	Home Business Unit	Position Title	FTE	Exempt/ Non Exempt	Grade	2008 Salary per FTE	Benefit Expense	2008 Total Cost with Benefits
General-PST	Police	Patrol Operations	100205000349	Police Officer	1.000	N	N14	\$47,888	\$8,141	\$56,029
2008 Authorized New Positions					1.000			\$47,888	\$8,141	\$56,029
General	**Fire	Emergency Services	10025260	Management Analyst	1.000	E	E5	\$48,901	\$8,313	\$57,214
General	Parks, Recreation & Libraries	Recreation Programs	10050760035	Recreation Aide	0.750	N	N6	\$20,138	\$3,423	\$23,562
General	Parks, Recreation & Libraries	Recreation Programs	10050760	Recreation Aide	0.250	N	N6	\$6,713	\$1,141	\$7,854
2008 Proposed New Positions					2.000			\$75,752	\$12,878	\$88,629

GENERAL FUND TOTAL

2008 New Positions 3.000

\$123,640

\$21,019

\$144,658

**Added FTE replaces funded temp Management Intern

2008 Proposed Position Eliminations

Fund	Department	Division	Home Business Unit	Position Title	FTE	Exempt/ Non Exempt	Grade	2008 Total Cost without Benefits
General	CD	Engineering	10030380	** (I) Senior Projects Engineer	1.00	Exempt	E12	-\$92,961
General	Fire	Emergency Services	10025260	*** Management Intern	temp	Non Exempt	N11	-\$41,491
GENERAL FUND TOTAL					1.00			-\$134,452

**Elimination effective 2/1/08

***Stop funding of temp Management Intern and replace with new FTE Management Analyst

2008 Proposed Change Sheet

Pay Plan	Fund	Dept.	Div.	Original Business Unit	Classification	Current Grade	FTE	Changes	New Grade	Justification	Cost per FTE	Estimated Cost	Ending BU (if changes made to BU)	Total FTEs impacted per BU
Exempt	General	CD	Planning	10030360	Landscape Architect I/II	E5	1.00	Re-title to Landscape Planner; do not eliminate Landscape Architect I/II; no change to pay	E5	Department Request	\$0	\$0	10030360	1.00
Exempt	General	CMO	Public Information	100050500387	Public Information Specialist	E5	0.20	Reclassify, upgrade to E6 (7.5%) Senior Public Information Specialist	E6	Department Request	\$3,040	\$608	100050500387	0.20
Exempt	General	Finance	Treasury	20015240	Revenue and Banking Administrator	E7	1.00	Reclassify, no grade change, and create new title of Senior Financial Analyst; account change to 10015240	E7	Department Re-organization	\$0	\$0	10015240	1.00
Non Exempt	General	Fire	EMS Section	100252600546	EMS Coordinator	N18	1.00	Reclassify EMS Coordinator (Non Exempt, N18) to EMS Coordinator (Exempt, E10)	E10	Change in FLSA exemption	\$5,000	\$5,000	100252600546	1.00
Non Exempt	General	Fire	Emergency Services	10025260	Fire Captain	NF18	6.00	Reclassify Fire Captain (Non Exempt, NF18) to Fire Captain (Exempt, E10)	E10	Change in FLSA exemption	\$5,000	\$30,000	10025260	6.00
Non Exempt	General	Fire	Emergency Services	10025260	Training Captain	N19	1.00	Reclassify and change title from Training Captain (Non Exempt, N19) to Fire Training Coordinator (Exempt, E10)	E10	Change in FLSA exemption	\$5,000	\$5,000	10025260	1.00
Non Exempt	General	Fire	Emergency Services	10025260	Fire Captain / Field Training Officer	N18	1.00	Title Change to Fire Field Training Officer (N18); no change to grade	N18	Department Request	\$0	\$0	10025260	1.00
Exempt	General	Fire	Fire Prevention Division	100252600547	Emergency Management Coordinator	E9	1.00	Upgrade (7.5%) to E10	E10	Internal Alignment	\$5,000	\$5,000	100252600547	1.00
Non Exempt	General	PD	ITS/Admin	10020300	Sergeant	N19	1.00	Reclassify, upgrade to E11 (12.62%), and create new title of Public Safety Communications Administrator; account change to 100203000343	E11	Department Re-organization	\$5,445	\$5,445	10020300	1.00
Exempt	General	PD	ITS/Neighborhood Services Section	100203000342	Neighborhood Services Administrator	E12	1.00	Downgrade to E11 (7.5%)	E11	Internal Alignment	-\$13,914	-\$13,914	100203000342	1.00
Exempt	General	PRL	Design/Development Section	10050690	Landscape Architect I/II	E7	1.00	Reclassify, downgrade to N13 (66.59%), and re-title to Official Development Plan Inspector	N13	Re-Org	-\$28,238	-\$28,238	10050690	1.00
Exempt	General	PRL	Recreation Facilities	100507200860	Recreation Supervisor Assistant	E5	1.00	Reclassify, upgrade (7.5%) to E6	E6	Re-Org	\$2,761	\$2,761	100507200860	1.00
Exempt	General	PRL	Recreation Facilities	100507200861	Recreation Supervisor Assistant	E5	0.50	Reclassify, downgrade (18%) to Facility Assistant	N12	Re-Org	-\$5,000	-\$2,500	100507200861	0.50

2008 Proposed Change Sheet

Pay Plan	Fund	Dept.	Div.	Original Business Unit	Classification	Current Grade	FTE	Changes	New Grade	Justification	Cost per FTE	Estimated Cost	Ending BU (if changes made to BU)	Total FTEs impacted per BU
Exempt	General	PRL	Recreation Facilities	100507200861	Recreation Supervisor Assistant	E5	0.50	Reclassify, downgrade (7.5%) to Recreation Specialist	E4	Re-Org	-\$3,000	-\$1,500	100507200861	0.50
Hourly	General - Temp	PRL	Regional Parks and Golf		Park Ranger (Hourly)			Add Park Ranger (Hourly) classification to Hourly payplan - H9; \$11.25-\$12.93				\$0		
General Fund Subtotal:												\$7,662		
Exempt	Utility	Finance	Treasury	10015240	Financial Analyst	E6	1.00	Reclassify, no grade change, and create new title of Utility Billing Supervisor; account change to 20015240	E6	Department Re-organization	\$0	\$0	20015240	1.00
Exempt	Utility	IT	IT	20060230	Systems Analyst I	E4	1.00	Reclassify, upgrade (7.5%) to Software Engineer II	E9	Department Request	\$8,529	\$8,529	20060230	1.00
Exempt	Utility	IT	IT	20060230	Systems Analyst I/II/III	E4, E5, E6	6.50	Reclassify and retitle to System Analyst/Sr. System Analyst from E4-E6 to E5/E6; Eliminate System Analyst I/II/III classification; both positions remain exempt		Department Request	\$0	\$0	20060230	6.50
Utility Fund Subtotal:												\$8,529		
Exempt	Other	PWU	Water Administration	20035050	(I) Rocky Flats Coordinator	E8	0.25	Reclassify, and retitle to (I) Special Projects Coordinator; no change to grade; eliminate classification	E8	Department Request	\$0	\$0	20035050	0.25
Exempt	Other	PRL	Parks Services - Capital Projects	80175050037	(I) Landscape Architect I/II	E5/E7	1.00	Drop indexed classification and create Landscape Architect I/II	E5/E7	CMO Request	\$0	\$0	80175050037	1.00
Other Fund Subtotal:												\$0		
General Fund Subtotal:												\$7,662		
Utility Fund Subtotal:												\$8,529		
Other Fund Subtotal:												\$0		
2008 Proposed Change Sheet Total:												\$16,191		

2008 Proposed Change Sheet - Account Changes Only

Pay Plan	Fund	Dept.	Div.	Original Business Unit	Classification	Current Grade	FTE	Changes	New Grade	Justification	Estimated Cost	Ending BU (if changes made to BU)	Total FTEs impacted per BU
Non Exempt	General	PD	Investigations	100203000106	***(I) Police Officer/Senior Police Officer	N14	1.00	Account change to 100205000106	N14	Re-Org	\$0	100203000106 to 100205000106	1.00
Non Exempt	General	PD	Investigations	100203000106	CSO Supervisor	N14	1.00	Account change to 100205000106	N14	Re-Org	\$53,411	100203000106 to 100205000106	1.00
Non Exempt	General	PD	Investigations	100203000106	Community Service Officer	N10	1.00	Account change to 100205000106	N10	Re-Org	\$190,096	100203000106 to 100205000106	5.00
Non Exempt	General	PRL	Recreation Facilities	100507200860	Recreation Aide	N6	0.50	Account change to 100507200861	N6	Re-Org	\$13,425	100507200860 to 100507200861	0.50
Non Exempt	General	PRL	Recreation Facilities	100507200967	Recreation Aide	N6	0.50	Account change to 10050760	N6	Re-Org	\$13,425	100507200967 to 10050760	0.50
Non Exempt	General-PST	PD	Investigations	100203000343	Communications Supervisor	N16	3.00	Account change to 100203000345	N16	Re-Org	\$178,774	100203000343 to 100203000345	3.00
Non Exempt	General-PST	PD	Investigations	100203000343	Communications Specialist I/II	N10/N12	24.50	Account change to 100203000345	N10/N12	Re-Org	\$1,145,213	100203000343 to 100203000345	24.50
Non Exempt	General-PST	PD	Investigations	100203000343	Technical Services Coordinator	E7	1.00	Account change to 100203000345	E7	Re-Org	\$69,300	100203000343 to 100203000345	1.00
Non Exempt	General-PST	PD	Investigations	100203000344	Liquor Investigations Officer	N13	1.00	Account change to 100203000342	N13	Re-Org	\$54,276	100203000344 to 100203000342	1.00
Exempt	Open Space	PRL	Administration - Open Space	540109000531	Open Space Volunteer Coordinator	E4	1.00	Account change to 54050550	E4	Re-Org	\$56,862	540109000531 to 54050550	1.00

***Unfunded position

2008 Proposed Administrative Officer Titles

Grade	Position	Class Code
A4	Accounting Manager	3102
A10	Assistant City Manager	2305
A5	Battalion Chief	6104
A5	Budget and Special Projects Manager	7106
A4	Capital Projects and Budget Manager	3353
A5	Chief Building Official	3401
A4	City Clerk	2303
A6	City Engineer	3301
A9	Community Development Director	2308
A4	Court Administrator	4401
A6	Deputy Chief/Administration	6102
A6	Deputy Chief/Technical Services	6103
A9	Deputy City Manager	2312
A7	Deputy Police Chief	6225
A6	Economic Development Manager	7104
A3	Facilities Manager	5101
A8	Finance Director	2304
A9	Fire Chief	6101
A5	Fire Marshal	6124
A3	Fleet Manager	5201
A7	Human Resources Manager	3701
A8	Information Technology Director	2310
A4	Library Services Manager	3601
A5	Park Services Manager	3901
A9	Parks, Recreation and Libraries Director	2307
A6	Planning Manager	3801
A9	Police Chief	6201
A9	Public Works and Utilities Director	2306
A5	Recreation Services Manager	3924
A5	Regional Parks and Golf Manager	3923
A4	Sales Tax Manager	3101
A5	Street Operations Manager	5501
A4	Treasury Manager	3103
A6	Utilities Operations Manager	5601
A6	Water Resources & Treatment Manager	3302

2008 Proposed Administrative Officer Pay Plan

<u>Grade</u>	<u>Minimum</u>	<u>Maximum</u>
A1	63,821	73,394
A2	68,608	78,899
A3	73,753	84,816
A4	79,285	91,177
A5	85,231	98,016
A6	91,623	105,367
A7	98,495	113,269
A8	106,942	122,984
A9	113,359	130,363
A10	120,160	138,184

2008 Proposed Exempt Position Titles

Grade	Position	Class Code
E6	Accountant	3107
E4	Administrative Coordinator	4602
E3	Administrative Secretary	4603
E7	Assistant City Attorney I	3502
E11	Assistant City Attorney II	3501
E12	Assistant City Engineer	3303
E4	Assistant Golf Professional	3912
E5	Assistant Golf Superintendent	3917
E9	Assistant Prosecuting Attorney	3515
E12	Associate Judge	2202
E11	Capital Projects Coordinator	3335
E4	Collections Supervisor	4405
E8	Community Development Program Coordinator	3402
E9	Control Systems Engineer	3348
E6	Deputy Court Administrator	4403
E8	Economic Development Specialist	7115
E10	EMS Coordinator	6127
E10	Emergency Management Coordinator	6124
E6	Employee Development Analyst	7128
E7	Engineer	3342
E9	Environmental and Administrative Services Officer	7136
E5	Executive Secretary to the City Manager	4601
E6	Financial Analyst	3109
E10	Fire Captain	6125
E10	Fire Training Coordinator	6126
E10	GIS Coordinator	3347
E6	Golf Professional	3911
E9	Golf Superintendent	3918
E9	Human Resources Administrator	3716
E5	Human Resources Analyst	3703
E5	Human Resources Analyst/HRIS	3713
E5	Human Resources Analyst/Recruitment	3714
E7	(I) Engineer	3343
E5	(I) Landscape Architect I	5325
E7	(I) Landscape Architect II	5326
E5	(I) Planner I	3811
E6	(I) Planner II	3808
E8	(I) Planner III	3814

2008 Proposed Exempt Position Titles

Grade	Position	Class Code
E10	(I) Senior Engineer	3344
E12	(I) Senior Projects Engineer	3349
E8	(I) Special Projects Coordinator	3354
E8	(I) Water Resources Analyst	3341
E11	Information Systems Manager	3209
E6	Internal Auditor	3110
E9	Internet Software Engineer	3202
E12	Judge Pro Tem	2203
E7	Lake Operations Coordinator	5302
E5	Landscape Architect I	5329
E7	Landscape Architect II	5328
E5	Landscape Planner	5331
E11	Lead Prosecuting Attorney	3513
E10	Lead Software Engineer	3201
E7	Lead Systems Analyst	3213
E6	Legal Administrator	3516
E3	Legal Secretary	3514
E5	Librarian I	3603
E6	Librarian II	3602
E5	Library Network Specialist	4314
E7	Library Services Coordinator	3615
E6	Library Supervisor	3604
E7	Maintenance Management System Coordinator	4315
E5	Management Analyst	7130
E5	Management Assistant	7113
E2	Management Intern II	7119
E5	Neighborhood Outreach Coordinator	7124
E11	Neighborhood Services Administrator	6223
E9	Network Administrator	3210
E8	Open Space Coordinator	7101
E4	Open Space Volunteer Coordinator	7120
E4	Paralegal	3510
E8	Park Supervisor	5320
E9	Pension Administrator	3106
E5	Planner I	3804
E6	Planner II	3803
E8	Planner III	3802

2008 Proposed Exempt Position Titles

Grade	Position	Class Code
E9	Planning Coordinator	3809
E11	Plant Superintendent	3340
E12	Police Commander	6228
E5	Probation Services Coordinator	3505
E9	Public Information Officer	7105
E5	Public Information Specialist	7109
E11	Public Safety Communications Administrator	4105
E6	Purchasing Officer	7132
E6	Reclaimed System Analyst	3350
E4	Recreation Specialist	3908
E4	Recreation Specialist - Wellness	3709
E8	Recreation Supervisor - City Park	3904
E7	Recreation Supervisor - Senior Center	3914
E7	Recreation Supervisor - Swim and Fitness	3905
E7	Recreation Supervisor - West View	3916
E6	Recreation Supervisor Assistant	5413
E5	Revenue Agent	3111
E9	Risk Management Officer	7126
E7	Sales Tax Audit Supervisor	3112
E6	Sales Tax Auditor	3108
E10	Senior Engineer	3345
E7	Senior Financial Analyst	3115
E7	Senior Human Resources Analyst	3710
E7	Senior Management Analyst	7131
E9	Senior Projects Coordinator	3806
E12	Senior Projects Engineer	3328
E9	Senior Projects Planner	3810
E6	Senior Public Information Specialist	7127
E6	Senior Systems Analyst	3221
E10	Senior Telecommunications Administrator	7122
E7	Software Engineer I	3204
E9	Software Engineer II	3203
E11	Software Engineering Manager	3219
E8	Street Supervisor	5519
E5	Systems Analyst	3220
E7	Technical Services Coordinator	6227
E6	Transportation Systems Coordinator	3315
E7	Utilities Operations Coordinator	5611

2008 Proposed Exempt Position Titles

Grade	Position	Class Code
E8	Utilities Supervisor	5602
E6	Utility Billing Supervisor	3114
E5	Victim Services Coordinator	3503
E4	Volunteer Coordinator	7112
E11	Water Resources Engineering Coordinator	3351
E11	Water Quality Administrator	3339
E8	Water Quality Specialist	3336

2008 Proposed Exempt Pay Plan

<u>Grade</u>	<u>Minimum</u>	<u>Max</u>
E1	36,617	45,772
E2	39,364	49,204
E3	42,316	52,895
E4	45,489	56,862
E5	48,901	61,126
E6	52,569	65,711
E7	56,511	70,639
E8	60,750	75,937
E9	65,306	81,633
E10	70,204	87,755
E11	75,469	94,337
E12	81,129	101,412

2008 Proposed Non-Exempt Position Titles

Grade	Position	Class Code
N11	Accounting Technician	4515
N11	Animal Management Officer	6229
N14	Animal Management Supervisor	6230
N14	Applications Specialist	4312
N15	Assistant Building Plans Analyst	3422
N8	Assistant Pool Manager	5406
N14	Benefits Specialist	3711
N14	Benefits Specialist, Pension	3712
N18	Building Inspection Supervisor	3403
N18	Building Plans Analyst	3404
N11	Building Permit Technician	3425
N11	Building Repairworker	5108
N11	CDBG Technician	3813
N15	Capital Projects Inspector	3418
N13	Carpenter	5103
N16	City Forester	5304
N5	Clerk Typist I	4208
N8	Clerk Typist II	4204
N13	Code Enforcement Officer	3410
N15	Code Enforcement Supervisor	3426
N11	Code Enforcement Technician	3419
N10	Communications Specialist I	4104
N12	Communications Specialist II	4103
N16	Communications Supervisor	4102
N13	Community Services Coordinator	5515
N10	Community Service Officer	6221
N11	Crewleader - Custodial	5105
N13	Crewleader	5716
N13	Criminalist	6209
N14	CSO Supervisor	6232
N7	Custodian	5111
N13	Deputy City Clerk	4407
N10	Deputy Court Clerk	4412
N12	Economic Development Aide	7135
N15	Electrical Inspector	3406
N15	Electromechanic Specialist	5702
NF17	EMS Field Coordinator	6122
N14	Engineering Construction Inspector	3409

2008 Proposed Non-Exempt Position Titles

Grade	Position	Class Code
N13	Engineering Technician	3332
N14	Environmental Analyst	7134
N11	Equipment Mechanic	5711
N12	Equipment Operator I	5717
N13	Equipment Operator II	5718
N9	Equipment Services Assistant	6212
N12	Facility Assistant	5404
NF16	Fire Engineer	6109
N18	Fire Field Training Officer	6128
NF17	Fire Lieutenant	6108
N17	Fire Lieutenant - Fire Investigator	6121
N17	Fire Lieutenant - Fire Prevention Specialist	6113
N17	Fire Lieutenant - Technical Services Coordinator	6120
NF16	Fire Paramedic	6110
N17	Fire Plans Examiner/Inspector	6117
NF11	Firefighter I	6112
NF15	Firefighter II	6111
N13	Fleet Specialist	5722
N16	Foreman	5719
N15	General Building Inspector	3407
N15	GIS Specialist	4308
N11	GIS Technician	4313
N12	Golf Irrigator	3919
N10	Golf Worker	3920
N5	Guest Relations Clerk I	4206
N7	Guest Relations Clerk II	4209
N11	Help Desk Technician	4311
N12	Horticultural Specialist	5319
N15	Housing Inspector	3417
N11	Human Resources Technician	3706
N13	HVAC Specialist	5708
N12	HVAC Technician	5712
N15	(I) Assistant Building Plans Analyst	3420
N13	(I) Crewleader	5720
N7	(I) Custodian	5112
N15	(I) Electrical Inspector	3416
N14	(I) Engineering Construction Inspector	3414
N12	(I) Facility Assistant	5415

2008 Proposed Non-Exempt Position Titles

Grade	Position	Class Code
N15	(I) General Building Inspector	3413
N5	(I) Guest Relations Clerk I	4213
N7	(I) Guest Relations Clerk II	4214
N15	(I) Housing Inspector	3421
N9	(I) Maintenanceworker	5613
N16	(I) Operations Coordinator	5327
N9	(I) Parksworker I	5323
N11	(I) Parksworker II	5324
N14	(I) Police Officer	6208
N10	(I) Secretary	4212
N16	(I) Senior Police Officer	6217
N7	Intern	7133
N11	Irrigator I	5309
N12	Irrigator II	5307
N10	Laboratory Aide	3337
N15	Laboratory Analyst	3319
N15	Laboratory Services Coordinator	3327
N16	Lead Housing Inspector	3424
N13	Lead Meter Repairworker	5615
N16	Lead Plant Operator	3314
N12	Lead Police Records Technician	4415
N14	Lead Street Operator	5520
N8	Library Associate I	3606
N10	Library Associate II	3609
N5	Library Clerk I	3607
N6	Library Clerk II	3610
N2	Library Page	3608
N11	Library Specialist	3616
N4	Lead Lifeguard (Lifeguard)	5414
N13	Liquor Investigations Officer	6224
N9	Maintenanceworker	5511
N11	Management Intern I	7110
N12	Mechanic I	5709
N13	Mechanic II	5707
N8	Messenger	4205
N10	Meter Repairworker	5606
N13	Meter Technician	5605
N13	Official Development Plan Inspector	3408

2008 Proposed Non-Exempt Position Titles

Grade	Position	Class Code
N13	Open Space Technician	3812
N10	Park Ranger	5330
N9	Parkswoker I	5311
N11	Parkswoker II	5308
N12	Planning Technician	3805
N11	Plant Operator I	3324
N12	Plant Operator II	3322
N13	Plant Operator III	3320
N14	Plant Operator IV	3316
N9	Plant Operator Trainee	3346
N14	Police Officer	6207
N11	Police Officer Trainee	6218
N15	Police Records Supervisor	4416
N10	Police Records Technician	4417
N8	Press Operator Assistant	5714
N11	Print Shop Coordinator	5721
N12	Probation Officer	3509
N11	Property Evidence Technician	6226
N11	Records Management Technician	3333
N6	Recreation Aide	5407
N11	Report Specialist	6213
N10	Revenue Services Representative	4514
N14	Risk Management Specialist	3704
N11	Risk Management Technician	3715
N11	Sales Tax Technician	4504
N12	Second Assistant Golf Professional	3913
N13	Second Assistant Golf Superintendent	3921
N10	Secretary	4202
N5	Security Officer	5109
N16	Senior Criminalist	6205
N11	Senior Maintenanceworker	5510
N13	Senior Park Ranger	5318
N16	Senior Police Officer	6206
N19	Sergeant	6204
N14	Street Inspector	5517
N7	Switchboard Operator	4207
N14	Traffic Accident Investigator	6215
N12	Traffic Enforcement Technician	6231

2008 Proposed Non-Exempt Position Titles

Grade	Position	Class Code
N14	Utilities Specialist	5614
N15	Utilities Systems Specialist	5512
N13	Utilities Technician	5604
N12	Victim Advocate	3506
N12	Water Resources Technician	3334

2008 Proposed Non-Exempt Pay Plan

<u>Grade</u>	<u>Step</u>	<u>Hourly Salary</u>	<u>Bi-Weekly Salary</u>	<u>Monthly Salary</u>	<u>Annual Salary</u>
N1	1	8.54	682.82	1483.50	17,802.05
	2	8.75	699.89	1520.59	18,247.10
	3	8.97	717.39	1558.61	18,703.27
	4	9.19	735.32	1597.57	19,170.86
	5	9.42	753.70	1637.51	19,650.13
	6	9.66	772.55	1678.45	20,141.38
	7	9.90	791.86	1720.41	20,644.92
	8	10.15	811.66	1763.42	21,161.04
	9	10.40	831.95	1807.51	21,690.06
	10	10.66	852.75	1852.69	22,232.32
	11	10.93	874.07	1899.01	22,788.12
N2	1	9.18	734.03	1594.77	19,137.20
	2	9.40	752.38	1634.64	19,615.63
	3	9.64	771.19	1675.50	20,106.02
	4	9.88	790.47	1717.39	20,608.67
	5	10.13	810.23	1760.32	21,123.89
	6	10.38	830.49	1804.33	21,651.98
	7	10.64	851.25	1849.44	22,193.28
	8	10.91	872.53	1895.68	22,748.12
	9	11.18	894.34	1943.07	23,316.82
	10	11.46	916.70	1991.65	23,899.74
	11	11.75	939.62	2041.44	24,497.23
N3	1	9.86	789.08	1714.37	20,572.49
	2	10.11	808.81	1757.23	21,086.80
	3	10.36	829.03	1801.16	21,613.97
	4	10.62	849.76	1846.19	22,154.32
	5	10.89	871.00	1892.35	22,708.18
	6	11.16	892.77	1939.66	23,275.88
	7	11.44	915.09	1988.15	23,857.78
	8	11.72	937.97	2037.85	24,454.23
	9	12.02	961.42	2088.80	25,065.58
	10	12.32	985.46	2141.02	25,692.22
	11	12.63	1010.09	2194.54	26,334.53
N4	1	10.60	848.26	1842.95	22,115.43
	2	10.87	869.47	1889.03	22,668.31
	3	11.14	891.21	1936.25	23,235.02
	4	11.42	913.49	1984.66	23,815.90
	5	11.70	936.32	2034.27	24,411.29
	6	12.00	959.73	2085.13	25,021.58
	7	12.30	983.73	2137.26	25,647.11
	8	12.60	1008.32	2190.69	26,288.29
	9	12.92	1033.53	2245.46	26,945.50
	10	13.24	1059.37	2301.59	27,619.14
	11	13.57	1085.85	2359.13	28,309.62

2008 Proposed Non-Exempt Pay Plan

Grade	Step	Hourly Salary	Bi-Weekly Salary	Monthly Salary	Annual Salary
N5	1	11.40	911.88	1981.17	23,774.08
	2	11.68	934.68	2030.70	24,368.44
	3	11.98	958.05	2081.47	24,977.65
	4	12.27	982.00	2133.51	25,602.09
	5	12.58	1006.55	2186.84	26,242.14
	6	12.90	1031.71	2241.52	26,898.19
	7	13.22	1057.51	2297.55	27,570.65
	8	13.55	1083.94	2354.99	28,259.91
	9	13.89	1111.04	2413.87	28,966.41
	10	14.24	1138.82	2474.21	29,690.57
	11	14.59	1167.29	2536.07	30,432.84
N6	1	12.25	980.27	2129.76	25,557.14
	2	12.56	1004.78	2183.01	26,196.07
	3	12.87	1029.90	2237.58	26,850.97
	4	13.20	1055.65	2293.52	27,522.24
	5	13.53	1082.04	2350.86	28,210.30
	6	13.86	1109.09	2409.63	28,915.56
	7	14.21	1136.82	2469.87	29,638.45
	8	14.57	1165.24	2531.62	30,379.41
	9	14.93	1194.37	2594.91	31,138.89
	10	15.30	1224.23	2659.78	31,917.37
	11	15.69	1254.83	2726.27	32,715.30
N7	1	13.17	1053.80	2289.49	27,473.93
	2	13.50	1080.14	2346.73	28,160.77
	3	13.84	1107.14	2405.40	28,864.79
	4	14.19	1134.82	2465.53	29,586.41
	5	14.54	1163.19	2527.17	30,326.07
	6	14.90	1192.27	2590.35	31,084.22
	7	15.28	1222.08	2655.11	31,861.33
	8	15.66	1252.63	2721.49	32,657.86
	9	16.05	1283.95	2789.53	33,474.31
	10	16.45	1316.05	2859.26	34,311.17
	11	16.86	1348.95	2930.75	35,168.95
N8	1	14.16	1132.83	2461.21	29,534.47
	2	14.51	1161.15	2522.74	30,272.83
	3	14.88	1190.18	2585.80	31,029.65
	4	15.25	1219.93	2650.45	31,805.39
	5	15.63	1250.43	2716.71	32,600.53
	6	16.02	1281.69	2784.63	33,415.54
	7	16.42	1313.74	2854.24	34,250.93
	8	16.83	1346.58	2925.60	35,107.20
	9	17.25	1380.24	2998.74	35,984.88
	10	17.68	1414.75	3073.71	36,884.51
	11	18.13	1450.12	3150.55	37,806.62

2008 Proposed Non-Exempt Pay Plan

Grade	Step	Hourly Salary	Bi-Weekly Salary	Monthly Salary	Annual Salary
N9	1	15.22	1217.79	2645.80	31,749.55
	2	15.60	1248.24	2711.94	32,543.29
	3	15.99	1279.44	2779.74	33,356.88
	4	16.39	1311.43	2849.23	34,190.80
	5	16.80	1344.22	2920.46	35,045.57
	6	17.22	1377.82	2993.48	35,921.71
	7	17.65	1412.27	3068.31	36,819.75
	8	18.09	1447.57	3145.02	37,740.24
	9	18.55	1483.76	3223.65	38,683.75
	10	19.01	1520.86	3304.24	39,650.84
	11	19.49	1558.88	3386.84	40,642.11
N10	1	16.36	1309.13	2844.23	34,130.77
	2	16.77	1341.86	2915.34	34,984.04
	3	17.19	1375.40	2988.22	35,858.64
	4	17.62	1409.79	3062.93	36,755.11
	5	18.06	1445.03	3139.50	37,673.99
	6	18.51	1481.16	3217.99	38,615.84
	7	18.98	1518.19	3298.44	39,581.23
	8	19.45	1556.14	3380.90	40,570.76
	9	19.94	1595.04	3465.42	41,585.03
	10	20.44	1634.92	3552.05	42,624.66
	11	20.95	1675.79	3640.86	43,690.27
N11	1	17.59	1407.31	3057.55	36,690.58
	2	18.03	1442.49	3133.99	37,607.84
	3	18.48	1478.56	3212.34	38,548.04
	4	18.94	1515.52	3292.65	39,511.74
	5	19.42	1553.41	3374.96	40,499.53
	6	19.90	1592.24	3459.34	41,512.02
	7	20.40	1632.05	3545.82	42,549.82
	8	20.91	1672.85	3634.46	43,613.57
	9	21.43	1714.67	3725.33	44,703.91
	10	21.97	1757.54	3818.46	45,821.51
	11	22.52	1801.48	3913.92	46,967.04
NF11	1	12.57	1407.31	3057.55	36,690.58
	2	12.88	1442.49	3133.99	37,607.84
	3	13.20	1478.56	3212.34	38,548.04
	4	13.53	1515.52	3292.65	39,511.74
	5	13.87	1553.41	3374.96	40,499.53
	6	14.22	1592.24	3459.34	41,512.02
	7	14.57	1632.05	3545.82	42,549.82
	8	14.94	1672.85	3634.46	43,613.57
	9	15.31	1714.67	3725.33	44,703.91
	10	15.69	1757.54	3818.46	45,821.51
	11	16.08	1801.48	3913.92	46,967.04

2008 Proposed Non-Exempt Pay Plan

Grade	Step	Hourly Salary	Bi-Weekly Salary	Monthly Salary	Annual Salary
N12	1	18.91	1512.86	3286.86	39,442.37
	2	19.38	1550.68	3369.04	40,428.43
	3	19.87	1589.45	3453.26	41,439.14
	4	20.36	1629.18	3539.59	42,475.12
	5	20.87	1669.91	3628.08	43,537.00
	6	21.40	1711.66	3718.79	44,625.42
	7	21.93	1754.45	3811.75	45,741.06
	8	22.48	1798.31	3907.05	46,884.59
	9	23.04	1843.27	4004.73	48,056.70
	10	23.62	1889.35	4104.84	49,258.12
	11	24.21	1936.59	4207.46	50,489.57
N13	1	20.33	1626.32	3533.38	42,400.55
	2	20.84	1666.98	3621.71	43,460.56
	3	21.36	1708.66	3712.26	44,547.08
	4	21.89	1751.37	3805.06	45,660.76
	5	22.44	1795.16	3900.19	46,802.27
	6	23.00	1840.04	3997.69	47,972.33
	7	23.58	1886.04	4097.64	49,171.64
	8	24.16	1933.19	4200.08	50,400.93
	9	24.77	1981.52	4305.08	51,660.95
	10	25.39	2031.06	4412.71	52,952.48
	11	26.02	2081.83	4523.02	54,276.29
N14	1	21.85	1748.30	3798.38	45,580.59
	2	22.40	1792.01	3893.34	46,720.11
	3	22.96	1836.81	3990.68	47,888.11
	4	23.53	1882.73	4090.44	49,085.31
	5	24.12	1929.79	4192.70	50,312.44
	6	24.73	1978.04	4297.52	51,570.26
	7	25.34	2027.49	4404.96	52,859.51
	8	25.98	2078.18	4515.08	54,181.00
	9	26.63	2130.13	4627.96	55,535.53
	10	27.29	2183.39	4743.66	56,923.91
	11	27.97	2237.97	4862.25	58,347.01
NF14	1	15.61	1748.30	3798.38	45,580.59
	2	16.00	1792.01	3893.34	46,720.11
	3	16.40	1836.81	3990.68	47,888.11
	4	16.81	1882.73	4090.44	49,085.31
	5	17.23	1929.79	4192.70	50,312.44
	6	17.66	1978.04	4297.52	51,570.26
	7	18.10	2027.49	4404.96	52,859.51
	8	18.56	2078.18	4515.08	54,181.00
	9	19.02	2130.13	4627.96	55,535.53
	10	19.49	2183.39	4743.66	56,923.91
	11	19.98	2237.97	4862.25	58,347.01

2008 Proposed Non-Exempt Pay Plan

Grade	Step	Hourly Salary	Bi-Weekly Salary	Monthly Salary	Annual Salary
N15	1	23.49	1879.42	4083.26	48,999.14
	2	24.08	1926.41	4185.34	50,224.11
	3	24.68	1974.57	4289.98	51,479.72
	4	25.30	2023.93	4397.23	52,766.71
	5	25.93	2074.53	4507.16	54,085.88
	6	26.58	2126.39	4619.84	55,438.03
	7	27.24	2179.55	4735.33	56,823.98
	8	27.93	2234.04	4853.71	58,244.58
	9	28.62	2289.89	4975.06	59,700.69
	10	29.34	2347.14	5099.43	61,193.21
	11	30.07	2405.82	5226.92	62,723.04
NF15	1	16.78	1879.42	4083.26	48,999.14
	2	17.20	1926.41	4185.34	50,224.11
	3	17.63	1974.57	4289.98	51,479.72
	4	18.07	2023.93	4397.23	52,766.71
	5	18.52	2074.53	4507.16	54,085.88
	6	18.99	2126.39	4619.84	55,438.03
	7	19.46	2179.55	4735.33	56,823.98
	8	19.95	2234.04	4853.71	58,244.58
	9	20.45	2289.89	4975.06	59,700.69
	10	20.96	2347.14	5099.43	61,193.21
	11	21.48	2405.82	5226.92	62,723.04
N16	1	25.25	2020.38	4389.51	52,674.07
	2	25.89	2070.89	4499.24	53,990.92
	3	26.53	2122.66	4611.72	55,340.70
	4	27.20	2175.73	4727.02	56,724.21
	5	27.88	2230.12	4845.19	58,142.32
	6	28.57	2285.87	4966.32	59,595.88
	7	29.29	2343.02	5090.48	61,085.77
	8	30.02	2401.59	5217.74	62,612.92
	9	30.77	2461.63	5348.19	64,178.24
	10	31.54	2523.17	5481.89	65,782.70
	11	32.33	2586.25	5618.94	67,427.26
NF16	1	18.04	2020.38	4389.51	52,674.07
	2	18.49	2070.89	4499.24	53,990.92
	3	18.95	2122.66	4611.72	55,340.70
	4	19.43	2175.73	4727.02	56,724.21
	5	19.91	2230.12	4845.19	58,142.32
	6	20.41	2285.87	4966.32	59,595.88
	7	20.92	2343.02	5090.48	61,085.77
	8	21.44	2401.59	5217.74	62,612.92
	9	21.98	2461.63	5348.19	64,178.24
	10	22.53	2523.17	5481.89	65,782.70
	11	23.09	2586.25	5618.94	67,427.26

2008 Proposed Non-Exempt Pay Plan

Grade	Step	Hourly Salary	Bi-Weekly Salary	Monthly Salary	Annual Salary
N17	1	27.15	2171.91	4718.72	56,624.63
	2	27.83	2226.20	4836.69	58,040.24
	3	28.52	2281.86	4957.60	59,491.25
	4	29.24	2338.91	5081.54	60,978.53
	5	29.97	2397.38	5208.58	62,502.99
	6	30.72	2457.31	5338.80	64,065.57
	7	31.48	2518.74	5472.27	65,667.21
	8	32.27	2581.71	5609.07	67,308.89
	9	33.08	2646.26	5749.30	68,991.61
	10	33.91	2712.41	5893.03	70,716.40
	11	34.75	2780.22	6040.36	72,484.31
NF17	1	19.39	2171.91	4718.72	56,624.63
	2	19.88	2226.20	4836.69	58,040.24
	3	20.37	2281.86	4957.60	59,491.25
	4	20.88	2338.91	5081.54	60,978.53
	5	21.41	2397.38	5208.58	62,502.99
	6	21.94	2457.31	5338.80	64,065.57
	7	22.49	2518.74	5472.27	65,667.21
	8	23.05	2581.71	5609.07	67,308.89
	9	23.63	2646.26	5749.30	68,991.61
	10	24.22	2712.41	5893.03	70,716.40
	11	24.82	2780.22	6040.36	72,484.31
N18	1	29.18	2334.80	5072.62	60,871.47
	2	29.91	2393.17	5199.44	62,393.26
	3	30.66	2453.00	5329.42	63,953.09
	4	31.43	2514.32	5462.66	65,551.92
	5	32.21	2577.18	5599.23	67,190.72
	6	33.02	2641.61	5739.21	68,870.49
	7	33.85	2707.65	5882.69	70,592.25
	8	34.69	2775.34	6029.75	72,357.05
	9	35.56	2844.73	6180.50	74,165.98
	10	36.45	2915.84	6335.01	76,020.13
	11	37.36	2988.74	6493.39	77,920.63
NF18	1	20.85	2334.80	5072.62	60,871.47
	2	21.37	2393.17	5199.44	62,393.26
	3	21.90	2453.00	5329.42	63,953.09
	4	22.45	2514.32	5462.66	65,551.92
	5	23.01	2577.18	5599.23	67,190.72
	6	23.59	2641.61	5739.21	68,870.49
	7	24.18	2707.65	5882.69	70,592.25
	8	24.78	2775.34	6029.75	72,357.05
	9	25.40	2844.73	6180.50	74,165.98
	10	26.03	2915.84	6335.01	76,020.13
	11	26.69	2988.74	6493.39	77,920.63

2008 Proposed Non-Exempt Pay Plan

Grade	Step	Hourly Salary	Bi-Weekly Salary	Monthly Salary	Annual Salary
N19	1	31.37	2509.91	5453.07	65,436.83
	2	32.16	2572.66	5589.40	67,072.76
	3	32.96	2636.97	5729.13	68,749.57
	4	33.79	2702.90	5872.36	70,468.31
	5	34.63	2770.47	6019.17	72,230.02
	6	35.50	2839.73	6169.65	74,035.77
	7	36.38	2910.72	6323.89	75,886.67
	8	37.29	2983.49	6481.99	77,783.83
	9	38.23	3058.08	6644.04	79,728.43
	10	39.18	3134.53	6810.14	81,721.64
	11	40.16	3212.90	6980.39	83,764.68

2008 Amended Proposed Seasonal Pay Plan					
Class Code	Grade	Position	1st Year	2nd Year	3rd Year
9011	S2	Assistant Supervisor	10.26	10.77	11.31
9002	S5	Gate Attendant	7.64	8.02	8.42
9012	S3	Golf Course Attendant	6.94	6.94	6.94
9015	S6	Golf Course Starter	7.29	7.65	8.03
9020	S7	Laboratory Aide	7.87	8.26	8.67
9006	S8	Outdoor Lifeguard	8.81	9.45	10.13
9005	S9	Outdoor Pool Manager	10.45	10.97	11.50
9026	S12	Summer Camp Aide	9.25	9.71	10.20
9027	S9	Summer Camp Leader	10.45	10.97	11.50
9028	S14	Summer Camp Supervisor	12.68	13.32	14.00
9014	S6	Range Attendant	7.29	7.65	8.03
9017	S16	Retail Shop Clerk	8.05	8.45	8.88
9019	S1	Seasonal Assistant Golf Professional	9.53	10.02	10.51
9008	S17	Seasonal Laborer	8.63	9.06	9.52
9004	S10	Seasonal Park Ranger	10.78	11.32	11.89
9003	S18	Seasonal Specialist	10.01	10.51	11.03
9001	S19	Seasonal Supervisor	11.06	11.62	12.20
9010	S5	Student Trainee	7.64	8.02	8.42

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

2008 Amended Proposed Golf Instructor Pay Plan				
Class Code	Grade	Position	Step 1	Step 2
9061	G1	Golf Instructor Grade 1	20.00	25.00
9062	G2	Golf Instructor Grade 2	45.00	50.00
9063	G3	Golf Instructor Grade 3	55.00	60.00
9064	G4	Golf Instructor Grade 4	65.00	70.00

2008 Amended Proposed Emergency Relief Pay Plan				
Class Code	Grade	Position	Entry	Maximum
9025	E1	Emergency Worker	Min. Wage	200.00

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

NOTE: No changes are proposed to these Pay Plans.

2008 Proposed Hourly (Non-benefited) Pay Plan

Class Code	Grade	Position	Step 1	Step 2	Step 3
9101	H19	After Hours Facility Supervisor	19.24	20.63	22.12
9102	H13	After School Program Coordinator	13.67	14.66	15.72
9103	H6	Arts Instructor I	9.25	9.92	10.64
9104	H11	Arts Instructor II	12.40	13.30	14.26
9105	H5	Assistant Sport Coach	8.81	9.45	10.13
9106	H13	Bus Driver	13.67	14.66	15.72
9107	H2	Child Care Attendant	7.25	7.78	8.34
9108	H6	Child/Teen Activities Instructor I	9.25	9.92	10.64
9109	H10	Child/Teen Activities Instructor II	11.81	12.67	13.58
9110	H6	Climbing Wall Attendant	9.25	9.92	10.64
9111	H9	Climbing Wall Instructor	11.25	12.06	12.93
9112	H13	Dance Instructor	13.67	14.66	15.72
9113	H17	Dance Program Director	17.45	18.71	20.07
9114	H21	Dietitian	27.07	29.03	31.13
9115	H6	Dog Obedience Instructor	9.25	9.92	10.64
9116	H6	Field Trip Chaperone	9.25	9.92	10.64
9117	H15	Fitness Instructor I	15.07	16.16	17.33
9118	H16	Fitness Instructor II	15.83	16.97	18.20
9119	H5	Lifeguard (Hourly)	8.81	9.45	10.13
9120	H6	Martial Arts Instructor I	9.25	9.92	10.64
9121	H9	Martial Arts Instructor II	11.25	12.06	12.93
9122	H21	Massage Therapist	27.07	29.03	31.13
9123	H11	Outdoor Program Coordinator	12.40	13.30	14.26
9157	H9	Park Ranger (Hourly)	11.25	12.06	12.93
9124	H18	Personal Trainer	18.32	19.65	21.07
9125	H20	Pilates Instructor	25.78	27.65	29.65
9126	H21	Pilates Reformer Trainer	27.07	29.03	31.13
9127	H5	Preschool Program Aide	8.81	9.45	10.13
9128	H12	Preschool Program Director (Licensed-Large)	13.02	13.96	14.97
9129	H11	Preschool Program Director (Licensed-Small)	12.40	13.30	14.26
9130	H8	Preschool Program Leader	10.20	10.94	11.73
9131	H16	Private Swim Lesson Instructor	15.83	16.97	18.20
9132	H3	Program Aide	7.61	8.16	8.75
9133	H3	Program Aide Aquatics	7.61	8.16	8.75
9134	H3	Program Aide Art Studio	7.61	8.16	8.75

2008 Proposed Hourly (Non-benefited) Pay Plan

Class Code	Grade	Position	Step 1	Step 2	Step 3
9135	H3	Program Aide Child/Teen Activities	7.61	8.16	8.75
9136	H3	Program Aide Child/Teen Field Trips	7.61	8.16	8.75
9137	H3	Program Aide Dance	7.61	8.16	8.75
9138	H3	Program Aide Senior Trips	7.61	8.16	8.75
9139	H3	Program Aide Special Events	7.61	8.16	8.75
9140	H11	Program Coordinator	12.40	13.30	14.26
9141	H6	Program Instructor I	9.25	9.92	10.64
9140	H11	Program Coordinator	12.40	13.30	14.26
9142	H9	Program Instructor II	11.25	12.06	12.93
9143	H12	Safety Certification Instructor	13.02	13.96	14.97
9144	H2	Scorekeeper	7.25	7.78	8.34
9145	H18	Sign Language Interpreter	18.32	19.65	21.07
9146	H11	Sport Coach	12.40	13.30	14.26
9147	H17	Sport Official (Adult)	17.45	18.71	20.07
9148	H8	Sport Referee I (Youth)	10.20	10.94	11.73
9149	H15	Sport Referee II (Youth)	15.07	16.16	17.33
9150	H9	Sport Supervisor	11.25	12.06	12.93
9151	H7	Tot Activities Instructor (Non-licensed)	9.72	10.42	11.17
9150	H9	Sport Supervisor	11.25	12.06	12.93
9152	H11	Tournament Director	12.40	13.30	14.26
9153	H4	Van Driver	8.39	9.00	9.65
9154	H9	Water Fitness Instructor I	11.25	12.06	12.93
9155	H13	Water Fitness Instructor II	13.67	14.66	15.72
9156	H20	Yoga Instructor	25.78	27.65	29.65

2008 Proposed Full-Time Equivalent Employees

Position Title	2007 Authorized	2008 Authorized	2008 Proposed Amended
<u>General Fund</u>			
City Attorney's Office			
Business Unit: 10003120			
City Attorney	1.000	1.000	1.000
Assistant City Attorney I/II	3.450	3.450	3.450
Legal Administrator	1.000	1.000	1.000
Legal Secretary	2.000	2.000	2.000
Secretary	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>
City Attorney's Office	8.450	8.450	8.450
Prosecuting Section			
Business Unit: 100031200125			
Assistant Prosecuting Attorney	1.700	1.700	1.700
Lead Prosecuting Attorney	0.750	0.750	0.750
Secretary	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>
Prosecuting	3.450	3.450	3.450
City Attorney's Office - Public Safety			
Business Unit: 100031200911			
Assistant City Attorney I/II	0.250	0.250	0.250
Assistant Prosecuting Attorney	1.050	1.050	1.050
Lead Prosecuting Attorney	0.250	0.250	0.250
Legal Secretary	<u>0.500</u>	<u>0.500</u>	<u>0.500</u>
Prosecuting - Public Safety	2.050	2.050	2.050
City Attorney's Office Total	13.950	13.950	13.950
City Manager's Office			
Business Unit: 10005050			
City Manager	1.000	1.000	1.000
Assistant City Manager	1.000	1.000	1.000
Budget and Special Projects Manager	1.000	1.000	1.000
Executive Secretary to City Manager	1.000	1.000	1.000
Administrative Secretary	2.000	2.000	2.000
Senior Management Analyst	1.000	1.000	1.000
Neighborhood Outreach Coordinator	0.800	0.800	0.800
Secretary	<u>0.500</u>	<u>0.500</u>	<u>0.500</u>
City Manager's Office	8.300	8.300	8.300
Public Information Section			
Business Unit: 100050500387			
Public Information Officer	0.800	0.800	0.800
Public Information Specialist	2.000	2.000	1.800
Senior Public Information Specialist	<u>0.800</u>	<u>0.800</u>	<u>1.000</u>
Public Information	3.600	3.600	3.600
City Manager's Office Total	11.900	11.900	11.900
Community Development			
Administration Division			
Business Unit: 10030050			
Community Development Director	1.000	1.000	1.000
Capital Projects Coordinator	1.000	1.000	1.000

2008 Proposed Full-Time Equivalent Employees

Position Title	2007 Authorized	2008 Authorized	2008 Proposed Amended
Senior Projects Coordinator	1.000	1.000	1.000
Administrative Coordinator	1.000	1.000	1.000
Secretary	<u>1.600</u>	<u>1.600</u>	<u>1.600</u>
Administration Subtotal	5.600	5.600	5.600
Economic Development Division			
Business Unit: 10030340			
Economic Development Manager	1.000	1.000	1.000
Economic Development Specialist	1.000	1.000	1.000
Secretary	1.000	1.000	1.000
Economic Development Aide	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>
Economic Development Subtotal	4.000	4.000	4.000
Planning Division			
Business Unit: 10030360			
Planning Manager	1.000	1.000	1.000
Planner I-III	4.200	4.200	4.200
Planning Coordinator	1.000	1.000	1.000
Senior Projects Planner	1.000	1.000	1.000
(I) Planner I-III	1.000	1.000	1.000
Planning Technician	2.000	2.000	2.000
Official Development Plan Inspector	1.000	1.000	1.000
Landscape Architect I/II	1.000	1.000	0.000
Landscape Planner/Landscape Architect I/II	0.000	0.000	1.000
Secretary	1.500	1.500	1.500
Records Management Technician	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>
Planning Subtotal	14.700	14.700	14.700
Building Division			
Business Unit: 10030370			
Chief Building Official	1.000	1.000	1.000
Building Inspection Supervisor	1.000	1.000	1.000
Building Plans Analyst	1.000	1.000	1.000
Electrical Inspector	1.000	1.000	1.000
(I) Electrical Inspector	2.000	2.000	2.000
General Building Inspector	3.000	3.000	3.000
(I) General Building Inspector	2.000	2.000	2.000
Lead Housing Inspector	1.000	1.000	1.000
(I) Housing Inspector	1.000	1.000	1.000
Secretary	1.500	1.500	1.500
Building Permit Technician	1.000	1.000	1.000
(I) Assistant Building Plans Analyst	<u>2.000</u>	<u>2.000</u>	<u>2.000</u>
Building	17.500	17.500	17.500
Building Division - Public Safety			
Business Unit: 100303700911			
Assistant Building Plans Analyst	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>
Building - Public Safety	1.000	1.000	1.000
Building Subtotal	18.500	18.500	18.500

2008 Proposed Full-Time Equivalent Employees

Position Title	2007 Authorized	2008 Authorized	2008 Proposed Amended
Engineering Division			
Business Unit: 10030380			
City Engineer	1.000	1.000	1.000
Assistant City Engineer	1.000	1.000	1.000
Senior Engineer (Transportation)	1.000	1.000	1.000
Engineer/Senior Engineer (Civil)	1.000	1.000	1.000
GIS Coordinator	1.000	1.000	1.000
<i>(I) Engineer/Senior Engineer (Civil)</i>	<i>0.500</i>	<i>0.000</i>	<i>0.000</i>
Capital Projects Inspector	1.000	1.000	1.000
Senior Projects Engineer	1.000	1.000	1.000
<i>***(I) Senior Projects Engineer</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
Transportation Systems Coordinator	1.000	1.000	1.000
Engineering Construction Inspector	2.000	2.000	2.000
(I) Engineering Construction Inspector	1.000	1.000	1.000
Engineering Technician	1.000	1.000	1.000
Secretary	0.500	0.500	0.500
GIS Specialist	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>
Engineering Subtotal	15.000	14.500	13.500
Community Development Department Total	57.800	57.300	56.300
***(I) Senior Projects Engineer funded through January 2008			
Finance Department			
Administration Division			
Business Unit: 10015050			
Finance Director	1.000	1.000	1.000
Administrative Secretary	1.000	1.000	1.000
Pension Administrator	1.000	1.000	1.000
Benefits Specialist, Pension	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>
Administration Subtotal	4.000	4.000	4.000
Treasury Division			
Business Unit: 10015240			
Treasury Manager	1.000	1.000	1.000
Revenue Services Representative	2.000	2.000	2.000
Senior Financial Analyst	0.000	0.000	1.000
Financial Analyst	<u>2.000</u>	<u>2.000</u>	<u>1.000</u>
Treasury Subtotal	5.000	5.000	5.000
Accounting Division			
Business Unit: 10015220			
Accounting Manager	1.000	1.000	1.000
Accountant	3.000	3.000	3.000
Internal Auditor	0.500	0.500	0.500
Accounting Technician	<u>4.500</u>	<u>4.500</u>	<u>4.500</u>
Accounting	9.000	9.000	9.000

2008 Proposed Full-Time Equivalent Employees

Position Title	2007 Authorized	2008 Authorized	2008 Proposed Amended
Accounting Division - Public Safety			
Business Unit: 100152200911			
Accountant	0.500	0.500	0.500
Accounting Technician	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>
Accounting - Public Safety	1.500	1.500	1.500
Accounting Subtotal	10.500	10.500	10.500
Sales Tax Division			
Business Unit: 10015250			
Sales Tax Manager	1.000	1.000	1.000
Sales Tax Audit Supervisor	1.000	1.000	1.000
Sales Tax Auditor	4.000	4.000	4.000
Sales Tax Technician	1.000	1.000	1.000
Revenue Agent	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>
Sales Tax	8.000	8.000	8.000
Sales Tax Division - Public Safety			
Business Unit: 100152500911			
Accountant	<u>0.500</u>	<u>0.500</u>	<u>0.500</u>
Sales Tax - Public Safety	0.500	0.500	0.500
Sales Tax Subtotal	8.500	8.500	8.500
Finance Department Total	28.000	28.000	28.000
Fire Department			
Emergency Services Division			
Business Unit: 10025260			
Fire Chief	1.000	1.000	1.000
Deputy Chief/Administration	1.000	1.000	1.000
Deputy Chief/Technical Services	1.000	1.000	1.000
Battalion Chief	3.000	3.000	3.000
Administrative Secretary	1.000	1.000	1.000
Management Analyst	0.000	0.000	1.000
Fire Captain	6.000	6.000	6.000
Fire Lieutenant	15.000	15.000	15.000
Fire Captain / Field Training Officer	1.000	1.000	0.000
Fire Field Training Officer	0.000	0.000	1.000
Fire Lieutenant/Technical Services Coordinator	1.000	1.000	1.000
Fire Engineer	21.000	21.000	21.000
Firefighter I/II	43.000	43.000	43.000
Secretary	3.500	3.500	3.500
Training Captain	1.000	1.000	0.000
Fire Training Coordinator	<u>0.000</u>	<u>0.000</u>	1.000
Emergency Services	98.500	98.500	99.500
EMS Section			
Business Unit: 100252600546			
Fire Paramedic	33.000	33.000	33.000
EMS Field Coordinator	3.000	3.000	3.000
EMS Coordinator	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>
EMS	37.000	37.000	37.000
Emergency Services Subtotal	135.500	135.500	136.500

2008 Proposed Full-Time Equivalent Employees

Position Title	2007 Authorized	2008 Authorized	2008 Proposed Amended
Fire Prevention Division			
Business Unit: 100252600547			
Emergency Management Coordinator	1.000	1.000	1.000
Fire Marshal	1.000	1.000	1.000
Fire Plans Examiner/Inspector	1.000	1.000	1.000
Public Information Specialist	2.000	2.000	2.000
Fire Lieutenant/Fire Investigator	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>
Fire Prevention Subtotal	6.000	6.000	6.000
Fire Department Total	141.500	141.500	142.500
***Fire Prevention Specialist is a temporary two year special appointment filled by a Fire Engineer or Fire			
General Services Department			
Administration Division			
Business Unit: 10012050			
Deputy City Manager	1.000	1.000	1.000
Purchasing Officer	1.000	1.000	1.000
Secretary	0.500	0.500	0.500
Administrative Secretary	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>
Administration	3.500	3.500	3.500
Environmental Services Section			
Business Unit: 100120500552			
Environmental and Administrative Services Officer	1.000	1.000	1.000
Environmental Analyst	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>
Administration - Environmental Services	2.000	2.000	2.000
Volunteer Programs Section			
Business Unit: 100120500015			
Volunteer Coordinator	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>
Administration - Volunteer Programs	1.000	1.000	1.000
Administration Subtotal	6.500	6.500	6.500
Human Resources Division			
Business Unit: 10012060			
Human Resources Manager	1.000	1.000	1.000
Human Resources Administrator	1.000	1.000	1.000
Human Resources Analyst/Senior Human Resources Analyst	3.500	3.500	3.500
Human Resources Analyst/HRIS	1.000	1.000	1.000
Human Resources Technician	2.000	2.000	2.000
(I) Secretary	1.000	1.000	1.000
Secretary	<u>1.350</u>	<u>1.350</u>	<u>1.350</u>
Human Resources	10.850	10.850	10.850
Wellness Section			
Business Unit: 100120600544			
Recreation Specialist/Wellness	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>
Human Resources - Wellness	1.000	1.000	1.000
Employee Development and Training Section			
Business Unit: 100120600612			
Employee Development Analyst	<u>2.000</u>	<u>2.000</u>	<u>2.000</u>
Human Resources - Employee Development and Training	2.000	2.000	2.000

2008 Proposed Full-Time Equivalent Employees

Position Title	2007 Authorized	2008 Authorized	2008 Proposed Amended
Human Resources Division - Public Safety			
Business Unit: 100120600911			
Human Resources Analyst/Recruitment	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>
Human Resources - Public Safety	1.000	1.000	1.000
Human Resources Subtotal	14.850	14.850	14.850
City Clerk's Office			
Business Unit: 10012070			
City Clerk	1.000	1.000	1.000
Print Shop Coordinator	1.000	1.000	1.000
Deputy City Clerk	1.000	1.000	1.000
Switchboard Operator	1.126	1.126	1.126
Press Operator Assistant	1.000	1.000	1.000
Messenger	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>
City Clerk Subtotal	6.126	6.126	6.126
Municipal Court			
Business Unit: 10012130			
Municipal Judge	1.000	1.000	1.000
Associate Judge	0.800	0.800	0.800
Court Administrator	1.000	1.000	1.000
Deputy Court Administrator	1.000	1.000	1.000
Collections Supervisor	1.000	1.000	1.000
Deputy Court Clerk	<u>11.300</u>	<u>11.300</u>	<u>11.300</u>
Municipal Court	16.100	16.100	16.100
Municipal Court - Public Safety			
Business Unit: 100121300911			
Deputy Court Clerk	<u>1.500</u>	<u>1.500</u>	<u>1.500</u>
Municipal Court - Public Safety	1.500	1.500	1.500
Probation Section			
Business Unit: 100121300130			
Probation Services Coordinator	1.000	1.000	1.000
Probation Officer	1.500	1.500	1.500
Deputy Court Clerk	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>
Probation	3.500	3.500	3.500
Probation - Public Safety			
Business Unit: 100121300130911			
Probation Officer	<u>0.500</u>	<u>0.500</u>	<u>0.500</u>
Probation - Public Safety	0.500	0.500	0.500
Municipal Court Subtotal	21.600	21.600	21.600
Building Operations & Maintenance Division			
Business Unit: 10012390			
Facilities Manager	1.000	1.000	1.000
Electromechanic Specialist	1.000	1.000	1.000
HVAC Specialist	1.000	1.000	1.000
Foreman	1.000	1.000	1.000
Carpenter	1.000	1.000	1.000
HVAC Technician	1.000	1.000	1.000
Maintenanceworker	1.000	1.000	1.000

2008 Proposed Full-Time Equivalent Employees

Position Title	2007 Authorized	2008 Authorized	2008 Proposed Amended
Building Repairworker	2.000	2.000	2.000
Crewleader, Custodial	1.000	1.000	1.000
Custodian	0.250	0.250	0.250
Secretary	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>
Building and Operations Subtotal	11.250	11.250	11.250
General Services Department Total	60.326	60.326	60.326
Parks, Recreation and Libraries Department			
Administration Division			
Business Unit: 10050050			
Parks, Recreation and Libraries Director	1.000	1.000	1.000
Regional Parks and Golf Manager	1.000	1.000	1.000
Management Assistant	1.200	1.200	1.200
Administrative Coordinator	1.000	1.000	1.000
Secretary	4.000	4.000	4.000
Applications Specialist	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>
Administration Subtotal	9.200	9.200	9.200
Park Services Division			
Park Services Section			
Business Unit: 10050550			
Park Services Manager	1.000	1.000	1.000
Foreman	2.000	2.000	2.000
Crewleader	4.000	4.000	4.000
Equipment Mechanic	2.000	2.000	2.000
Irrigator I/II	3.000	3.000	3.000
Parkswoker I/II	7.000	7.000	7.000
Electromechanic Specialist	1.000	1.000	1.000
Senior Maintenanceworker	1.000	1.000	1.000
Park Services	21.000	21.000	21.000
Standley Lake Section			
Business Unit: 10050660			
Lake Operations Coordinator	1.000	1.000	1.000
Senior Park Ranger	1.000	1.000	1.000
Park Ranger	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>
Standley Lake	3.000	3.000	3.000
Design/Development Section			
Business Unit: 10050690			
Landscape Architect I/II	2.000	2.000	1.000
Park Supervisor	1.000	1.000	1.000
Official Development Plan Inspector	0.000	0.000	1.000
Equipment Operator I	2.000	2.000	2.000
Equipment Operator II	<u>2.000</u>	<u>2.000</u>	<u>2.000</u>
Design/Development	7.000	7.000	7.000
Parks Services Subtotal	31.000	31.000	31.000
Library Services Division			
Business Unit: 10050620			
Library Services Manager	1.000	1.000	1.000
Librarian I	6.100	6.100	6.100
Librarian II	2.000	2.000	2.000

2008 Proposed Full-Time Equivalent Employees

Position Title	2007 Authorized	2008 Authorized	2008 Proposed Amended
Library Services Coordinator	5.000	5.000	5.000
Library Supervisor	1.000	1.000	1.000
Library Specialist	1.000	1.000	1.000
Library Associate I/II	8.150	8.150	8.150
Library Network Specialist	1.000	1.000	1.000
Secretary	1.000	1.000	1.000
Library Clerk I/II	10.250	10.250	10.250
Library Page	<u>5.700</u>	<u>5.700</u>	<u>5.700</u>
Library Services Subtotal	42.200	42.200	42.200
Recreation Programs Division			
Business Unit: 10050760			
Recreation Services Manager	0.500	0.500	0.500
Recreation Specialist	6.000	6.000	6.000
Recreation Aide	<u>1.500</u>	<u>1.500</u>	<u>2.250</u>
Recreation Programs	8.000	8.000	8.750
Mature Adult Center "THE MAC"			
Business Unit: 100507600017			
Recreation Supervisor/Senior Center	1.000	1.000	1.000
Recreation Specialist	1.000	1.000	1.000
Facility Assistant	0.500	0.500	0.500
(I) Facility Assistant	0.500	0.500	0.500
Guest Relations Clerk I/II	1.000	1.000	1.000
(I) Guest Relations Clerk I/II	0.300	0.300	0.300
Custodian	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>
Senior Center	5.300	5.300	5.300
Recreation Programs/Arts Program Section			
Business Unit: 100507600532			
Recreation Aide	<u>0.500</u>	<u>0.500</u>	<u>0.500</u>
Arts Program	0.500	0.500	0.500
Westminster Sports Center			
Business Unit: 10050760035			
Recreation Aide	<u>0.000</u>	<u>0.000</u>	<u>0.750</u>
Sports Center	0.000	0.000	0.750
Recreation Programs Subtotal	13.800	13.800	15.300
Recreation Facilities Division			
Administration Section			
Business Unit: 10050720			
Recreation Services Manager	<u>0.500</u>	<u>0.500</u>	<u>0.500</u>
Administration	0.500	0.500	0.500
Administration/Fitness Section			
Business Unit: 100507200505			
Recreation Specialist	1.000	1.000	1.000
Recreation Aide	<u>0.500</u>	<u>0.500</u>	<u>0.500</u>
Administration/Fitness	1.500	1.500	1.500

2008 Proposed Full-Time Equivalent Employees

Position Title	2007 Authorized	2008 Authorized	2008 Proposed Amended
City Park Recreation Center			
Business Unit: 100507200860			
Recreation Supervisor/City Park	1.000	1.000	1.000
Recreation Supervisor Assistant	1.000	1.000	1.000
Recreation Specialist	1.000	1.000	1.000
Facility Assistant	3.000	3.000	3.000
Guest Relations Clerk I/II	7.900	7.900	7.900
Custodian	2.500	2.500	2.500
Assistant Pool Manager	2.000	2.000	2.000
Lead Lifeguard (Lifeguard)	9.948	9.948	9.948
Recreation Aide	<u>1.500</u>	<u>1.500</u>	<u>1.000</u>
City Park Recreation Center	29.848	29.848	29.348
City Park Fitness Center			
Business Unit: 100507200861			
<i>Recreation Supervisor Assistant</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
Facility Assistant	1.000	1.000	1.500
Guest Relations Clerk I/II	4.800	4.800	4.800
Recreation Specialist	0.000	0.000	0.500
Custodian	1.000	1.000	1.000
Recreation Aide	<u>0.500</u>	<u>0.500</u>	<u>1.000</u>
City Park Fitness Center	8.300	8.300	8.800
Swim and Fitness Center			
Business Unit: 100507200963			
Recreation Supervisor/Swim Fit	1.000	1.000	1.000
Recreation Specialist	1.000	1.000	1.000
Facility Assistant	1.600	1.600	1.600
Guest Relations Clerk I/II	3.500	3.500	3.500
Custodian	1.250	1.250	1.250
Assistant Pool Manager	2.000	2.000	2.000
Lead Lifeguard (Lifeguard)	5.100	5.100	5.100
Recreation Aide	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>
Swim and Fitness Center	16.450	16.450	16.450
West View Recreation Center			
Business Unit: 100507200967			
Recreation Supervisor/West View	1.000	1.000	1.000
Facility Assistant	1.800	1.800	1.800
Recreation Aide	1.500	1.500	1.000
Guest Relations Clerk I/II	3.900	3.900	3.900
Custodian	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>
West View Recreation Center	9.200	9.200	8.700
Recreation Facilities Subtotal	65.798	65.798	65.298
Parks, Recreation and Libraries Department Total	161.998	161.998	162.998

2008 Proposed Full-Time Equivalent Employees

Position Title	2007 Authorized	2008 Authorized	2008 Proposed Amended
Police Department			
Administration Division			
Business Unit: 10020050			
Police Chief	1.000	1.000	1.000
Administrative Coordinator	1.000	1.000	1.000
Senior Management Analyst	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>
Administration Subtotal	3.000	3.000	3.000
Investigations and Technical Services Division			
Administration Section			
Business Unit: 10020300			
Deputy Police Chief/Investigations and Technical Services	1.000	1.000	1.000
<i>Sergeant</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
Secretary	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>
I.T.S. - Administration	3.000	3.000	2.000
Community Services Section			
Business Unit: 100203000341			
Police Commander	1.000	1.000	1.000
Senior Police Officer	8.000	8.000	8.000
Secretary	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>
I.T.S. - Community Services	10.000	10.000	10.000
Neighborhood Services Section			
Business Unit: 100203000342			
Neighborhood Services Administrator	1.000	1.000	1.000
Community Services Coordinator	1.000	1.000	1.000
Code Enforcement Officer	5.500	5.500	5.500
Code Enforcement Supervisor	1.000	1.000	1.000
Code Enforcement Technician	1.000	1.000	1.000
Animal Management Supervisor	1.000	1.000	1.000
Animal Management Officer	4.500	4.500	4.500
Liquor Investigations Officer	<u>0.000</u>	<u>0.000</u>	<u>1.000</u>
I.T.S. - Neighborhood Services	15.000	15.000	16.000
Technical Services Section			
Business Unit: 100203000343			
Police Commander	1.000	1.000	1.000
<i>Communications Supervisor</i>	<i>3.000</i>	<i>3.000</i>	<i>0.000</i>
<i>Communications Specialist I/II</i>	<i>24.500</i>	<i>24.500</i>	<i>0.000</i>
<i>Technical Services Coordinator</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
Police Records Supervisor	1.000	1.000	1.000
Lead Police Records Technician	2.000	2.000	2.000
Police Records Technician	<u>12.300</u>	<u>12.300</u>	<u>12.300</u>
I.T.S. - Technical Services	44.800	44.800	16.300
Communications Services Section			
Business Unit: 100203000345			
Public Safety Communications Administrator	0.000	0.000	1.000

2008 Proposed Full-Time Equivalent Employees

Position Title	2007 Authorized	2008 Authorized	2008 Proposed Amended
Communications Supervisor	0.000	0.000	3.000
Communications Specialist I/II	0.000	0.000	24.500
Technical Services Coordinator	0.000	<u>0.000</u>	<u>1.000</u>
I.T.S. - Communications Services	0.000	0.000	29.500
Investigation Services Section			
Business Unit: 100203000344			
Police Commander	1.000	1.000	1.000
Sergeant	4.000	4.000	4.000
Criminalist/Senior Criminalist	4.000	4.000	4.000
Police Officer/Senior Police Officer	32.000	32.000	32.000
Victim Services Coordinator	1.000	1.000	1.000
Victim Advocate	3.000	3.000	3.000
Secretary	1.500	1.500	1.500
Property Evidence Technician	3.000	3.000	3.000
<i>Liquor Investigations Officer</i>	<u>1.000</u>	<u>1.000</u>	<u>0.000</u>
I.T.S. - Investigation Services	50.500	50.500	49.500
Investigations and Technical Services Subtotal	123.300	123.300	123.300
Patrol and Special Operations Division			
Administration Section			
Business Unit: 100205000			
Deputy Police Chief/Patrol Services	1.000	1.000	1.000
Secretary	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>
Administration	2.000	2.000	2.000
Special Operations Section			
Business Unit: 100205000347			
Police Commander	1.000	1.000	1.000
Equipment Services Assistant	1.000	1.000	1.000
Police Officer / Senior Police Officer	<u>6.000</u>	<u>6.000</u>	<u>6.000</u>
Special Operations	8.000	8.000	8.000
Traffic Section			
Business Unit: 100205000348			
Police Commander	1.000	1.000	1.000
Sergeant	2.000	2.000	2.000
Police Officer/Senior Police Officer	17.000	17.000	17.000
Traffic Enforcement Technician	1.000	1.000	1.000
Traffic Accident Investigator	<u>6.000</u>	<u>6.000</u>	<u>6.000</u>
Traffic	27.000	27.000	27.000
Patrol Operations Section			
Business Unit: 100205000349			
Police Commander	3.000	3.000	3.000
Sergeant	13.000	13.000	13.000
Police Officer/Senior Police Officer	87.000	88.000	88.000
Report Specialist	<u>3.000</u>	<u>3.000</u>	<u>3.000</u>
Patrol Operations	106.000	107.000	107.000
Patrol and Special Operations Subtotal	143.000	144.000	144.000
Police Department Total	269.300	270.300	270.300

2008 Proposed Full-Time Equivalent Employees

Position Title	2007 Authorized	2008 Authorized	2008 Proposed Amended
Public Works & Utilities Department			
Street Maintenance Division			
Business Unit: 10035450			
Street Operations Manager	1.000	1.000	1.000
Street Supervisor	2.000	2.000	2.000
Street Inspector	3.000	3.000	3.000
Equipment Operator I	4.000	4.000	4.000
Equipment Operator II	3.000	3.000	3.000
Lead Street Operator	3.000	3.000	3.000
Maintenanceworker/Senior Maintenanceworker	9.000	9.000	9.000
Secretary	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>
Streets Subtotal	26.000	26.000	26.000
Public Works and Utilities Department Total	26.000	26.000	26.000
Westminster Promenade Activities			
Parks, Recreation and Libraries Department - Parks Promenade			
Business Unit: 100505500106			
(I) Operations Coordinator (PR&L)	1.000	1.000	1.000
(I) Parksworker I/II	3.000	3.000	3.000
(I) Custodian	<u>0.400</u>	<u>0.400</u>	<u>0.400</u>
Parks Promenade Subtotal	4.400	4.400	4.400
<i>Police Department - Investigations & Technical Services Promenade</i>			
<i>Business Unit: 100203000106</i>			
<i>(I) Police Officer/Senior Police Officer</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
<i>CSO Supervisor</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
<i>Community Service Officer</i>	<u><i>5.000</i></u>	<u><i>5.000</i></u>	<u><i>0.000</i></u>
<i>Police (I.T.S.) Promenade Subtotal</i>	<i>7.000</i>	<i>7.000</i>	<i>0.000</i>
Police Department - Patrol Promenade			
Business Unit: 100205000106			
(I) Police Officer/Senior Police Officer	0.000	0.000	1.000
CSO Supervisor	0.000	0.000	1.000
Community Service Officer	<u>0.000</u>	<u>0.000</u>	<u>5.000</u>
Police (Patrol) Promenade Subtotal	0.000	0.000	7.000
Promenade Activities Total	11.400	11.400	11.400
Community Development Department			
Westminster Housing Authority			
Business Unit:			
Planner II	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>
Westminster Housing Authority Total	1.000	1.000	1.000
General Fund Total	783.174	783.674	784.674

2008 Proposed Full-Time Equivalent Employees

Position Title	2007 Authorized	2008 Authorized	2008 Proposed Amended
Utility Fund			
Community Development Engineering Division Business Unit: 25030380			
GIS Technician	1.000	1.000	1.000
(I) Engineer/Senior Engineer	<u>0.500</u>	<u>1.000</u>	<u>1.000</u>
Engineering	1.500	2.000	2.000
Community Development Department Total	1.500	2.000	2.000
Finance Department Treasury Division Business Unit: 20015240			
Utility Billing Supervisor	0.000	0.000	1.000
<i>Revenue and Banking Administrator</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
Revenue Services Representative	<u>4.250</u>	<u>4.250</u>	<u>4.250</u>
Finance Department Total	5.250	5.250	5.250
Information Technology Department Business Unit: 20060230			
Information Technology Director	1.000	1.000	1.000
Lead Software Engineer	2.000	2.000	2.000
Software Engineering Manager	1.000	1.000	1.000
Internet Software Engineer	2.000	2.000	2.000
Software Engineer I/II	5.000	5.000	6.000
Senior Telecommunications Administrator	1.000	1.000	1.000
Administrative Secretary	1.000	1.000	1.000
Information Systems Manager	1.000	1.000	1.000
Lead Systems Analyst	2.000	2.000	2.000
<i>Systems Analyst I/II/III</i>	<i>7.200</i>	<i>7.200</i>	<i>0.000</i>
Systems Analyst/Senior Systems Analyst	0.000	0.000	6.200
Help Desk Technician	0.900	0.900	0.900
Network Administrator	<u>1.600</u>	<u>1.600</u>	<u>1.600</u>
Information Technology	25.700	25.700	25.700
Information Technology - Public Safety Business Unit: 200602300911			
Software Engineer I/II	0.300	0.300	0.300
<i>Systems Analyst I/II/III</i>	<i>0.300</i>	<i>0.300</i>	<i>0.000</i>
Systems Analyst/Senior Systems Analyst	0.000	0.000	0.300
Network Administrator	<u>0.400</u>	<u>0.400</u>	<u>0.400</u>
Information Technology - Public Safety	1.000	1.000	1.000
Information Technology Department Total	26.700	26.700	26.700

2008 Proposed Full-Time Equivalent Employees

Position Title	2007 Authorized	2008 Authorized	2008 Proposed Amended
Public Works and Utilities Department			
Water Administration Division			
Business Unit: 20035050			
Public Works and Utilities Director	1.000	1.000	1.000
Administrative Secretary	1.000	1.000	1.000
(I) Rocky Flats Coordinator	0.250	0.250	0.000
(I) Special Projects Coordinator	<u>0.000</u>	<u>0.000</u>	<u>0.250</u>
Water Administration Subtotal	2.250	2.250	2.250
Capital Projects and Budget Management Division			
Business Unit: 20035430			
Capital Projects and Budget Manager	1.000	1.000	1.000
Engineer/Senior Engineer	3.000	3.000	3.000
(I) Engineer/Senior Engineer	1.000	1.000	1.000
GIS Specialist	1.000	1.000	1.000
Maintenance Management System Coordinator	1.000	1.000	1.000
(I) Secretary	1.000	1.000	1.000
Secretary	<u>1.500</u>	<u>1.500</u>	<u>1.500</u>
Capital Projects Subtotal	9.500	9.500	9.500
Water Resources and Treatment Division			
Water Resources Section			
Business Unit: 20035480			
Water Resources and Treatment Manager	1.000	1.000	1.000
Engineer/Senior Engineer	2.000	2.000	2.000
Water Resources Engineering Coordinator	1.000	1.000	1.000
Water Resources Technician	1.000	1.000	1.000
(I) Water Resources Analyst	1.000	1.000	1.000
Management Analyst	1.000	1.000	1.000
Official Development Plan Inspector	1.000	1.000	1.000
Reclaimed System Analyst	1.000	1.000	1.000
Secretary	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>
Water Resources	10.000	10.000	10.000
Water Plant Section			
Business Unit: 20035490			
Plant Superintendent (Water)	1.000	1.000	1.000
Electromechanic Specialist	1.000	1.000	1.000
Lead Plant Operator	1.000	1.000	1.000
Plant Operator Trainee - Plant Operator IV	8.000	8.000	8.000
Maintenanceworker/Senior Maintenanceworker	2.000	2.000	2.000
Utilities Technician	2.000	2.000	2.000
Control Systems Engineer/Senior Engineer	<u>0.500</u>	<u>0.500</u>	<u>0.500</u>
Water Plant	15.500	15.500	15.500

2008 Proposed Full-Time Equivalent Employees

Position Title	2007 Authorized	2008 Authorized	2008 Proposed Amended
Water Quality Section			
Business Unit: 200354800943			
Water Quality Administrator	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>
Water Quality	1.000	1.000	1.000
Business Unit: 200354900943			
Laboratory Analyst	2.000	2.000	2.000
Water Resources Technician	1.000	1.000	1.000
Water Quality Specialist	1.000	1.000	1.000
Laboratory Aide	<u>0.750</u>	<u>0.750</u>	<u>0.750</u>
Water Quality	4.750	4.750	4.750
Water Quality Section	5.750	5.750	5.750
Wastewater Plant Section			
Business Unit: 21035490			
Plant Superintendent (Wastewater)	1.000	1.000	1.000
Electromechanic Specialist	1.000	1.000	1.000
Lead Plant Operator	1.000	1.000	1.000
Plant Operator Trainee - Plant Operator IV	8.000	8.000	8.000
Maintenanceworker/Senior Maintenanceworker	1.000	1.000	1.000
Control Systems Engineer/Senior Engineer	<u>0.500</u>	<u>0.500</u>	<u>0.500</u>
Wastewater Plants	12.500	12.500	12.500
Laboratory Services Section			
Business Unit: 210354900943			
Laboratory Services Coordinator	1.000	1.000	1.000
Laboratory Analyst	1.000	1.000	1.000
Water Resources Technician	1.000	1.000	1.000
Water Quality Specialist	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>
Laboratory Services	4.000	4.000	4.000

2008 Proposed Full-Time Equivalent Employees

Position Title	2007 Authorized	2008 Authorized	2008 Proposed Amended
Biosolids			
Business Unit: 210354900401			
Equipment Operator II	<u>3.000</u>	<u>3.000</u>	<u>3.000</u>
Biosolids	3.000	3.000	3.000
PWU Water Plants/Reclaimed			
Business Unit: 200354900023			
Maintenanceworker/Senior Maintenanceworker	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>
Water Reclaimed	1.000	1.000	1.000
Water Resources and Treatment Subtotal	51.750	51.750	51.750
Utilities Operations Division			
Water Field Operations Section			
Business Unit: 20035470			
Utilities Operations Manager	1.000	1.000	1.000
Utilities Supervisor	1.000	1.000	1.000
Utilities Systems Specialist	1.000	1.000	1.000
Utilities Technician	1.000	1.000	1.000
Foreman	1.000	1.000	1.000
Maintenanceworker/Senior Maintenanceworker	2.000	2.000	2.000
Secretary	2.000	2.000	2.000
(I) Maintenanceworker/Senior Maintenanceworker	2.000	2.000	2.000
Equipment Operator I	2.000	2.000	2.000
Equipment Operator II	2.000	2.000	2.000
Engineer / Senior Engineer	1.000	1.000	1.000
Utilities Operations Coordinator	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>
Water Field Operations	17.000	17.000	17.000
Meter Shop Section			
Business Unit: 200354700402			
Foreman	1.000	1.000	1.000
Lead Meter Repairworker	1.000	1.000	1.000
Meter Technician	2.000	2.000	2.000
Meter Repairworker	<u>4.000</u>	<u>4.000</u>	<u>4.000</u>
Meter Shop	8.000	8.000	8.000
Water Field Operations/Water Line Replacement			
Business Unit: 200354700497			
Equipment Operator I	2.000	2.000	2.000
Equipment Operator II	2.000	2.000	2.000
Maintenanceworker/Senior Maintenanceworker	4.000	4.000	4.000
(I) Maintenanceworker/Senior Maintenanceworker	2.000	2.000	2.000
Foreman	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>
Water Line Replacement	11.000	11.000	11.000

2008 Proposed Full-Time Equivalent Employees

Position Title	2007 Authorized	2008 Authorized	2008 Proposed Amended
Wastewater Field Operations Section			
Business Unit: 21035470			
Utilities Supervisor	1.000	1.000	1.000
Foreman	1.000	1.000	1.000
Utilities Specialist	1.000	1.000	1.000
Utilities Technician	<u>3.000</u>	<u>3.000</u>	<u>3.000</u>
Wastewater Field Operations	6.000	6.000	6.000
Utilities Operations Subtotal	42.000	42.000	42.000
Public Works and Utilities Total	105.500	105.500	105.500
Utility Fund Total	138.950	139.450	139.450
<u>Fleet Maintenance Fund</u>			
General Services Department			
Fleet Division			
Business Unit: 30012460			
Fleet Manager	1.000	1.000	1.000
Foreman	1.000	1.000	1.000
Mechanic I/II	6.000	6.000	6.000
Senior Maintenanceworker	1.000	1.000	1.000
Fleet Specialist	1.000	1.000	1.000
Secretary	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>
Fleet Maintenance	11.000	11.000	11.000
Fleet Division - Public Safety			
Business Unit: 300124600911			
Mechanic I/II	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>
Fleet Maintenance - Public Safety	1.000	1.000	1.000
Fleet Maintenance Fund Total	12.000	12.000	12.000
<u>Property Liability Fund</u>			
General Services Department			
Administration/Risk Management Section			
Business Unit: 46010900			
Risk Management Officer	1.000	1.000	1.000
Risk Management Specialist	<u>0.500</u>	<u>0.500</u>	<u>0.500</u>
Administration/Risk Management	1.500	1.500	1.500
Administration/Risk Management - Public Safety			
Business Unit: 460109000911			
Risk Management Technician	<u>0.500</u>	<u>0.500</u>	<u>0.500</u>
Administration/Risk Management - Public Safety	0.500	0.500	0.500
Property Liability Fund Total	2.000	2.000	2.000

2008 Proposed Full-Time Equivalent Employees

Position Title	2007 Authorized	2008 Authorized	2008 Proposed Amended
<u>Medical/Dental Fund</u>			
General Services Department			
Human Resources Division - Benefits			
Business Unit: 49010900			
Benefits Specialist	1.000	1.000	1.000
Human Resources Technician	<u>0.500</u>	<u>0.500</u>	<u>0.500</u>
Medical/Dental Fund Total	1.500	1.500	1.500
<u>Open Space Fund</u>			
Community Development Department			
Administration - Open Space			
Business Unit: 54010900			
Open Space Coordinator (CD)	1.000	1.000	1.000
Open Space Technician (CD)	<u>0.500</u>	<u>0.500</u>	<u>0.500</u>
Community Development Open Space Subtotal	1.500	1.500	1.500
Parks, Recreation & Libraries Department			
Administration - Open Space			
Business Unit: 540109000531			
<i>Open Space Volunteer Coordinator</i>	<u>1.000</u>	<u>1.000</u>	<u>0.000</u>
Parks, Recreation and Libraries Open Space Subtotal	1.000	1.000	0.000
Parks, Recreation & Libraries Department			
Administration - Open Space			
Business Unit: 54050550			
Open Space Volunteer Coordinator	<u>0.000</u>	<u>0.000</u>	<u>1.000</u>
Parks, Recreation and Libraries Open Space Subtotal	0.000	0.000	1.000
Open Space Fund Total	2.500	2.500	2.500
<u>Community Development Block Grant Fund</u>			
Community Development Department			
Community Development Admin/CD Block Grant			
Business Unit: 76030350			
Community Development Program Coordinator	1.000	1.000	1.000
CDBG Technician	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>
Community Development Block Grant Fund Total	2.000	2.000	2.000

2008 Proposed Full-Time Equivalent Employees

Position Title	2007 Authorized	2008 Authorized	2008 Proposed Amended
<u>Golf Course Enterprise Fund</u>			
Parks, Recreation, & Libraries Department			
Golf Course Enterprise Fund/Legacy			
Legacy Ridge Golf Course Maintenance			
Business Unit: 22050720			
Golf Superintendent	0.500	0.500	0.500
Assistant Golf Superintendent	1.000	1.000	1.000
Equipment Mechanic	1.000	1.000	1.000
Golf Irrigator	1.000	1.000	1.000
Golf Worker	2.000	2.000	2.000
Horticultural Specialist	0.500	0.500	0.500
Second Assistant Golf Superintendent	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>
Legacy Maintenance	7.000	7.000	7.000
Legacy Ridge Club House			
Business Unit: 220507200249			
Golf Professional	1.000	1.000	1.000
Assistant Golf Professional	1.000	1.000	1.000
Second Assistant Golf Professional	1.000	1.000	1.000
Guest Relations Clerk I/II	<u>0.500</u>	<u>0.500</u>	<u>0.500</u>
Legacy Club House	3.500	3.500	3.500
Golf Course Enterprise Fund/Legacy Subtotal	10.500	10.500	10.500
Golf Course Enterprise Fund/Heritage			
Heritage Golf Course Maintenance			
Business Unit: 23050720			
Golf Superintendent	0.500	0.500	0.500
Assistant Golf Superintendent	1.000	1.000	1.000
Equipment Mechanic	1.000	1.000	1.000
Golf Irrigator	1.000	1.000	1.000
Golf Worker	2.000	2.000	2.000
Horticultural Specialist	0.500	0.500	0.500
Second Assistant Golf Superintendent	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>
The Heritage Maintenance	7.000	7.000	7.000
The Heritage Club House			
Business Unit: 230507200249			
Golf Professional	1.000	1.000	1.000
Assistant Golf Professional	1.000	1.000	1.000
Second Assistant Golf Professional	1.000	1.000	1.000
Guest Relations Clerk I/II	<u>0.500</u>	<u>0.500</u>	<u>0.500</u>
The Heritage Club House	3.500	3.500	3.500
Golf Course Enterprise Fund/The Heritage Subtotal	10.500	10.500	10.500
Golf Course Enterprise Fund Total	21.000	21.000	21.000

2008 Proposed Full-Time Equivalent Employees

Position Title	2007 Authorized	2008 Authorized	2008 Proposed Amended
<u>General Capital Improvement Fund</u>			
Parks, Recreation and Libraries Department			
Parks Services - Capital Projects			
Business Unit: 80175050037			
Landscape Architect I/II	0.000	0.000	1.000
(I) Landscape Architect I/II	<u>1.000</u>	<u>1.000</u>	<u>0.000</u>
General Capital Improvement Fund	1.000	1.000	1.000
Community Enhancement Program			
Business Unit: 80175050340			
(I) Landscape Architect I/II	1.000	1.000	1.000
Park Supervisor	1.000	1.000	1.000
Crewleader	1.000	1.000	1.000
City Forester	1.000	1.000	1.000
Parkswoker I/II	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>
Community Enhancement Program	5.000	5.000	5.000
Parks Services Capital Projects Subtotal	6.000	6.000	6.000
Parks, Recreation and Libraries Department			
Parks Services - Capital Projects			
Park Maintenance (JCOS)			
Business Unit: 80275050512			
Parkswoker I/II	3.000	3.000	3.000
Irrigator I/II	2.000	2.000	2.000
(I) Parkswoker I/II	1.000	1.000	1.000
(I) Crewleader	1.000	1.000	1.000
Crewleader	<u>2.000</u>	<u>2.000</u>	<u>2.000</u>
Jeffco Attributable Share Subtotal	9.000	9.000	9.000
Community Development Department			
Engineering - Capital Projects			
Community Development Project Manager			
Business Unit: 80175030037			
(I) Engineer/Senior Engineer (Civil)	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>
CD Engineering Capital Projects Subtotal	1.000	1.000	1.000
General Capital Improvement Fund Total	16.000	16.000	16.000
OTHER FUND TOTAL	57.000	57.000	57.000
FTE GRAND TOTAL	979.124	980.124	981.124



WESTMINSTER

Staff Report

City Council Study Session Meeting
January 28, 2004



SUBJECT: Neighborhood Traffic Mitigation Program

PREPARED BY: Dave Downing, City Engineer

Recommended City Council Action:

Place a nine-month moratorium on new Neighborhood Traffic Mitigation Program projects to allow time for City Staff and the City Council to evaluate the effectiveness of this program and consider alternative means of addressing the issue of speeding within residential subdivisions.

Summary Statement

- Results from citizen surveys conducted over the past several years and numerous discussions with Community Oriented Governance (COG) and other neighborhood groups indicate that speeding vehicles within residential areas continues to be one of the foremost concerns of citizens of Westminster.
- In 1998, the City Council responded to this concern by creating a 1.0 Full Time Equivalent (FTE) position within the Engineering Division of the Department of Community Development to coordinate the public input process, design and construction of traffic mitigation projects throughout the City. Since that time, Council has also appropriated a total of \$1,300,000 in the General Capital Improvement Project Fund for the installation of mitigation devices.
- In most cases where traffic mitigation devices have been installed, a nominal reduction in the average speed of vehicles has been achieved. However, Staff senses that the program has created or escalated dissention among residents of certain subdivisions over this hotly debated issue.
- A nine-month moratorium on the initiation of the public input process for any new, proposed projects is recommended. During that time period, Staff will conduct citizen surveys within all neighborhoods in which mitigation devices have been installed in an attempt to weigh the success of the program. Staff will also evaluate alternative means of addressing the speeding issue and present the findings to Council at a later date. The proposed moratorium would not pertain to projects, such as the one within Hyland Greens Subdivision, for which the public process has been completed.

Expenditure Required: \$0
Source of Funds: N/A

Policy Issue

Is the City Council satisfied with the effectiveness of the Neighborhood Traffic Mitigation Program, or should refinements to the program be considered?

Alternatives

Alternative means of addressing the issue of speeding in residential neighborhoods will be evaluated over the next several months and will be presented to Council at a later date. If Council is satisfied with the current program, the alternative to Staff's recommendation is to forego the proposed moratorium on new projects.

Background Information

To date, the City has installed 26 traffic-calming devices (e.g., raised pedestrian crosswalks, traffic circles) in 12 neighborhoods throughout the City in an attempt to reduce vehicle speeds on residential streets and, in some cases, to decrease the volume of cut-through traffic in neighborhoods (see attached map). These devices are designed to gain compliance with the existing posted speed limits, without inconveniencing motorists who are already in compliance with the law. The design also needs to accommodate emergency vehicles and response times. These devices are intended to cause speeding and reckless drivers to alter their driving patterns and inappropriate commercial traffic to alter routes.

The process for initiating a neighborhood traffic mitigation project is entirely citizen-driven. City Staff is purposely not proactive in designating existing streets that might be candidates for mitigation devices. No project is begun without the assurance of significant neighborhood interest. It has been Staff's experience that initial interest occasionally wanes as the public input process proceeds, and a few potential projects have been placed on indefinite "hold" due to such apathy. But, for the most part, a sufficient number of residents of neighborhoods maintain their interest level throughout the course of the public process.

Once a potential project area is defined, Staff collects traffic data to determine if conditions – a combination of high traffic volume, excessive vehicle speeds and preventable accidents – meet the criteria for City funding. If the criteria are met, neighborhood residents are surveyed to determine the exact nature of the traffic concerns and identify specific problem locations. Volunteers are asked to serve on a working group to define the most favored solution to the problems. This plan is then presented to the neighborhood at a public meeting for comments, agreed upon revisions are made and the final plan is submitted to the affected residents in the form of a poll. Again, to assure that there is still a significant desire for the device(s), a minimum of 30% of the households located within the "affected neighborhood" (as defined by City Staff) must respond to the poll, and a minimum of 60% of the votes cast must be in favor of the plan for the project to be placed on the City's funding list. Projects are assigned priority points based on traffic conditions such as proximity to schools and pedestrian crossings to assure that the most needed devices are funded first. On an average, projects that have successfully fulfilled this entire public process must wait approximately 18 months for funding to become available.

Staff has performed some cursory measurements of the "before" and "after" conditions on streets on which traffic calming devices have been installed in an attempt to quantify the effectiveness of the mitigation. The average speed of vehicles and the average daily traffic volume were recorded at specific locations within 300 feet of each device prior to the construction of the device and after the

Staff Report – Neighborhood Traffic Mitigation Program

February 2, 2004

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installation was completed. The data on the following table suggests that speeds and volumes have decreased in almost all instances:

	Location	Between	Device Installed	Before		After		Change	Change
				MPH	Volume	MPH	Volume	MPH	Volume
1	115th Ave	Kendall to Harlan Street	Raised Crosswalk	40	1665	38	1325	-2	-340
2	115th Ave	Harlan to Eaton Street	Raised Crosswalk	40	1705	28	1106	-12	-599
3	117th Ave	Chase to Sheridan	Traffic Circle	43	1125	42	900	-1	-225
4	132nd Ave	Umatilla to 134th Avenue	Raised Crosswalk	39	2829	33	2775	-6	-54
5	134th Ave	Raritan to Osage	Raised Crosswalk	42	2752	36	2998	-6	246
6	99th Ave	Lowell and King Street	Raised Median	34	1499	29	1483	-5	-16
7	99th Ave	King Street and 100th Avenue	Raised Crosswalk	33	1665	29	1667	-4	2
8	99th Ave	100th Avenue and Northpark Avenue	Raised Crosswalk	34	1492	29	1348	-5	-144
9	Depew Ct	115th Avenue to 115th Drive	Raised Crosswalk	31	2505	29	1465	-2	-1040
10	Depew Ct	115th Drive to Chase	Speed Hump	31	2505	27	1280	-4	-1225
11	Eaton St	115th Avenue to 112th Avenue	Raised Crosswalk	43	2238	29	1847	-14	-391
12	Harlan Street	108th Avenue to 112th Avenue	Raised Crosswalk	35	1898	29	2060	-6	162
13	Independence Dr	88th Ave at Farmers' Highline Canal	Raised Crosswalk	48	4160	41	4134	-7	-26
14	Independence Dr	96th Avenue and Flower	Traffic Circle	43	4160	43	3399	0	-761
15	Independence Dr	Brentwood Way	Traffic Circle	42	4160	41	4226	-1	66
16	Independence Dr	Flower and Carr Street	Raised Crosswalk	43	4160	36	4412	-7	252
17	Kendall St	112th Avenue to 113th Place	Raised Crosswalk	39	2310	29	1050	-10	-1260
18	Kendall S	113th Place to 115th Avenue	Raised Crosswalk	42	2295	42	1058	0	-1237
19	Northpark Ave	Lowell and Julian Way	Raised Median	41	1489	40	1497	-1	8
20	Northpark Ave	Julian Way and Hooker	Raised Crosswalk	40	1966	40	1940	0	-26
21	Stuart	Cotton Creek to 112th Avenue	Raised Crosswalk	43	1560	28	1240	-15	-320
22	Vrain	110th Avenue to 112th Avenue	Raised Crosswalk	31	2180	28	1900	-3	-280
23	Eaton	109th Avenue	Raised Crosswalk	Data Not Collected					
24	Turnpike Drive	Bradburn	Raised Crosswalk						
25	132nd Avenue	Zuni	Entrance Median						
26	Alcott	108th Avenue	Raised Crosswalk						

Unfortunately, the information contained within this table cannot be considered to be highly reliable (Staff is recommending a process to update this data that is discussed later in this memo.). The “Change in MPH” column gives the average speed reduction at one specific point on the street in

question. Frequently, Staff hears complaints that some motorists drive even faster than ever between mitigation devices to make up for the time that they lose navigating through the devices. So, a reduction in average speed at the point of measurement may not be representative of the conditions along the entire roadway. Furthermore, a significant decrease in traffic volume may not necessarily be a desired result of a traffic-calming project. While one objective of certain mitigation projects is to discourage cut-through traffic in residential areas, a reduction in volume may indicate that the problem is simply being pushed onto another nearby local street. It should be noted that the significant reductions in traffic volumes on Kendall Street, Depew Court and other roadways in the Sheridan Green and Arrowhead Subdivisions are likely due to the relatively recent construction of a 115th Avenue connection to Sheridan Boulevard by a private developer rather than due to the installation of traffic calming devices.

Perhaps, the most pertinent indicator of the success of the City's Neighborhood Traffic Mitigation Program is the perception of the residents who live in the affected subdivisions. Staff conducted one post-construction survey of residents of Northpark Subdivision – the pilot project of the program – and the returns from that survey indicated a general approval of the devices. But, more recent experiences, particularly within Hyland Greens Subdivision and in the vicinity of the 115th Avenue/Eaton Street intersection, have demonstrated that traffic calming is still a highly volatile issue that may tend to divide neighborhoods.

At this time, traffic mitigation projects located within Hyland Greens, Stratford Lakes, Cedar Bridge, Home Farm, Sheridan Green, Countryside, Amherst and Shaw Boulevard have progressed to the point that they have either already been approved by the neighborhoods via polls or ballots will soon be issued to the residents of the affected areas. Staff believes that, due to the length of time that residents of these areas have waited for the installation of mitigation devices, these projects should continue to move forward toward construction as the available funding would allow. Furthermore, Staff will continue to require developers of new residential subdivisions to install appropriate calming measures within their developments. However, Staff recommends that a moratorium be placed on all other proposed traffic calming projects for a period of approximately nine months. During that time, Staff will prepare, distribute, collect and tally survey forms to residents of many of the areas of previously constructed projects in order to gain a better perspective of the success of the program. In an attempt to solicit as much feedback as possible, Staff will consider placing the surveys on the City's website so that citizens will not have to pay for return postage.

Finally, Staff will conduct more meaningful measurements of the average traffic speed at several of the previously constructed sites. All of this information will be shared with the City Council late this year. At that later date, Staff will also offer alternative means for addressing this issue if Council should determine that the current program is not achieving the desired results.

Respectfully submitted,

J. Brent McFall
City Manager

Attachment



Staff Report

City Council Study Session Meeting
December 6, 2004



SUBJECT: Traffic Mitigation and Neighborhood Traffic Enforcement

PREPARED BY: Mike Normandin, Transportation Engineer, Community Development; and Al Wilson, Commander, Police Department

Recommended City Council Action:

Research has shown that traffic mitigation devices have generally been ineffective in controlling the speed of traffic and also in reducing “cut through” traffic. Staff recommends a measured move away from mitigation devices and a transition to residential traffic enforcement and education efforts along with a thorough study and possible implementation of photo-enforcement.

Summary Statement

- Council and Staff receive many traffic related complaints in residential areas. The primary complaints are those of speeding, reckless driving and disobedience to traffic control devices. Over the past several years, staff has attempted to address many of the residential traffic issues through mitigation devices, coupled with enforcement efforts.
- Before and after studies conducted by staff indicate that calming devices are relatively ineffective in addressing most complaints.
- Based upon police department call load, accident investigation efforts, the requirement for arterial roadway enforcement and administrative assignments, the number of available enforcement officers for residential areas is limited.
- Dedicated residential enforcement can only be achieved by re-directing existing enforcement resources. Staff recommends this be accomplished through the addition of key personnel and through a **measured** move to photo-enforcement. Two additional civilian Accident Investigators and one Traffic Technician administrative position (an existing position moved over from Community Development) would be added to the police department and phased in over a two-year period, beginning in 2005. These positions would free two enforcement officers for assignment to strictly residential enforcement activities and education as well as working with individual communities to develop partnerships toward impacting residential traffic complaints.
- There are five traffic calming devices that went through the traffic calming approval process prior to the moratorium that was established in January of this year. City Staff proposes that these devices be constructed in 2005. These devices are located on Stratford Lakes Drive in the Stratford Lakes subdivision and on Bruchez Parkway in the Legacy Ridge neighborhood.

Expenditure Required: 2005 costs: \$105,560. 2006 additional costs: \$106,466.

Source of Funds: General Fund, Operations Budget, General Capital Improvement Fund and Public Safety tax revenue.

Policy Issue(s)

Should the City's traffic enforcement and engineering posture change to reflect a more proactive enforcement stance in residential neighborhoods, a de-emphasis on the utilization of speed mitigation devices in neighborhoods, a measured evaluation of photo-red light enforcement on the major arterials and photo-radar in certain residential areas and school zones?

Alternative(s)

- One alternative is to maintain the status quo where there is an aggressive enforcement stance with regard to major arterials, and a speed mitigation program for residential neighborhoods.
- Another alternative would be to increase enforcement in residential neighborhoods and at the same time, maintain or increase the utilization of speed mitigation devices in these neighborhoods. This would require additional funding that is not currently available in the 2005 or 2006 budgets.
- Staff could also reduce arterial roadway, highway and collector street enforcement efforts and strictly concentrate on residential enforcement. This is not recommended as these efforts are critical to maintaining the safety of these roadways.

Obviously, there is a wide array of alternative approaches to dealing with traffic problems in residential neighborhoods, and at the same time, there is a wide array of costs involved. The approach outlined in this staff report appears to be a reasonable and balanced strategy taking into consideration a host of alternative solutions.

Background Information

Council directed staff to evaluate traffic enforcement and mitigation efforts. One of the most frequent complaints experienced are traffic complaints in neighborhood or residential areas. In the past five to seven years, staff has handled many of these complaints through a two pronged attack, involving enforcement and for those appropriate situations, mitigation devices. Much of the research regarding mitigation devices indicates they have been minimally effective in reducing speed related complaints and also in reducing the amount of traffic. Before installation and after installation traffic counts and speed surveys provide the basis for these comments. Although some devices have been effective, on the whole, most are ineffective at accomplishing intended goals.

City Staff proposes that a nominal amount of funding be provided in the Neighborhood Traffic Mitigation Capital Improvement Program account for the installation of electronic speed limit awareness signs. These devices would be installed on select major collector streets where there is a demonstrated speeding problem. The electronic speed limit signs are intended to serve as a tool to supplement the speed enforcement efforts on streets that are experiencing a chronic speeding problem.

Given current police traffic and patrol services division staffing, and considering the other associated factors, (call load, administrative duties, vacation time, training time, court time, report writing duties, etc.) a move to strict neighborhood enforcement can only be accomplished through reassigning some of the current job duties of traffic enforcement officers. Once the duties are reduced, specific residential enforcement time can be gained.

Police traffic enforcement officers currently respond to requests for traffic enforcement throughout the City. Those requests occur in residential areas, as well as arterial roadways and high-speed highways. Traffic enforcement resources are also directed toward high accident, high violation areas and intersections. It is normal for the traffic section to have between 10 and 20 requests for traffic enforcement on any given day. During the school year, additional requests for enforcement are registered for areas near elementary, secondary and high schools. A majority of the requests for traffic enforcement service are between the hours of 7:00 a.m. to 9:00 a.m., 11:00 a.m. to 1:00 p.m. and 2:00 p.m. through 7:00 p.m. These hours coincide to the morning rush hour, the lunch hour period and the after school/evening rush hour periods. Not surprisingly, the majority of traffic accidents also occur during those times.

Colorado Revised Statutes, (State law), requires law enforcement agencies to take accident reports. The police department currently handles between 180 and 220 traffic accidents per month. The monthly number of collisions does not break down equally to a "daily" average. Non-injury property damage accidents can be handled in about an hour. Injury accidents require additional resources and can require three or more officers for two or more hours. Serious accidents that require an in depth investigation for the filing of more serious misdemeanor or felony charges can require more than 80 man hours to investigate. The police traffic section averages one such serious collision per month. Police traffic section personnel (17 officers and the four civilian accident investigators) currently handle approximately 75% of the accidents that occur in the City. The remaining 25% are handled by police officers assigned to the patrol shifts. When the accident call load overwhelms the available civilian accident investigator resources, traffic enforcement officers are utilized to handle accident calls.

The sheer number of traffic accidents and enforcement requirements (both residential requests and those oriented toward problem intersections for accident reduction) fully utilizes the current traffic enforcement resources. In order to free enforcement officers for strict residential enforcement, staff recommends that three key positions be added within the police department. The recommended positions would be phased in over a two-year period in 2005 and 2006.

Two civilian accident investigators, (2.0 FTE) would be added to the traffic section to handle an increased number of traffic accident calls. This would reduce the number of traffic enforcement officers needed to handle traffic accidents, thus freeing up valuable enforcement time.

A Traffic Enforcement Technician position would also be added to the traffic section. This position would be a reclassification of the Community Development Neighborhood Traffic Specialist job. This position would provide a focal point for traffic enforcement requests and complaints throughout the City. This position would evaluate requests for service and then assign them to the appropriate enforcement officer(s) to be worked. The technician would then track assigned complaints documenting the number of assigned resources and the productivity. If warranted, further enforcement would then be assigned on a continuing basis. This individual would also provide feedback to complainants regarding the evaluation of the problem and if enforcement efforts are necessary based upon a time vs. productivity analysis. In addition to controlling complaints, this position would also handle several administrative traffic duties, further freeing enforcement officer time. The position may also coordinate or control portions of the photo enforcement effort if that materializes. This position would also free supervisory time so first line supervisors could be responsive to field units and other more pressing supervisory duties.

Staff believes a “phased” approach to adding the three positions represents the best alternative. Beginning in 2005, the Traffic Enforcement Technician position and one Civilian Accident Investigator would be added to the Police Department Traffic Section. In 2006, an additional Civilian Accident Investigator and necessary equipment would be added.

Adding the two requested positions in 2005 would enable the traffic section to schedule a total of two residential traffic enforcement officers 5 days each week. The traffic officers and accident investigators are currently assigned to two shifts, a dayshift and an afternoon shift. We would assign one dayshift officer and one afternoon shift officer to specific residential enforcement. Given the current shift scheduling (5-9 hour days), this would allow the officers to rotate through all days of the week, providing a combination of weekday and weekend enforcement.

Beginning in 2006, with the addition of the second Civilian Accident Investigator, staff would increase residential enforcement coverage to two officers on the dayshift and two officers on the afternoon shift. This approach provides at least one officer assigned to residential enforcement on the dayshift and one officer on the afternoon shift, seven days each week. Two days in each eight-day period, there would be two officers assigned to residential enforcement. The following chart shows how officers would be assigned.

Day	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun
Officer A	Off	Off	Off					
Officer B				Off	Off	Off		

The requested positions would also allow us to work “smarter” and schedule regular enforcement on a continuing basis for those “justified” residential traffic complaint areas. We would also have a better ability to evaluate complaints, determine when our enforcement will be most effective, and track the utilization of resources through more complete data.

We expect four resulting outcomes by assigning officers to strict residential enforcement.

1. The number of summonses will go down. Summonses issued in residential areas will be fewer in number and for less flagrant violations than we generally see on collector and arterial roadways. (This is based upon the fact that residential streets have fewer vehicles than collector and arterial streets). Subsequently, summons related revenue would be reduced.
2. In order to be effective at impacting speed related events in residential areas, officers will be required to stop and cite violators at lower speeds. Where officers may allow nine or ten miles over the posted speed limits on collector or arterial roadways before they contact and cite; many residential areas do not experience speeds ten miles per hour in excess of the posted speed limit. Officers may elect to contact and issue summonses at five miles per hour over the posted speed limit in residential areas. The most common complaint we receive in residential areas involves speeding. Many of the complaints stem from a “perception” of speed. This is due to the topographical roadway considerations and the narrowed visual acuity prominent on many residential streets.
3. Officer complaints and complaints to City Council about “picking on” residential areas will likely increase. A common complaint voiced to traffic enforcement officers and to the police department administrators when enforcement officers are assigned to residential areas is: Why aren’t you attacking the real traffic problems instead of bothering me in my own neighborhood? In one recent situation, two traffic officers went into a residential area based upon a complaint and issued six summonses. Four of the recipients called to complain, essentially saying that the officers should be doing something else.
4. A reduction in enforcement on some arterial and collector roadways.

Photo Enforcement

To supplement the reduction of arterial and collector street enforcement, staff recommends evaluating photo red-light enforcement. This appears to be a viable alternative to human enforcement and may prove more effective in reducing accident rates. Additionally, photo speed enforcement may also supplement human enforcement in school zones and specific residential high complaint areas. Recent research into photo-enforcement indicates a host of programs are available and most vendors are willing to tailor those for “individual” needs. These programs are touted as, cost neutral programs. However, based upon the experiences of other City’s, the workload for police department and Court personnel would increase, possibly requiring additional personnel.

Police personnel have seen four photo-enforcement presentations by vendors. Based upon studies conducted nationwide, photo red light enforcement is supported by 75% to 85% of citizens. Additionally, the use of photo-enforcement can reduce the accident rate at intersections by 30% to 40%. When surveyed regarding the use of photo radar, 50% to 65% of citizens supported the use of photo radar. Three vendors offering photo radar enforcement programs advised us that photo radar is

less accepted in the community (as compared to photo red light enforcement), however, when reserved for use in certain areas, such as in school zones, and coupled with a specific plan, it is more widely accepted.

The City of Northglenn installed photo red light enforcement approximately one year ago at two locations. According to the program director, Northglenn has seen a 33% reduction in accidents at the two locations. We have been told that their program will be cost neutral in the first year of operation. Northglenn does advise that the program has caused an increase in workload in both the Court and the police department.

The City of Boulder has had both red light and photo radar programs for about 6 years. They have photo red light enforcement in use at six intersections and have seen a 40% reduction in accidents where they have red light cameras installed. Their photo radar program roves to various locations for speed enforcement. They indicate that photo speed enforcement has reduced speeding; however, Boulder has had a difficult experience with photo enforcement. During the first five years of operation, they operated in the red investing approximately \$850,000. This year will be the first year they will have positive revenue in their photo enforcement programs. Program coordinators in Boulder advised us that they would recommend a “go slow/start small” approach to photo enforcement.

Many decisions would have to be made regarding photo enforcement parameters. Some of these decisions will be policy decisions for staff and Council. Currently the City falls under Colorado Department of Transportation Region 6 with regard to State Highways. C-DOT Region 6 administrators are currently opposed to and will not allow photo enforcement on state highways. Although we could proceed with photo enforcement at some non-state highway municipal intersections, this policy severely limits us. Many of the state highway intersections are our most prolific accident locations. Additionally, municipal ordinances would need to be written and adopted in order to comply with state statutes relating to photo-enforcement. Requests for Proposal (RFP's) will need to be designed and an appropriate vendor selected. Fortunately, in designing a program, we can draw on the experiences of some of the other city's already using photo enforcement.

Staff s recommendation is to start slowly in the photo enforcement arena. The best approach might be to conduct a thorough feasibility study and then make appropriate decisions as to the application of photo-enforcement for our community.

Financial Issues

Over the past several years, mitigation funding in the Capital Improvement Projects budget has averaged approximately \$200,000 per year. During 2005, current traffic mitigation projects will require these funds be maintained and utilized for current project completions. Beyond 2005, Staff recommends that approximately \$50,000 be maintained for necessary traffic mitigation devices. This will leave approximately \$150,000 available that could be applied to enforcement program funding.

The Traffic Enforcement Technician position would be reclassification of Neighborhood Traffic Specialist position currently held in the Community Development Department. Reclassifying that position would create a salary savings of approximately \$12,500.00. This amount could be utilized to offset initial year startup costs. Additional funding resources would be utilized to cover the remaining costs for the 2005 Accident Investigation position. In 2006, applying the Capital Improvement

Project traffic calming funds toward that position would fund the added Accident Investigation position.

Cost breakdown 2005

One Accident Investigator (1.0 FTE)	\$ 51,513.00
Equipment, computers & uniforms	<u>\$ 8,920.00</u>
Total	\$ 60,433.00

Traffic Technician (1.0 FTE)	\$ 41,466.00
Computer, software & equipment	<u>\$ 3,660.00</u>
Total	\$ 45,126.00

2005 Program Total: \$105,559.00

Additional Cost breakdown 2006

One Accident Investigator (1.0 FTE)	\$ 52,543.00
Equipment, computers & uniforms	<u>\$ 8,920.00</u>
Total	\$ 61,463.00

Accident investigation van:	Total	<u>\$ 45,000.00</u>	(Funded from Public Safety Tax Capital Outlay Funds)
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Total: \$106,463.00

2005 Program Total: \$105,559.00

2006 Program Total: \$212,022.00

Respectfully submitted,

J. Brent McFall
City Manager

Scribe Notes
September 17, 2007

Mayor McNally called the meeting to order at 6:32 PM. All council was in attendance except Scott Major.

Staff in attendance included City Manager Brent McFall, Assistant City Manager Steve Smithers, Budget and Special Projects Manager Barbara Opie, Management Analyst Aric Otselberger, Management Intern II Phil Jones, Human Resources Manager Debbie Mitchell, Deputy City Manager Matt Lutkus, Capital Projects and Budget Manager Abel Moreno, Public Works and Utilities Director Mike Smith, Community Development Director John Carpenter, Police Chief Lee Birk, City Attorney Marty McCullough, Deputy Fire Chief Bill Work, Parks, Recreation and Libraries Director Bill Walenczak, Finance Director Tammy Hitchens, Information Technology Director David Puntenney, Senior Public Information Specialist Joe Reid, Special District Accountant Karen Creager, Sales Tax Manager Barb Dolan

The guests in attendance were Rachel Ceccarelli with the Westminster Window, Jane Fancher and two other individuals who were not identified.

Westminster Economic Development Authority Study Session:

The WEDA Board came to order and a presentation was given by Finance Director Tammy Hitchens regarding the highlights of 2007. The Board listened to the presentation, asked questions and directed staff to return with the proposed amendments to the 2008 budget at the October 8 meeting.

Mayor McNally adjourned the WEDA Board at 6:45 PM and called the City Council Study Session to order at 6:46 PM.

City of Westminster City Council Study Session

2008 Mid-year Budget Review:

City Staff presented proposed adjustments to the Adopted 2008 Budget to City Council. Council concurred with Staff's proposal and directed Staff to move forward with all of the budget amendments as proposed. Council did request staff to continue to pursue consideration of two citizen requests (the Torrey Peak neighborhood and 105th/Simms traffic calming).

Mayor McNally adjourned the City Council study session at 9:00 PM.