



WESTMINSTER

Staff Report

TO: The Mayor and Members of the City Council

DATE: September 15, 2011

SUBJECT: Study Session Agenda for September 19, 2011

PREPARED BY: J. Brent McFall, City Manager

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

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

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

CITY COUNCIL REPORTS

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

PRESENTATIONS

1. Senior and Disabled Community Transit Program Update
2. Covenant Village Retirement Village Request
3. Technology Q&A for iPad and Required Applications

6:30 P.M.

EXECUTIVE SESSION

1. Obtain direction from City Council re Proposed Economic Development Agreement for and Expanding Business in Westminster Pursuant to WMC 1-11-3(C)(4), WMC 1-11-3(C)(7) and CRS 24-6-402(4)(e)

INFORMATION ONLY ITEMS

EARLY DELIVERY FOR POST CITY COUNCIL MEETING ON SEPTEMBER 26, 2011 –
Adopted 2012 Budget – Mid-Biennial Budget Review

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
Strategic Plan
2011-2016
Goals and Objectives

FINANCIALLY SUSTAINABLE CITY GOVERNMENT PROVIDING EXCEPTIONAL SERVICES

- Invest in well-maintained and sustainable city infrastructure and facilities
- Secure and develop long-term water supply
- Focus on core city services and service levels as a mature city with adequate resources
- Maintain sufficient reserves: general fund, utilities funds and self insurance
- Maintain a value driven organization through talent acquisition, retention, development and management
- Institutionalize the core services process in budgeting and decision making
- Maintain and enhance employee morale and confidence in City Council and management
- Invest in tools, training and technology to increase organization productivity and efficiency



STRONG, BALANCED LOCAL ECONOMY

- Maintain/expand healthy retail base, increasing sales tax receipts
- Attract new targeted businesses, focusing on primary employers and higher paying jobs
- Develop business-oriented mixed use development in accordance with Comprehensive Land Use Plan
- Retain and expand current businesses
- Develop multi-modal transportation system that provides access to shopping and employment centers
- Develop a reputation as a great place for small and/or local businesses
- Revitalize Westminster Center Urban Reinvestment Area



SAFE AND SECURE COMMUNITY

- Citizens are safe anywhere in the City
- Public safety departments: well equipped and authorized staffing levels staffed with quality personnel
- Timely response to emergency calls
- Citizens taking responsibility for their own safety and well being
- Manage disaster mitigation, preparedness, response and recovery
- Maintain safe buildings and homes
- Protect residents, homes, and buildings from flooding through an effective stormwater management program



VIBRANT NEIGHBORHOODS IN ONE LIVABLE COMMUNITY

- Develop transit oriented development around commuter rail stations
- Maintain and improve neighborhood infrastructure and housing
- Preserve and restore historic assets
- Have HOAs and residents taking responsibility for neighborhood private infrastructure
- Develop Westminster as a cultural arts community
- Have a range of quality homes for all stages of life (type, price) throughout the City
- Have strong community events and active civic engagement



BEAUTIFUL AND ENVIRONMENTALLY SENSITIVE CITY

- Have energy efficient, environmentally sensitive city operations
- Reduce energy consumption citywide
- Increase and maintain greenspace (parks, open space, etc.) consistent with defined goals
- Preserve vistas and view corridors
- A convenient recycling program for residents and businesses with a high level of participation



Mission statement: We deliver exceptional value and quality of life through SPIRIT.

Updated 8/2011



WESTMINSTER

Staff Report

City Council Study Session Meeting
September 19, 2011



SUBJECT: Senior and Disabled Community Transit Program Update

PREPARED BY: Rachel Harlow-Schalk, Environmental and Administrative Services Officer

Recommended City Council Action:

City Staff will provide Council with an update on the A-Lift Transit Program. No City Council action is being requested.

Summary Statement:

- Staff will be present at Monday evening's Study Session to provide a PowerPoint presentation on senior and disabled community transit services in Westminster.
- The A-Lift Adams County Community Transit Council was created through a series of Intergovernmental Agreements between Adams County and the cities of Westminster, Arvada, Commerce City, Federal Heights, Northglenn and Thornton.
- In addition to Staff's presence, the Chairperson of the Adams County A-Lift Community Transit Policy Council and Executive Director of the Seniors' Hub Howard Yeoman, Manager of Transportation Services at the Seniors' Resource Center Hank Braaksma, and Jacqui Pickett Adams County's Community Development Administrator will be in attendance to answer questions City Council might have on A-Lift.
- Funding for the A-Lift program comes from Federal and State grants, contributions from the County and member cities and, to a lesser degree, rider donations and private contributions.
- Ride services are brokered through the Seniors' Resources Center (SRC) which manages and schedules rides. City Staff from the MAC will also be in attendance to answer any questions City Council might have on the volunteer driver program that serves as a subcontractor with the SRC to support ride services in and around Westminster

Expenditure Required: \$ 26,420

Source of Funds: 2011 General Fund Central Charges Budget (\$26,420)



Policy Issue:

None at this time.

Alternative:

None at this time.

Background Information:

Through April of 1998, Metro Mobility provided transportation services to senior citizens and persons with disabilities in Adams County. At that time, the agency discontinued operations due to financial and management issues. In late 1998, the Adams County Commissioners created a Special Transportation Task Force, which completed preliminary planning and hired a transportation consulting firm to:

- determine the level of need for transportation services in the County,
- develop service and organizational alternatives in meeting transportation needs, and
- recommend an equitable funding model.

Using these recommendations the Task Force developed a transit program for seniors and disabled population within the County. The participants in this effort initially identified a goal of service to 5% of the unmet need. This goal was later reduced to 3% so that most of the interested entities would be able to participate at an affordable or “baseline” level. Under the model, a broker agency would be hired to administer the program under guidelines provided by a policy advisory group.

In the summer of 1999, Westminster City Council, Adams County, and other city governments within the County approved a plan for providing a special transportation system for senior citizens and disabled and appointed staff representatives to serve on the A-Lift Community Transit Policy Council. The Policy Council then published a Request for Proposals to obtain the services of a transportation broker. As a result of this process, the Seniors’ Resource Center (SRC) based in Wheat Ridge was selected as the ride broker. Since this time, SRC has done an excellent job of providing brokerage services and after a recent proposal process was again awarded the contract to continue services.

The SRC also subcontracts driver services through a volunteer program supervised by City Staff at the MAC. Utilizing one of A-Lift’s vehicles housed at the MAC, four volunteers complete the route schedule as established by SRC allowing for quicker service delivery to residents in and around Westminster. Monthly, SRC is billed for services provided (including vehicle fuel and maintenance). In addition to soft dollars spent by Staff to supervise the program, \$3,043 was spent in 2010 for fuel and maintenance and \$6,259 was returned to the City via billing to the SRC for services provided through the volunteer program.

Early this year, A-Lift riders were surveyed for customer service. From this survey the City learned that the majority of Westminster resident riders are between the ages 70 and 89, are going to medical/dental appointments and need driver assistance getting on and off the bus or for carrying packages or bags. The majority of riders also rate the services as excellent. Riders commented on the service giving them back their independence, being reliable so that they could make health care appointments and the importance of having this program since they did not have support from relatives. Attached to this report City Council will find all of the results from the survey both cumulative and Westminster rider specific.

Funding for A-Lift has consisted of the County and city contributions (Westminster, Arvada, Commerce City, Federal Heights, Northglenn and Thornton), Title III grant dollars available through Denver Regional Council of Governments (DRCOG), a one-time grant from the Regional Transportation District (RTD), and additional monies through DRCOG and from other funding sources. The A-Lift provides rides to residents over 60 years of age or mobility impaired to medical and dental appointments, adult day and respite programs, grocery facilities, congregate meal sites, and/or personal trips within 5 miles of the residence. Per ride, the average cost for service is nearly \$20. Without leveraging funds from cities and Adams County, this service would not be provided to this group of residents most in need.

Every year ridership rises in this program. During 2010 and in the Adams County portion of Westminster, A-Lift provided approximately 439 rides each month (5,271 total)—this is 100 more rides per month than in 2009. Reasons for increases include changes in eligibility for Medicaid-provided transportation services and the growing awareness of the program in the community. At the same time that demand is increasing, the future of Federal funding is becoming more uncertain. The Community Transit Council has been placing a much stronger emphasis on seeking out private sector and foundation funding to maintain the program.

In 2011, the Colorado Department of Transportation awarded Adams County a \$15,000 grant to create a Local Coordinating Council. This new Council, with members from A-Lift, will help identify transportation options within the County and identify any holes in service need. The A-Lift Council will maintain its focus on senior and disabled transportation, but the hope is that this new partnership could potentially open up greater funding opportunities and improve service delivery in the County.

As a result of Core Service budget reductions in 2011, Westminster reduced transportation support funding by \$15,000 corresponding with the Jefferson County Community Transit Program, Community Wheels. The SRC also brokerage rides for Community Wheels and while no one is denied service in the Jefferson County portion of Westminster, future service delivery may be reduced to reflect the loss in funding.

By continuing to update City Council on the senior and disabled community transit program, Staff continues their focus on Council's Strategic Plan goal of a Financially Sustainable City Government Providing Exceptional Services and the specific objective of providing core city services and service levels as a mature city with adequate resources.

Respectfully submitted,

J. Brent McFall
City Manager

Attachments

Senior and Mobility Impaired Community Transit Program Update City Council Study Session

September 19, 2011

**Adams County:
A-Lift Community Transit Policy
Council**

**Jefferson County:
Community Wheels**

**SERVICES BROKERED FOR BOTH COUNTIES THROUGH:
Seniors' Resource Center**





Adams County A-Lift Community Transit Policy Council Update

- Rachel Harlow-Schalk, Environmental and Administrative Services Officer
- Howard Yeoman, Chairperson of the A-Lift Adams County Community Transit Policy Council and Executive Director of the Seniors' Hub
- Jacqui Pickett Adams County's Community Development Administrator
- Hank Braaksma, Manager of Transportation Services at the Seniors' Resource Center

The A-Lift Community Transit offers transportation to Adams County residents who are mobility impaired or who are 60 years of age and over to:



- **Medical Appointments**
- **Dental Appointments**
- **Grocery Stores**
- **Congregate Meal Sites**
- **Other personal trips within 5 miles of residence**





Hours of Service:

Monday – Friday 6 a.m. – 6 p.m.

Scheduler Available 8 a.m. – 4 p.m.

The average cost of a ride is \$20.

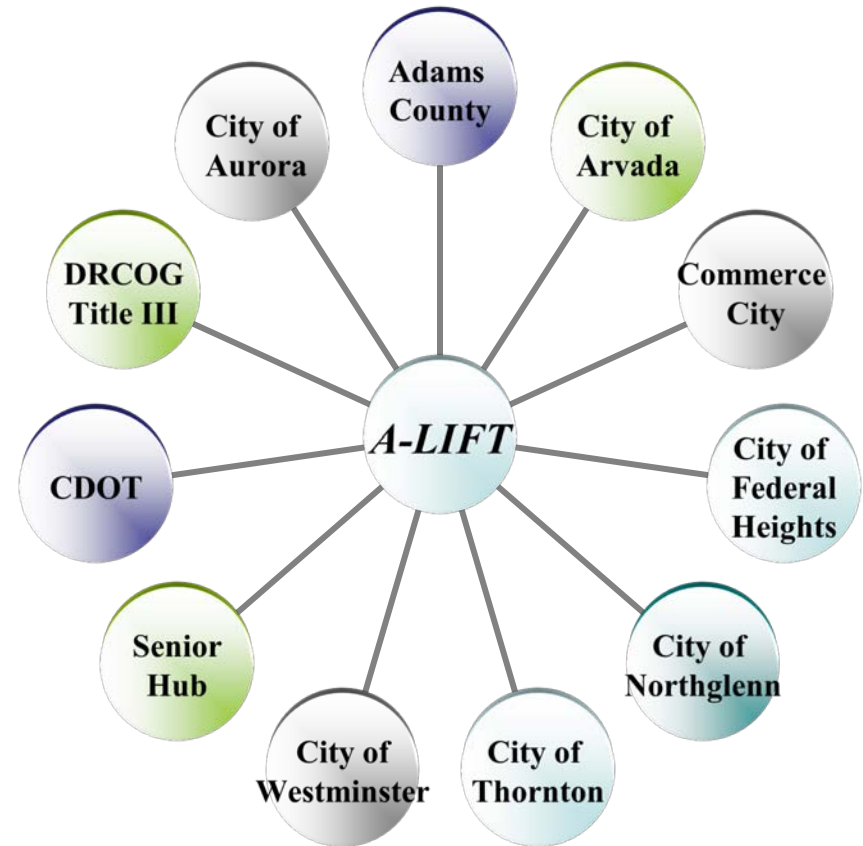
Riders can make a donation to help offset services provided.

Adams County Community

Transit is a unique
transportation
partnership among:

Adams County
City of Aurora
City of Arvada
Commerce City
Federal Heights
City of Northglenn
City of Thornton
City of Westminster

Funding





SENIORS'
RESOURCE
CENTER



Transportation Brokerage Service
Provided by

Seniors' Resource Center (SRC)



Adams County Older Adult Transportation Needs

- Adams County older adults needed more help with arranging or getting transportation
- For women, help with getting or arranging transportation increases dramatically with age.



Clients

Riders are often isolated and unable to drive.

Riders also want to remain independent and in the community avoiding premature nursing home placement.

- **70-89 Years of Age**
- **Going to a medical or dental appointment**
- **Need assistance getting on/off bus**



Comments from Riders

“It's a great service, which I really need now.”

“It's great for the elderly, handicapped, and the blind!”

“I am so grateful to have found your service and after four years having some of my independence back. Thank you.”

“I am happy to have found out about A-LIFT. I was helpless and neighbors were frustrated helping me.”

2011 Goals

- **Use a professional grant writer to expand revenue base by \$50,000**
- **Collect \$18,000 in donations**
- **Provide minimum of 24,000 rides, 2,300 of which to personal destinations**
- **Maintain minority population ridership at no less than 15%**
- **Maintain marketing activities to increase number of unduplicated riders**
- **Conduct a satisfaction survey**
- **Secure Aurora involvement**

New in 2011

- **\$15,000 Grant from CDOT to create a Local Coordinating Council for transportation**
- **Grant Funds will be used to:**
 - ✓ **coordinate with rider service providers to identify holes in transportation services within Adams County**
 - ✓ **open up potential additional grant funding into the future**



*To Schedule a Ride
call 303-235-6972
Scheduler Available 8 a.m. – 4 p.m.*



A-LIFT

Adams County Community Transit



WESTMINSTER

Staff Report

City Council Study Session Meeting
September 19, 2011



SUBJECT: Covenant Village Retirement Village Request

PREPARED BY: Dave Horras, Chief Building Official

Recommended City Council Action:

Review the request from Covenant Village of Colorado that their property be specifically excluded from the licensing and inspection provisions of the Rental Property Maintenance Code and grant their request based on their classification as a Life Care Institution as regulated by the Colorado Department of Regulatory Agencies (DORA). Direct staff to draft an amendment to the Westminster City Code exempting Life Care Institutions from the provisions of the Rental Property Maintenance Code for City Council action.

Summary Statement:

The Executive Director of Covenant Village of Colorado, William Lange, has written a letter to the City of Westminster requesting that City Council amend the Westminster Municipal Code to exclude Covenant Village of Colorado from the inspection and fee requirements of the Rental Property Maintenance Code. A copy of Mr. Lange's letter is attached. City Council considered this request at the 8/15/2011 City Council Study Session and requested that staff provide additional information at that time. Staff has provided additional information as part of this report and is proposing a revised recommended City Council action as well as revised alternatives for consideration.

Expenditure Required: \$0

Source of Funds: N/A



Policy Issue:

Should City Council grant Covenant Village of Colorado's request to specifically exclude their units from the licensing and inspection provisions of the Rental Property Maintenance Code?

Alternatives:

1. Do not grant Covenant Village of Colorado's request to exclude them from the program. The property would be considered the same as any residential rental property in the City and be required to be inspected and obtain a rental license. City Housing Inspectors will continue to inspect the residential portion of the property based on the established schedule.
2. Do not grant Covenant Village of Colorado's request to exclude them from the program but instead reduce their inspection fees. City Council could reduce the inspection fee to \$20 per unit, the same fee charged to qualified income restricted properties which is half the regular fee. Staff does not recommend this alternative because it is not what has been requested by Covenant Village and establishing a reduced fee for Covenant Village will likely cause other rental properties, many paying a much higher total fee than Covenant Village, to question the fairness of the rental inspection fee. Additionally, Covenant Village has indicated that their intent and interest is to not be classified as a rental property, much less a property that receives a reduced fee similar to a low income property. Furthermore, most Covenant Village residents would not qualify as low income.

Background Information:

Covenant Village of Colorado's 215 residential units have been included as part of the Rental Property Maintenance program since their first scheduled inspection in 2003. While the management of Covenant Village has not necessarily agreed that they should have been included in the program they have cooperated with inspections over the years. The individual residential units are not required to be inspected by any other agency and over the years there have been rental code violations identified. A listing of the types of violations identified on the last rental inspection conducted in 2007 is attached. The property is generally very well maintained and the violations that were identified are very typical of any rental property.

When the Rental Property Maintenance Code was revised last year to include licensing and inspection fees, Mr. William Lange, Executive Director of Covenant Village, requested that the City of Westminster reconsider the applicability of the code to their property. In January of 2011 Mr. Lange met with staff to present his reasoning why he believed Covenant Village is not a rental property. He described the occupancy requirements, presented a residency agreement and described other characteristics that he believes differentiates their property from other rental properties in the City.

Staff initially considered the information presented by Mr. Lange and determined that, even though it is managed differently than most rental properties in the City, it is still considered a rental property as defined in the code. However, staff agrees that the management of the property is substantially different than all other rental properties in the City of Westminster. The most substantial difference is that Covenant Village residents enter into a residency agreement that provides for life care for the

duration of the residents life. This residency agreement is a requirement for classification as a Life Care Institution by the Colorado Department of Regulatory Agencies (DORA). While certification as a Life Care Institution is issued by the Division of Financial Services and primarily considers the financial affairs of the facility, the residency agreement includes specific provision for ongoing maintenance and repairs.

The services provided by Covenant Village to their residents under the provision of the residency agreement include scheduled annual cleaning and maintenance of their residential units. Inspection of the mechanical, fire suppression, fire alarm systems and elevators are conducted on at least an annual basis by professional third-party agencies. If City Council decides to exempt “Life Care Institutions” from the Rental Property Maintenance Code, these residential units will not be physically inspected by any agency other than the management of the property itself.

In addition to the possibility of rental property code violations, excluding these units from the licensing and inspection program would reduce fees by \$8,560 in 2011 based on Covenant Village’s next scheduled inspection. Based on the age of the property Covenant Village is scheduled for inspection every four years. Covenant Village’s inspection fees will increase to \$9,640 in 2015 when their newest building is added to the inspection program.

If City Council concurs with the recommended City Council action to exclude Covenant Village from the Rental Property Maintenance Code staff will draft an exemption to the code specifically exempting “Life Care Institutions” as regulated by the Colorado Division of Financial Services. There are only eight Life Care Institutions in the State of Colorado and Covenant Village is the only one in the City of Westminster.

The Rental Property Maintenance Code and the Rental Inspection Program are part of the City’s Strategic Plan in a number of ways. The overall goal of the program is to help provide a Safe and Secure Community by maintaining safe buildings and homes. The program also helps to assure Vibrant Neighborhoods in One Livable Community by maintaining and improving neighborhood infrastructure and housing and by providing a range of quality homes for all stages of life (type, price) throughout the City. The assessment of fees fits with the goal of a Financially Sustainable City Government Providing Exceptional Services and the specific objective of focusing on core city services and service levels as a mature city with adequate resources.

Respectfully submitted,

J. Brent McFall
City Manager

Attachment - Letter from Covenant Village dated April 20, 2011
List of Covenant Village Violations



**COVENANT
VILLAGE OF COLORADO**

A Covenant Retirement Community

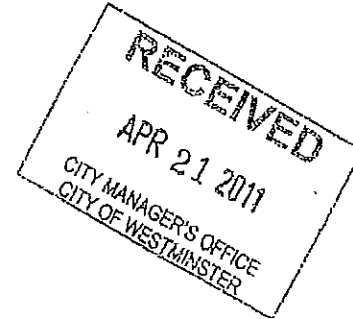
9153 Yarrow Street • Westminster, CO 80021-4561
303.424.4828 phone • 303.424.0320 fax

ASSISTED LIVING
Aspen Place
9221 Wadsworth Parkway
Westminster, CO 80021-4598
303.403.2900 phone
303.403.2904 fax

SKILLED NURSING
*The Village Care and
Rehabilitation Center*
9221 Wadsworth Parkway
Westminster, CO 80021-4598
303.403.2900 phone
303.403.2904 fax

April 20, 2011

Brent McFall
City Manager
City of Westminster
4800 W 92nd Street
Westminster, CO 80021-4561



Dear Mr. McFall:

The City of Westminster, in interpreting the inspection requirements of the W.M.C., Title VI, Chapter 12, has determined that Covenant Village of Colorado is deemed a rental property and therefore subject to inspection.

I met on January 12, 2011 with the following city officials: Dave Horras, Hilary Graham and Holly Clayton. The purpose was to explain what we believe to be a unique relationship with the residents of Covenant Village as contrasted with a rental property. Our argument for this distinction is based on the following.

- The residents enter into a residency agreement, regulated by the Insurance Commissioner of the State of Colorado, as a life care agreement, which provides services, including assisted living and nursing home care. A copy was provided and a thorough explanation of this agreement was discussed with the officials.
- Upon being approved for residency, an entrance fee is paid to the community which provides for the performance of the residency agreement and assurance that the agreement will not be terminated, following a 90 day adjustment period, except under limited circumstances by Covenant Village.
- The residents of the community have a Resident Association that interacts with Covenant Village management and advises management on matters of interest to the residents including the upkeep of the campus and amenities.
- Representatives of the resident community are full members of the community's Management Advisory Committee which has been established by the Covenant Retirement Communities governing board to oversee the management of Covenant village.
- Lastly, other retirement communities in the Westminster area understand the above distinctions and refer to themselves as rental communities in their

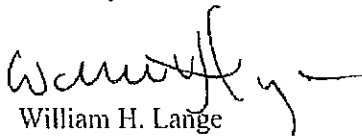
marketing materials specifically setting themselves apart from the entrance fee residency agreement of Covenant Village.

We ask that the City Council consider our request to amend the W.M.C. excluding Covenant Village of Colorado from the rental inspection requirements of the Code.

I would of course be available to discuss this matter with you and our members of the Council.

Thank you and the Council for considering this request.

Sincerely,


William H. Lange
Executive Director

cc: Donna Johnson, President, Resident Advisory Council

Covenant Village of Colorado

Violations documented in February and October 2007 (last scheduled inspection):

In the Tower Units:

- The rated fire doors on the unit entry's won't self-close and latch.
- Residents intentionally propping fire doors open.
- Missing and inoperable smoke alarms.
- Bedroom egress windows blocked by furniture.
- Extension cords being used in lieu of permanent wiring and cords not being UL listed for the appliances they're powering.
- Protective weather caps missing off electrical outlets on balconies.
- Blocked electrical panels (covered with artwork, heavy furniture, etc.)
- Penetrations in rated mechanical closet ceilings (heat pump closets).
- Cracked window.
- Appliances being utilized on the balconies (freezers etc.)
- Running toilets.
- Walls being removed so units can be combined and made larger without permits or fire dept. approval.

Common Areas:

- Penetrations in rated walls.
- Lobby fire rated doors propped open.
- Leaking fire sprinkler head.
- Missing cover plates on wall outlets.
- Improper splicing in electrical cords powering fluorescent lighting.
- Non-secured outlets dangling from the ceiling.
- Storage in mechanical closets.
- Permits not being pulled or inspections conducted on installation of kiln, unit humidifiers and roof top water heaters.

Sample Inspection of single family, townhome and duplexes:

- Rated entry doors that won't self-close and latch.
- Dryer control stuck in "ON" position--overheating.
- Protective weather caps missing off exterior outlets.
- Folds developing in unit carpeting posing tripping hazards.
- Water pooling and icing up at balcony door--improper drainage.
- Several patio, balcony ceilings and soffits that are damaged.
- Toilet not secured to the floor.
- Leaking faucets.
- Running toilets.
- Missing window screens.



WESTMINSTER

Staff Report

City Council Study Session Meeting
September 19, 2011



SUBJECT: Technology Q&A for iPad and Required Applications

PREPARED BY: David Puntteny, Information Technology Director

Summary Statement:

Information Technology Department staff will be in attendance at the September 19th City Council Study Session to conduct a technology Q&A session for Council members. During this session, staff will be available to address your questions or concerns with your City provided iPads and required applications. Council members are reminded that there is no need to wait until this meeting if there are problems or questions that need to be addressed sooner. Should Council members require technical support for City provided technology prior to the September 19th meeting, they may call the Information Technology Service Center at extension 2050 between the normal operation hours of 7:00 AM and 6:00 PM, Monday through Thursday. Messages left at other times will be returned no later than the next normal work day.

Council members should bring their iPads to the meeting for support issues or questions.

Background Information:

At the August 1st Study Session, City Council members received new iPads, a listing of required applications and basic instructions for the use of the applications. At the August 15th Study Session, staff conducted a training to review the basics of the iPad and required applications. Prior to the last several City Council meetings, the City Manager's office staff have sent City Council members email messages containing links to the iPad ready electronic packets. IT staff will be present at the September 19th meeting to address any questions City Council may have related to the iPad, downloading of electronic packets, iAnnotate, OfficeHD or other issues.

Respectfully submitted,

J. Brent McFall
City Manager





WESTMINSTER

Staff Report

Post City Council Meeting
September 14, 2011



SUBJECT: Adopted 2012 Budget – Mid-Biennial Budget Review – EARLY DELIVERY
FOR POST CITY COUNCIL MEETING ON SEPTEMBER 26, 2011

PREPARED BY: Steve Smithers, Assistant City Manager
Barbara Opie, Budget & Special Projects Manager
Aric Otzelberger, Senior Management Analyst
Ben Goldstein, Management Analyst

Recommended City Council Action

- Review the Financial update provided by Staff on the City's revenue projections for year-end 2011 and the revised projections for 2012.
- Review the Human Resources materials on the 2012 Pay Plan, proposed staffing adjustments and benefits and direct Staff accordingly.
- Direct Staff to modify the Adopted 2012 Budget pursuant to the recommended operating budget modifications presented to City Council.
- Confirm the Human Services Board recommendation for 2012 funding and determine if any changes are appropriate.
- Direct Staff to modify the Adopted 2012 Budget pursuant to the recommended Capital Improvement Program budget modifications presented to City Council.
- Review the Citizen Requests received by City Council and Staff, including those made at the September 12 Public Meeting on the Adopted 2012 Budget; these requests will be submitted to City Council in a separate Staff Report after the public meeting.

Summary Statement

As part of the two-year budget process, a financial update/budget review is to be conducted in the fall of 2011 to review any recommended modifications to the Adopted 2012 Budget and to review any new citizen requests. Staff is presenting proposed modifications to the Adopted 2012 Budget, which are outlined in the Background section of this Staff Report.

The 2012 Budget was adopted in October 2010. A Budget Review is scheduled for the September 26th Post City Council Meeting. This document and the materials attached are intended to facilitate the review and discussion at that meeting. This Staff Report is being sent an extra week in advance to allow City Council time to review the attached materials.

As adjustments are being reviewed and finalized with the amendment to the Adopted 2012 Budget, please note that minor adjustments in the final balancing may be necessary. Any additional recommended changes from this Staff Report will be highlighted in the Agenda Memorandum for Council consideration on October 10.

Expenditure Required: 2012 = \$163,719,535, plus \$41,648,498 in reserves and \$1,000,000 in contingency accounts

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

Policy Issues

- Does City Council concur with the proposed modifications to the Adopted 2012 Operating Budget presented?
- Does City Council concur with the proposed staffing adjustments presented?
- Does City Council concur with the recommendations presented by the Human Services Board for 2012 funding?
- Does City Council concur with the proposed modifications to the Adopted 2012 Capital Improvement Program Budget presented?

Alternatives

- City Council could direct Staff to identify other modifications to the Adopted 2012 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 2012 Pay Plan, proposed staffing adjustments and benefits costs. Staff believes the revised 2012 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 2012 Capital Improvement Program (CIP) Budget and the proposed modifications made by Staff. Staff believes that the modified CIP program presented for 2012 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 2012 funding. City Council reviewed and concurred with the HSB's proposed funding level for 2012 and with the HSB's agency funding recommendations at the July 18 Study Session. The Adopted 2012 Budget for HSB currently totals \$80,000.

Background Information

Following a core services assessment, the 2011/2012 Budget was developed with financial sustainability and service prioritization as critical areas of focus. Significant changes were made to the 2011 Budget, including the reduction of 72.833 FTE and nearly \$4 million in expenditure reductions. These adjustments are of a permanent nature and carried forward into 2012. Overall, the Adopted 2012 Budget is very similar to the Adopted 2011 Budget.

The Adopted 2012 Budget and the proposed amendments highlighted in this Staff Report work to further achieve the City Council Strategic Plan goals and objectives. These goals were revisited and re-confirmed by City Council in June 2011. The City Council Goals are listed below:

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

The direction provided by City Council through these goals, along with the core services assessment process, assisted City Staff in preparation of the 2011 and 2012 City Budget. All five goals are addressed in the Adopted 2012 Budget and proposed amendments. As this Budget Review is intended to focus on significant modifications to the Adopted 2012 Budget, only the proposed modifications are described below.

The current economic environment continues to display a significant amount of uncertainty. While the City has experienced modest growth in sales and use tax revenues year-to-date in 2011 compared

to the same period of time in 2010, recent events such as the downgrading of the credit rating of the federal government create cause for concern. Unemployment remains at high levels and the pace of new job creation is slow. The national housing market remains relatively weak; however, Westminster has seen some growth. All of these events and economic indicators point towards a negative impact on consumer confidence, which in turn has an impact on spending patterns. What effect this will have on sales and use tax revenues in the City of Westminster is yet to be determined, but caution is being exercised when considering revenue projections for 2012. With this caution in mind, proposed amendments to the Adopted 2012 Budget are relatively few in number and are highlighted below.

PROPOSED MODIFICATIONS TO THE ADOPTED 2012 BUDGET

Overall, the total City budget including all funds for 2012 is proposed to be modified from the Adopted total of \$168,178,036, plus \$38,470,877 in reserves and \$1,000,000 in contingency, to \$163,719,535, plus \$41,648,498 in reserves and \$1,000,000 in contingency.

GENERAL FUND

In preparing the Adopted 2012 Budget, departments in the General Fund received a 0% increase in their base allocation from 2011. Some additional adjustments were made to department allocations for certain items including energy, water, fuel, etc. Overall though, department budgets for 2012 reflect the “new base” following the core services adjustments made in 2011.

In the review of the Adopted 2012 Budget projected General Fund revenues, Staff has identified a number of revenue projections that need to be modified based on 2010 actual and 2011 year-to-date collections. Overall, revenues are projected to reduce by approximately \$818,101 from the originally Adopted 2012 Budget projections. Fortunately, significant savings in employee benefits offset the projected reductions in revenues and still permit proposed employee salary adjustments in 2012. The most significant revenue adjustments may be found in the following areas:

- Reduction in the projection for energy and telephone business fees and taxes (-\$21,331)
- Increase in the projection for intergovernmental revenues, primarily the result of a projected increase in the Highway Users Tax Fund (HUTF) administered by the State and projected decreases associated with vehicle ownership taxes, vehicle registration fees, and CDOT signal reimbursements (+\$44,109)
- Reduction in the projection for court fees and fines (-\$191,200)
- Reduction in the projection for library fines (primarily late fees) (-\$55,000)
- Reduction in the projection for interest earnings (-\$118,758)
- Reduction in estimated emergency medical service billings (-\$30,000)
- Elimination of providing security services at the Promenade by the Police Department (-\$96,000)
- Reduction in passport fees (-\$14,000)
- Reduction in the projection for street cut impact fees (-\$265,000)
- Reduction in the projection for accommodations tax revenues (-\$50,000)
- Reduction in the transfer payment from the Sales & Use Tax Fund (-\$24,200)

An item of concern as it relates to the 2012 Budget is the potential additional reduction of the Bridge and Road Tax moneys received from Jefferson County. Staff was notified in 2010 that the County planned to reallocate 0.4 mills from the 1.9 mill levy for Road and Bridge maintenance and improvements. That reduction was adopted with Jefferson County’s 2011 Budget and is anticipated to result in a reduction of between \$100-200,000 to the City of Westminster in 2011 (this was included in the City’s Adopted 2011 and 2012 Budgets). Discussions about continuing the 0.4 mill reduction and/or increasing the reduction have occurred but Staff has not received any confirmation

about what additional changes, if any, might occur to the 2012 allocation from the County. Currently, \$413,413 is included within the Adopted 2012 Budget (which assumes a continuation of the 0.4 mill reduction) for the General Fund from Jefferson County from the Road and Bridge tax. Staff will continue to monitor the situation and keep City Council apprised of any changes.

Expenditure Adjustments

All General Fund Departments

- Across-the-Board (ATB) Salary Adjustment: Staff is proposing a 2% Across-The-Board (ATB) salary adjustment as an amendment to the Adopted 2012 Budget. Due to economic challenges, the City did not make any ATB adjustments in 2010 or 2011. Based on information on planned salary adjustments in other cities, Staff believes that this ATB adjustment will help keep the City's Pay Plan within market and ensure competitive wages. (Net change = +\$899,072)
- Step and Merit Salary Adjustments: The Adopted 2012 Budget includes step and merit increases for eligible employees (step = \$425,270 and merit = \$233,922). Based on revised salary projections and employee turnover, projections have been revised for step (\$349,544) and merit (\$211,763) in 2012. This assumes an average 3% merit increase. (Net change = -\$97,885)
- Fleet Optimization Study Operating Savings: Through the City's 2010/2011 Fleet Optimization Study, the City is eliminating 13 vehicles, two pieces of heavy equipment and two miscellaneous items. Accordingly, Staff is proposing to eliminate the fuel and rental (maintenance) charges that are associated with these vehicles and pieces of equipment (total reduction of \$36,810 in all funds). Originally, the Study projected \$38,691 in operating savings in all funds, but that figure included the elimination of one additional Utility Fund vehicle (a Chevrolet S-10 for Utilities Operations). However, after further review and evaluation, Staff is recommending that this vehicle be retained if seasonal employees are added back in Utilities Operations. This proposal is discussed in the Utility Fund section below. The net change noted here reflects the eliminated vehicles and equipment in the General Fund. (Net change = -\$31,243)
- Radio Replacements: Staff is proposing to move \$98,000 that was originally budgeted in General Fund departments' capital outlay accounts for radio replacements into the proposed new capital project account for the Citywide Radio System Replacement, which is discussed in the General Capital Improvement Fund section. This proposed project replaces the City's existing radio system with a P-25 digital interoperable simulcast radio system. This project would include replacement of the major radio system components, dispatch equipment and radios. (Net change = -\$98,000)
- Position Reclassifications: As part of the regular two-year budget development cycle, numerous requests are made for positions reclassification during even-numbered years with the full two-year budget development process. However, during the mid-year review cycle, these requests are kept at a minimum. A few positions were evaluated during the mid-year review and a list of recommendations for position reclassifications is included within the staffing section of the Staff Report's attachments. (Net change = +\$4,660)

Central Charges

- Medical/Dental Insurance Premiums: Staff originally budgeted for an anticipated 10% increase in medical and dental insurance costs in the Adopted 2012 Budget based on continued health care cost pressures. Due to aggressive marketing of the City's plans and lower claims history, the City will not experience an increase in overall premium costs in 2012 (0%). Aggressive emphasis on personal responsibility for individual preventative health through the City Wellness program and education on healthcare cost containment through consumer driven choices have helped contain claims costs. The savings reflected represent the difference with the lower than anticipated premium increase. (Net change = -\$632,919)

- Retirement contribution: This expense is projected to be \$145,000 less than originally budgeted based on past expenditures in this account. This reduction does not result of from any changes to the City's contribution to employees' pensions. (Net change = -\$145,000)
- Life, long term disability, and survivor income insurance rates: Staff originally budgeted for a 10% increase for these insurance costs in the Adopted 2012 Budget. Due to aggressive marketing of the City's plans and a change in provider, the City will realize significant savings in 2012 without changing the level of coverage. (Net change = -\$503,502)
- Medicare: Due to revised projections and Staff turnover that has resulted in more employees being hired after 1986, Staff is recommending an increase to the City's Medicare budget. The Adopted 2012 Budget included \$595,000 for this expense in the General Fund. (Net Change = +\$30,222)
- Fuel Charges: Based on recent price experience and updated cost projections for 2012, Staff is proposing to increase the citywide fuel budget (unleaded and diesel) from \$916,680 to \$1,016,680. Based on average historical consumption data, this proposed \$100,000 increase to the fuel budget equates to an average cost per gallon of approximately \$2.75 for unleaded and \$3.25 for diesel. This amended budget figure would be slightly less than actual expenditures in 2008 (\$1,054,628) and 2009 (\$1,031,338). Staff is looking into potential fuel price lock options this fall. Staff is proposing \$80,000 from the General Fund and \$20,000 from the Utility Fund based on actual consumption. (Net change = +\$80,000)
- General Capital Outlay Replacement Fund (GCORF) Funding: Staff proposes additional funds to reflect minor adjustments to vehicle cost estimates for 2012. A majority of the projected cost increase is associated with the replacement of the Parks, Recreation and Libraries Department's cargo van for greenhouse operations. This cost increase is due to generating improved specifications for this vehicle, including an overall improvement in the functional design of the unit. These improvements, including safety features, a water tank and a rack system with heating and cooling for plants, will improve operational efficiency and safety for employees. (Net change = +\$14,700)
- Ice Centre Lease Payment: The Adopted 2012 Budget included \$1,037,178 for a lease payment for the Certificates of Participation (COPs) for the Ice Centre located at the Promenade. Due to refinancing completed in 2010 that did not extend the maturity date of the original issue, this lease payment will be reduced in 2012. (Net change = -\$69,540)
- International City/County Management Association's Center for Performance Measurement (ICMA CPM): Based on core services review, Staff is proposing to discontinue membership in ICMA CPM. The City joined ICMA CPM in 2002 as part of an effort to move the City's performance measurement program forward and to collect comparative data from cities nationally. In 2008, the Colorado Performance Measurement Consortium (CPMC) was created as a subgroup within the CPM network to focus on Colorado cities and counties. For the past several years, Staff worked in a leadership role through the CPMC in partnership with ICMA and the Colorado Municipal League to try to develop meaningful Colorado specific comparative performance measures and to collect and report this data. Due to data reliability and data comparability issues, along with differing levels of participation from member cities, Staff is not experiencing a benefit that is commensurate with the effort of participation. While this action would discontinue membership in ICMA CPM and the CPMC, Staff will continue its other performance measurement efforts and place an increased focus on using and improving the City's "internal" performance measures. Staff will also continue to gather comparative performance measurement data from other sources with a more targeted approach. This proposed reduction would help to offset costs associated with adding recycling to additional City facilities (budgeted in Building Operations & Maintenance Division in the General Services Department). (Net change = -\$5,500)

General Services Department

- Expanded Internal Recycling at City Facilities: Per the City Green Team's recent facility audit, Staff is proposing to expand internal recycling services to 12 additional City facilities. This

increased cost will be partially offset by the elimination of the City's participation in the International City/County Management Association's Center for Performance Measurement program budgeted in Central Charges. (Net change = +\$8,500)

Finance Department

- Sales Tax Collections: Staff is proposing additional funds for printing, postage and lock box services associated with sales and use tax collections. The total cost of these items is \$13,000 but completely offset by savings identified in other Finance Department accounts. These additional costs are associated with the direction to delay implementation of mandatory online filing of sales and use tax returns to a future year (to be determined). When excluding regular salaries, the Finance Department as a whole is reducing their overall budget by \$10,000, primarily a result of savings in the Accounting Division's professional services account for the annual audit. (Net change = -\$10,000)

Police Department

- Foothills Animal Shelter Assessment: Staff received the City's 2012 assessment for Foothills Animal Shelter (FAS) in 2012. The \$91,718 assessment represents a slight increase over what the City had budgeted in the Adopted 2012 Budget. FAS is settling into their new facility which opened in August 2010 and working out operating and maintenance changes needed as a result of the larger building, which is three times larger than the old Table Mountain Animal Shelter; Staff continues to work with FAS to keep the cost increases minimal while maximizing their limited resources. The 2012 increase is being offset by reductions in other Police Department accounts. (Net change = +\$3,528)
- Patrol Changeover and Motorcycle Maintenance Costs: Staff is proposing to move \$6,000 associated with motorcycle maintenance costs and \$12,000 associated with patrol vehicle changeover costs to the Fleet Maintenance Fund. The Fleet Division is performing motorcycle maintenance and coordinating patrol and Special Enforcement Team (SET) vehicle changeover, so Staff believes this is a more appropriate place to reflect these budgeted expenditures. Technically, no budget reduction is shown, as these funds are being moved into a fleet rental account in the Police Department's budget and the funds will then be transferred into the Fleet Fund. (Net change = \$0)

Fire Department

- Fire Apparatus Lease Purchase Costs: Staff is proposing to move \$518,194 from the lease payments account in the Fire Department's budget to the General Capital Outlay Replacement Fund's (GCORF) budget. Seven fire apparatus, including fire engines, ladder trucks and a heavy rescue truck, have been financed over the years utilizing lease purchases to level out the expenditures associated with acquiring these large apparatus replacements. GCORF technically "owns" these assets and moving the lease payments will better account for the expense. Technically, no budget reduction is shown, as these funds are being moved into an equipment rental account in the Fire Department's budget and the funds will then be transferred into GCORF. (Net change = \$0)

Community Development Department

- Credit Card Payments for Building Permits: Staff is proposing to start accepting credit card payments for most building permits in 2012. Accepting credit cards would represent a customer service enhancement while also preparing the City for eventual online permitting. Staff is proposing to limit credit card use, not allowing them for major permits such as new residential or commercial construction. The relatively high cost of these permits would result in significant bank charges to the City. To help offset this proposed increase in credit card fees (+\$20,000), Staff is proposing to reduce the energy budget for traffic signals due to the overall efficiency of

LED lights (-\$3,000) and reduce the Building Division’s mileage reimbursement account based on use history (-\$2,500). (Net change = +\$14,500)

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

General Fund Department	Net Change Proposed to Adopted Budget
City Council	\$0
City Attorney’s Office	+\$30,970
City Manager’s Office	+\$38,588
Central Charges (including transfer payments)	-\$1,902,976
General Services	+\$128,327
Finance	+\$53,724
Police	+\$437,302
Fire	+\$202,993
Community Development	+\$129,837
Public Works & Utilities	-\$14,505
Parks, Recreation & Libraries	+\$77,639
TOTAL	-\$818,101

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

GENERAL RESERVE FUND

The Adopted 2012 Budget projected a General Reserve Fund of \$9,877,902 (as of 12/31/11). However, based on lower than anticipated interest earnings during 2010 and 2011, the current General Reserve Fund cash balance is \$9,439,065 (as of 9/1/11). Staff recommends amending the 2012 Budget to reflect the current cash balance plus projected interest earnings for 2012. This will bring the General Reserve Fund to \$9,716,143, which is 10.4% of the General Fund operating budget (excluding contingency) and retains a healthy reserve especially given these economic times. (Net change = -\$161,759)

General Reserve Fund	Net Change Proposed to Adopted Budget
General Reserve Fund	-\$161,759
TOTAL	-\$161,759

GENERAL FUND STABILIZATION RESERVE

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

The Adopted 2012 Budget projected a GFSR of \$3,030,694 (as of 12/31/11). Based on the proposed amended 2012 Sales and Use Tax Fund budget of \$65,012,872, Staff recommends transferring an

additional \$250,000 to the GFSR to retain the 5% benchmark. The combination of projected interest earnings, carryover dollars allocated in 2011, and the proposed additional \$250,000 for 2012 will bring the GFSR to \$3,559,094, which is 5.5% of the total Sales & Use Tax Fund budget for 2012. (Net change = +\$528,400)

General Fund Stabilization Reserve	Net Change Proposed to Adopted Budget
General Fund Stabilization Reserve	+\$528,400
TOTAL	+\$528,400

UTILITY FUND

Based on current experience and ongoing analysis, Staff is projecting a reduction to water and wastewater rate revenues in 2012. As mentioned at the September 12 public meeting on the Adopted 2012 Budget, water and wastewater consumption has been showing an overall modest decline since the 2002 drought as fixtures have become more efficient, economic factors impact people’s water consumption choices, and conservation takes hold. As such, Staff is recommending to amend the water and wastewater projected revenues for 2012.

For 2012, water sales are projected to decrease approximately \$1.3 million (-4.1%) and wastewater sales are projected to decrease approximately \$991,000 (-7.5%) from the Adopted 2012 Budget. This results in less rate revenues being available to fund infrastructure needs within the Capital Improvement Program (CIP). City Council policy adopted in 2006 calls for water and sewer rates to include a component that pays for the repair and replacement of deteriorating infrastructure assets. To help counter the projected rate revenue shortfall, the water and wastewater Adopted 2012 CIP is proposed to decrease by \$2,853,000 from \$17,713,000 to \$14,860,000; the reduction is proposed in the Water Fund CIP. Additionally, Staff is proposing to modify the transfers from the Water and Wastewater Capital Project Reserve (CPR) accounts. For the Water CPR, Staff is proposing a decrease from \$4,041,333 to \$2,984,511 (-26.2%). For the Wastewater CPR, Staff is proposing an increase from \$335,317 to \$982,990 (+193.2%).

All Utility Fund Departments

- **Across-the-Board (ATB) Salary Adjustment:** Staff is proposing a 2% Across-The-Board (ATB) salary adjustment as an amendment to the Adopted 2012 Budget. As noted previously, the City did not make any ATB adjustments in 2010 or 2011. Based on information on planned salary adjustments in other cities, Staff believes that this ATB adjustment will help keep the City’s Pay Plan within market and ensure competitive wages. (Net change = +\$166,723)
- **Step and Merit Salary Adjustments:** The Adopted 2012 Budget includes step and merit increases for eligible employees in the Utility Fund (\$126,901). Based on revised salary projections and employee turnover, projections have been revised for step (\$34,531) and merit (\$72,622) in 2012. This assumes an average 3% merit increase. (Net change = -\$19,748)
- **Fleet Optimization Study Operating Savings:** As noted previously, the City’s 2010/2011 Fleet Optimization Study identified the elimination of 13 vehicles, two pieces of heavy equipment and two miscellaneous items. With these vehicle/equipment eliminations, Staff is proposing to eliminate the fuel and rental (maintenance) charges that are associated with these vehicles and pieces of equipment. The proposed reduction in the fuel and rental (maintenance) charges reflects the eliminated vehicles and equipment in the Utility Fund. (Net change = -\$5,567)
- **Radio Replacements:** Staff is proposing to eliminate \$18,200 that was originally budgeted in Utility Fund departments’ capital outlay accounts for radio replacements due to the new capital project account for the Citywide Radio System Replacement, which is discussed in the General Capital Improvement Fund section. This proposed project replaces the City’s existing radio system

with a P-25 digital interoperable simulcast radio system. Staff recommends holding off on any scheduled replacement radio purchases until this project commences. (Net change = -\$18,200)

- Position Reclassifications: As part of the regular two-year budget development cycle, numerous requests are made for positions reclassification during even-numbered years with the full two-year budget development process. However, during the mid-year review cycle, these requests are kept at a minimum. A few positions were evaluated during the mid-year review and a list of recommendations for position reclassifications is included within the staffing section of the Staff Report's attachments. (Net change = -\$15,337)

Central Charges

- Medical/Dental Insurance Premiums: Staff originally budgeted for an anticipated 10% increase in medical and dental insurance costs in the Adopted 2012 Budget; however, as noted previously in this Staff Report, the City will not experience an increase in overall premium costs in 2012 (0%). The savings reflected represent the difference with the lower than anticipated premium increase. (Net change = -\$200,307)
- Retirement contribution: Due to revised salary projections and staffing adjustments, Staff is proposing a minor increase to the pension account. This proposed increase is not the result of any changes to the City's contribution to employees' pensions. (Net change = +\$20,077)
- Life, long term disability, and survivor income insurance rates: Staff originally budgeted for a 10% increase for these insurance costs in the Adopted 2012 Budget. Due to aggressive marketing of the City's plans and a change in provider, the City will realize significant savings in 2012 without changing the level of coverage. (Net change = -\$139,041)
- Medicare: Due to revised projections and Staff turnover that has resulted in more employees being hired after 1986, Staff is recommending an increase to the City's Medicare budget. The Adopted 2012 Budget included \$101,000 for this expense in the General Fund. (Net change = +\$11,400)
- Fuel Charges: Based on recent price experience and updated cost projections for 2012, Staff is proposing to increase the citywide fuel budget by \$100,000. This proposed adjustment results in an increase of \$80,000 from the General Fund and \$20,000 from the Utility Fund, which reflects a breakdown based on actual consumption. (Net change = +\$20,000)

Public Works and Utilities Department

- Seasonals for Utilities Operations: With core services adjustments for 2011, the City eliminated six seasonal positions in the Utilities Operations Division. These positions focus on valve and hydrant maintenance, along with other tasks that assist field crews. As work commenced in 2011, Staff re-evaluated seasonal staffing needs and utilized funding for two temporary positions to conduct some of this work, but Staff believes that additional seasonal resources are needed in order to complete important regular maintenance tasks that preserve the integrity of the system. For 2012, Staff is proposing to permanently reallocate the funding for two temporary positions and move \$20,000 from the Professional Services account in Administration to fund two additional seasonal employees. This would fund a total of four seasonal positions to work on hydrants and valve maintenance, along with other items. No net increase is proposed to the budget. (Net change = \$0)
- Small Truck for Seasonal Employees: Associated with the proposed addition of seasonal employees for the Utilities Operations Division, Staff is proposing to retain a S-10 pickup truck primarily utilized by seasonal employees. Originally, this truck was scheduled for elimination per the City's Fleet Optimization Study. However, Staff is recommending that this vehicle be retained if the seasonal employees are added back. This vehicle was originally scheduled for replacement in 2012 (and remains so) and \$17,500 is in the Adopted 2012 Budget for its replacement. (Net change = \$0)

- Street Cut Impact Fees: Based on actual experience in 2011 and revised estimates for 2012, Staff is proposing to increase the budget the Division pays for street cut impact fees associated with water line replacements. (Net change = +\$25,000)
- Large Pump Maintenance: Staff is proposing a more structured preventive maintenance program with pump station maintenance. Staff is recommending a major rebuild/overhaul of one large pump every two years. The total cost of rebuilding/overhauling one large pump averages \$45,000. Staff is proposing to commence this work in 2012; in odd numbered years, the funds are proposed to be utilized towards basic facility maintenance, such as water pipe painting within the plants. (Net change = +\$45,000)
- 1.0 FTE Operator Trainee Position at Big Dry Creek Wastewater Treatment Facility: In order to address operational challenges, safety issues and coverage concerns, Staff is proposing the addition of a 1.0 FTE Operator Trainee at Big Dry Creek Wastewater Treatment Facility. The last plant operator position was added to the facility in 1983. Since that time, the facility has tripled treatment capacity from 3.5 million gallons per day (MGD) to 11.9 MGD and has added more structures and equipment to handle this capacity. Due to the facility's new biological nutrient removal process, Staff is extremely stretched to monitor all phases of plant operations when emergencies or other situations arise. This additional staffing would also allow some process control structures, such as secondary clarifiers and aeration basins, to be taken out of service for preventive maintenance. This position would help minimize unplanned service interruptions and emergency repairs. In addition, this position would provide for necessary coverage for Staff to meet training requirements and other needs. The total cost of this position is estimated at \$38,837, which includes salary and benefits; however, benefit costs are included within the Central Charges budget and only the salary is included within the Utilities Operations Division. (Net change = +\$33,194)
- Decreased Special Assessment from Metropolitan Wastewater District: The Metropolitan Wastewater District has revised its 2012 costs based on 2010 actual use and revised 2011 estimated use. As a result of the recalculations, the District has reduced the amount owed by the City by \$300,000 than what was anticipated for 2012. (Net change = -\$300,000)

Water and Wastewater Capital Improvement Program (CIP)

The 2012 Capital Improvement Program Proposed Amendments document, which includes all funds, is attached to this Staff Report. In addition, short descriptions of each project adopted and/or proposed are attached.

Overall, the proposed Water and Wastewater 2012 CIP is proposed to decrease by \$2,853,000 from \$17,713,000 to \$14,860,000. This proposed decrease is due to revised projections in water and wastewater revenues in 2012 and revised funding timelines for certain major projects. The proposed Capital Improvement Program (CIP) is all “pay as you go;” no debt funding is proposed.

The following list summarizes the proposed changes to the Utility Fund CIP for 2012:

- Strasburg Natural Resources Farm Projects: This proposed reduction from \$1,550,000 to \$50,000 reflects reallocation of funding to higher-priority projects including the lift station replacement at 87th/Wadsworth, wastewater utilities improvements in the South Westminster Transit-Oriented Development (TOD) area, and improvements to the Sunset Ridge Lift Station. (Net change = -\$1,500,000)
- Sunset Ridge Lift Station Improvements - NEW: This is a new project proposed to provide traffic protection to the Sunset Ridge Lift Station along Federal Boulevard. There is currently a high risk of damage to the lift station from motor vehicles. This project would help to mitigate this risk. (Net change = +\$50,000)

- 87th and Wadsworth Lift Station Replacement - NEW: \$2.3 million was budgeted for this project in the Lift Station Improvements account in 2011. While this project is not “new,” the additional funding reflected in 2012 is. Due to revised cost estimates based on design work completed to date, additional funds are needed for the successful completion of this project. Challenges with the project include siting the replacement lift station and addressing other utility lines located in the project’s path. (Net change = +\$900,000)
- South Westminster TOD Wastewater Utilities: \$2.5 million was appropriated into this project in the Adopted 2012 Budget; however, this amount is proposed to increase to \$3.05 million. Additional funds are proposed for this project based on the Regional Transportation District’s alignment change (from the original scope) for the rail line and revised cost estimates associated with upsizing sewer capacity in the area. (Net change = +\$550,000)
- Semper Water Treatment Facility (SWTF) Process Improvements: Staff is proposing to shift these funds to SWTF – Major Repair and Replacement. The SWTF high service pump station meter was successfully recalibrated, so no replacement of the meter is needed. (Net change = -\$125,000)
- SWTF – Major Repair and Replacement: Staff is proposing to increase this project budget from \$672,000 to \$822,000 due to a change in projected costs with the planned replacement of the SWTF Administrative Building roof. (Net change = +\$150,000)
- Comprehensive Water Supply Plan (CWSP) – Reclaimed System Improvements: Due to project cost savings from previous years, Staff is proposing to reduce funding for this project from \$500,000 to \$345,000. This funding is proposed to be appropriated to higher-priority project needs. (Net change = -\$155,000)
- CWSP – Bypass Pipeline to Standley Lake: City Council has appropriated \$675,000 to this project to date. Due to revised water revenue projections for 2012, Staff is proposing to reduce funding for this project in 2012 from \$3,300,000 to \$500,000. With this proposed funding and the existing funding in the account, the City could commence design work related to the project and construction funding and timing will be determined in the next budget cycle. (Net change = -\$2,800,000)
- Raw Water System Improvements: Staff is proposing to eliminate funding for this project in 2012. This project was to fund SCADA hardware installation work, but due to timing of current master planning work for the utility system, this project is being postponed until 2013. This funding is proposed to be appropriated to higher-priority project needs. (Net Change = -\$150,000)
- Open Cut Water Line Replacements - NEW: Originally, no funding was requested for this project in 2012. Due to the planned replacement of the box culvert at 72nd Avenue and Bradburn Boulevard, this presents an ideal time to address aged transmission lines in the area. Improvements to these transmission lines will improve flow to the area. While this project is not “new,” the additional funding reflected in 2012 is. (Net change = +\$647,000)
- Pressure Zone 4 Improvements: There is currently \$993,000 appropriated in this project. Staff is proposing to increase 2012 funding for this project from \$3,787,000 to \$4,987,000. This proposed increase is due to revised cost estimates for the project that have been generated by the completion of additional design work. Total project funding will be \$5,980,000. (Net change = +\$1,200,000)
- Ongoing Water System Modeling and Master Planning: Staff is proposing to eliminate funding for this project in 2012 due to a change in priorities. Updates to the water distribution system model will be deferred to future years. This funding is proposed to be appropriated to higher-priority project needs. (Net change = -\$75,000)
- Water Tanks – Major Repair and Replacement: Staff is proposing to increase 2012 funding for this project from \$750,000 to \$1,388,000 due to an increase in project scope and cost. Recent water tank inspections alerted Staff to the repair and rehabilitation needs for the Wandering View (104th Avenue and Federal Boulevard) and Northridge (City Hall) water tanks. In 2012, these

- funds will allow for the rehabilitation of the roof and roof support beams for the Wandering View water tanks. (Net change = +\$638,000)
- Croke Canal and Standley Lake Improvements - NEW: Staff is proposing funding for this project in 2012 to replace the dam tender house at Standley Lake. The 30-year old modular home has wind and mold damage and is need of replacement. FRICO is up-fronting the project costs and the City would use these fund to reimburse FRICO. Thornton and Northglenn would also share in the costs. (Net change = +\$120,000)
 - Reclaimed Water Salinity Projects: Due to project savings from previous years and other priorities, Staff is proposing to reduce 2012 funding for this project from \$300,000 to \$50,000. This funding is proposed to be appropriated to higher-priority project needs. (Net change = -\$250,000)
 - Arrowhead Subdivision Water Main Replacement: Due to Staff’s plans to pursue the creation of a new pressure zone (Pressure Zone 12) in the Arrowhead Subdivision area, Staff is proposing to eliminate funding for this project. By adding a new pressure zone, the City can reduce pressures in the area and prolong the life of existing pipes. This solution will address water main break issues while savings significant resources. (Net change = -\$2,000,000)
 - Payment in Lieu of Use Tax (payment to the Sales & Use Tax Fund): Due to the proposed \$2,853,000 reduction of water construction projects within the CIP, a corresponding reduction to this payment is appropriate. (Net change = -\$53,000)

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

<u>Utility Fund Department (Water/Wastewater)</u>	<u>Net Change Proposed to Adopted Budget</u>
Central Charges (including Transfer Payments)	-\$414,772
Finance	+\$3,271
Public Works & Utilities	-\$116,204
Parks, Recreation and Libraries	\$0
Information Technology	+\$70,167
Water/Wastewater Capital Improvements	-\$2,853,000
TOTAL	-\$3,310,538

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

UTILITY RATE STABILIZATION RESERVE FUND

The Rate Stabilization Reserve (RSR) functions to offset revenue risk associated with low water demand years, normalizing revenues without the need to increase rates. Based on lower than anticipated interest earnings during 2010 and 2011, the current RSR cash balance is \$11,737,044 (as of 9/1/11). As Staff looks to year-end 2011, Staff is projecting a reduction to water and wastewater revenues (excluding tap fees). Tap fees are not utilized in funding ongoing operating costs associated with the utility.

Based on the projected 2011 revenue reductions minus anticipated expenditure savings, Staff is anticipating that approximately \$789,000 in RSR funds will need to be utilized at year-end to balance operating expenditures against operating revenues. Approximately \$116,000 is projected from the water RSR and \$673,000 from the wastewater RSR. These figures may change by year-end depending on weather and consumption through the balance of the year as well as potential additional expenditure savings in the operating budget. The use of the water RSR will have limited impact on the total balance (estimated to be \$10.45 million at year-end 2011 after the use of \$116,000 as anticipated). However, the anticipated need to utilize approximately \$673,000 to balance the

operating budget in the wastewater fund at year-end 2011 will bring the wastewater RSR balance down to approximately \$563,500, which will be under the lower limit of \$857,000 associated with the RSR policy. Per the RSR policy, Staff will bring back a recommendation for City Council’s consideration of how to replenish the fund over the next few years.

Staff recommends amending the 2012 Budget to reflect the current cash balance minus the projected use of RSR at year-end plus projected interest earnings for 2012. This will bring the RSR to \$11,270,191. (Net change = -\$653,187)

Utility Rate Stabilization Reserve Fund	Net Change Proposed to Adopted Budget
Rate Stabilization Reserve	-\$653,187
TOTAL	-\$653,187

UTILITY CAPITAL PROJECT RESERVE FUND

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

Based on current experience and ongoing analysis, Staff is projecting a reduction to water and wastewater sales revenues in 2012. To offset this reduction in water and wastewater revenues, some expenditure reductions are being proposed. In addition, Staff is proposing to decrease the transfer from the water Capital Project Reserve (CPR) account but increase the transfer from the wastewater CPR in attempts to maintain a consistent funding level for capital investment, repair and replacement. For the Water CPR expenditure, Staff is proposing a decrease from \$4,041,334 to \$2,984,511. For the Wastewater CPR expenditure, Staff is proposing an increase from \$335,317 to \$982,990. The CPR functions as a source of revenue for new or replacement assets, along with utility system repair needs. A portion of the CPR is intended to be utilized to offset Capital Improvement Program (CIP) costs until the City’s utility rate structure is adequate to cover ongoing repair and replacement needs for the overall utility. With the proposed overall decrease in utilization of CPR funds in 2012 and thanks to the infusion from 2010 carryover funds of \$3,388,566 to the CPR, the revised ending balance in 2012 totals \$17,103,070 (\$14,828,575 in water and \$2,274,495 in wastewater). (Net change = +\$3,592,126)

Utility Capital Project Reserve Fund	Net Change Proposed to Adopted Budget
Capital Project Reserve	+\$3,592,126
TOTAL	+\$3,592,126

STORMWATER DRAINAGE FUND

Due to adopted step/merit salary increases and a proposed 2.0% Across-The-Board compensation increase, Staff is proposing an additional \$5,800 in the Community Development Stormwater salary account in the Engineering Division (1.5 FTE). To offset this proposed increase, Staff is proposing to reduce the Professional Services account in General Services by \$5,800. This will result in a net zero change to the Stormwater Fund and retain the amount of operating expenses at the same level, leaving the majority of funds for capital projects. (Net change = \$0)

Stormwater Drainage Fund	Net Change Proposed to Adopted Budget
General Services	-\$5,800
Community Development	+\$5,800
Public Works & Utilities	\$0
Parks, Recreation and Libraries	\$0
Stormwater Drainage Capital Improvements	\$0
TOTAL	\$0

FLEET MAINTENANCE FUND

- **Fuel Charges:** Based on recent price experience and updated cost projections for 2012, Staff is proposing to increase the citywide fuel budget (unleaded and diesel) from \$916,680 to \$1,016,680. Based on average historical consumption data, this proposed \$100,000 increase to the fuel budget would equate to an average cost per gallon of approximately \$2.75 for unleaded and \$3.25 for diesel. This amended budget figure would be slightly less than actual expenditures in 2008 (\$1,054,628) and 2009 (\$1,031,338). Staff is looking into potential fuel price lock options this fall. Staff is proposing \$80,000 from the General Fund and \$20,000 from the Utility Fund, which reflects a breakdown based on actual consumption. (Net change = +\$100,000)
- **Fleet Optimization Study Operating Savings:** Through the City’s 2010/2011 Fleet Optimization Study, the City is eliminating 13 vehicles, two pieces of heavy equipment and two miscellaneous items. Accordingly, Staff is proposing to eliminate the fuel and rental (maintenance) charges that are associated with these vehicles and pieces of equipment. These reductions would be reflected in appropriate fuel and maintenance-related accounts within the department budgets. Originally, the Study projected \$38,691 in operating savings, but that figure included the elimination of one additional vehicle (a Chevrolet S-10 for Utilities Operations). Staff is recommending that this vehicle be retained if the seasonal employees are added back in Utilities Operations. This proposal is discussed in the Utility Fund section. (Net change = -\$36,810)
- **Police Patrol Vehicle Change-Over and Motorcycle Maintenance:** In order to streamline payment processes and to better reflect where work is being managed, Staff is proposing to transfer funds associated with motorcycle maintenance (\$6,000) and patrol vehicle change-over processes (\$12,000) from the Police Department’s budget to the Fleet Maintenance Division budget. There is no net increase to the citywide budget associated with this item; it would simply change where these costs are budgeted, which results in an increase to the Fleet Maintenance Division budget. (Net change = +\$18,000)

Fleet Maintenance Fund	Net Change Proposed to Adopted Budget
Fleet Maintenance Division	+\$81,190
TOTAL	+\$81,190

GENERAL CAPITAL OUTLAY REPLACEMENT FUND (GCORF)

- **Vehicle Replacement Cost Adjustments:** Staff proposes additional funds to address minor increases to vehicle cost estimates for 2012. A majority of the projected cost increase is associated with the replacement of the Parks, Recreation and Libraries Department’s cargo van for greenhouse operations. This cost increase is due to generating improved specifications for this vehicle, including an overall improvement in the functional design of the unit. These improvements, including safety features, a water tank and a rack system with heating and cooling for plants, will improve operational efficiency and employee safety. (Net change = +\$14,700)
- **Fire Apparatus Lease Purchase Costs:** As noted in the Fire Department’s section, Staff is proposing to move \$518,194 from the lease payments to others account in the Fire Department’s

budget to GCORF’s budget. Seven fire apparatus, including fire engines, ladder trucks and a heavy rescue truck, have been financed over the years utilizing lease purchases to level out the expenditures associated with acquiring these large apparatus replacements. GCORF technically “owns” these assets and moving the lease payments will better account for the expense. A budget increase in GCORF is shown, as these expenditures will be paid from a lease payment to others account in GCORF instead of the Fire Department’s budget. (Net change = +\$518,194)

General Capital Outlay Replacement Fund	Net Change Proposed to Adopted Budget
GCORF	+\$532,894
TOTAL	+\$532,894

GOLF COURSE FUND

Due to a continued low level of tournament play, a general reduction in overall play, the number of golf courses along the Front Range, and other challenges, Staff is projecting a shortfall of approximately \$208,000 in revenues in 2012 compared to the Adopted 2012 Budget. This shortfall is proposed to be filled via transfer payments from the General Capital Improvement Fund (GCIF) and POST Funds.

In the review of the Adopted 2012 Budget projected Golf Course Fund revenues, Staff has identified revenue modifications that need to be made based on 2010 actual and 2011 year-to-date collections. Overall, revenues are projected to reduce by approximately \$262,000 from the originally Adopted 2012 Budget projections; however, these are offset with a proposed increase in the transfer payment from the GCIF and expenditure reductions of \$56,862. These expenditure reductions are primarily a result of the reduction anticipated in 2012 for employee benefits costs. The overall Golf Course Fund budget is being reduced from the Adopted 2012 Budget of \$3,553,027 to the proposed revised 2012 budget of \$3,496,165.

The most significant revenue reductions may be found in the following areas:

- Green fees (-\$150,707)
- Cart rental fees (-\$53,000)
- Driving range fees (-\$10,000)
- Pro Shop retail sales (-\$30,000)
- Lesson fees (-\$7,500)
- Miscellaneous revenues (-\$11,405)

Staff will be undertaking a recreation revenue recovery review in preparation for the 2013/2014 budget development this fall. A key component of this review will include an assessment of the Golf Course fiscal health and further evaluation of what permanent subsidies may be necessary to maintain these facilities. Staff will return to City Council with information for an in-depth discussion on this issue in 2012.

Proposed expenditure adjustments are as follows:

- Across-the-Board (ATB) Salary Adjustment: Staff is proposing a 2% Across-The-Board (ATB) salary adjustment as an amendment to the Adopted 2012 Budget. (Net change = +\$20,452)
- Step and Merit Salary Adjustments: The Adopted 2012 Budget includes step and merit increases for eligible employees (\$16,626). Based on revised salary projections and employee turnover, projections have been revised for step (\$5,703) and merit (\$3,072) in 2012. (Net change = -\$7,851)

- Medical/Dental Insurance Premiums: The savings reflected represent the difference with the lower than anticipated premium increase. These savings will help to offset the revenue/expenditure shortfall that is projected for the golf courses in 2012. (Net change = -\$29,912)
- Life, long term disability, and survivor income insurance rates: As in other funds with life, long-term disability and survivor income insurance rates, Staff is projecting an overall savings in these items both at Legacy Ridge and The Heritage. These savings will help to offset the revenue/expenditure shortfall that is projected for the golf courses in 2012. (Net change = -\$17,931)
- Medicare: Due to revised projections and Staff turnover, Staff is recommending a decrease to the Medicare budget. The Adopted 2012 Budget included \$19,500 for this expense in the Golf Course Fund. These savings will help to offset the revenue/expenditure shortfall that is projected for the golf courses in 2012. (Net change = -\$4,200)
- General Capital Improvement Fund (GCIF) Subsidy: Staff is proposing to transfer an additional \$208,000 to the Golf Course Fund, bringing the total of GCIF supporting the Golf Course Fund from \$300,000 to \$508,000. These funds would be realized with a reduction in funding to several park and recreation capital improvement projects, which are highlighted in the GCIF section. (Net change = +\$208,000)
- Radio Replacements: Staff is proposing to eliminate \$3,640 that was originally budgeted in Golf Course capital outlay accounts for radio replacements due to the new capital project account for the Citywide Radio System Replacement, which is discussed in the General Capital Improvement Fund section. Staff recommends holding off on any scheduled replacement radio purchases until this project commences. These savings will help to offset the revenue/expenditure shortfall that is projected for the golf courses in 2012. (Net change = -\$3,640)

<u>Golf Course Fund</u>	<u>Net Change Proposed to Adopted Budget</u>
Legacy Ridge	-\$32,639
The Heritage	-\$24,223
TOTAL	-\$56,862

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

SALES & USE TAX FUND

As with most other municipalities in Colorado, sales and use tax provides the largest revenue source for the provision of services in the City of Westminster. In 2012, sales and use tax is projected to comprise 62.8% of total General Fund revenues (a slight increase from the adopted level of 62.3%). Over the last several years, multiple factors have put pressure on this revenue source, including increased retail competition, the rise of on-line shopping, instability in the economy and the continued decline of the Westminster Mall. The City has moved forward with efforts to stabilize and diversify sales and use tax revenues in order to provide replacement revenue despite these challenges.

Looking forward to 2012, Staff is projecting slightly higher-than-anticipated sales and use tax revenues. Including public safety tax dollars, Staff is proposing a total budgeted revenue figure of \$65,012,872. This represents a 0.8% increase from the originally adopted 2012 sales and use tax total of \$64,489,072.

In the review of the Adopted 2012 Budget projected Sales & Use Tax Fund revenues, Staff has identified revenue sources for which the projections need to be modified based on 2010 actual and 2011 year-to-date collections. Overall, revenues are projected to increase by \$523,800 from the originally Adopted 2012 Budget projections. This increase is possible thanks to success in

redevelopment efforts in urban renewal areas (URAs) throughout the City. The increase is due to these URAs generating revenues beyond that needed to cover their obligations, allowing these additional revenues to remain in the Sales & Use Tax Fund and assist in funding the City’s general operations.

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

- Increase in sales tax returns (+\$360,271)
- Increase in use tax returns (+\$145,034)
- Increase in building use tax returns (+\$207,560)
- Reduction in auto use tax returns (-\$93,753)
- Reduction in interest earnings (-\$50,000)
- Reduction in payment in lieu of taxes paid by the Water Fund (-\$50,000)

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

- Transfer to the General Capital Improvement Fund (GCIF): As a result of increased sales and use tax revenues and to offset the lower than anticipated interest earnings projected in the GCIF, the transfer payment to the GCIF is proposed to be increased from \$1,567,000 to \$1,965,000. (Net change = +\$398,000)
- Transfer to the General Fund Stabilization Reserve (GFSR): In the ongoing effort to prepare for the economic downturns that impact City operating revenues, additional funds are proposed to be contributed to the GFSR to maintain a minimum 5% balance that is the target per the policy adopted by City Council in 2009. (Net change = +\$250,000)
- Transfer to the General Fund: The overall reduction in operating expenditures proposed for 2012 results in less funds needed from the Sales and Use Tax Fund for ongoing services provided in the General Fund. The transfer payment is proposed to decrease from \$59,122,072 to \$59,097,872. (Net change = -\$24,200)
- Transfer to the Debt Service Fund: Due to the 2001 and 2001 sales tax bond refundings in 2010, the Debt Service Fund balance increased in 2010 with a reduction of interest payments. As a result of the 2010 refundings, the transfer payment from the Sales and Use Tax Fund is proposed to reduce from \$3,800,000 to \$3,700,000. (Net change = -\$100,000)

<u>Sales & Use Tax Fund</u>	<u>Net Change Proposed to Adopted Budget</u>
Sales & Use Tax	+\$523,800
TOTAL	+\$523,800

PARKS, OPEN SPACE & TRAILS FUND (POST)

Revised revenue projections for 2012 will not meet originally adopted figures. In the review of the Adopted 2012 Budget projected POST Fund revenues, Staff has identified revenue sources for which the projections need to be modified based on 2010 actual and 2011 year-to-date collections. Overall, revenues are projected to decrease by \$253,473 from the originally Adopted 2012 Budget projections. POST Fund sales and use taxes have had the benefit of being excluded from the tax increment in urban renewal areas and from economic development agreements. As a result, the POST Fund benefited immediately from these economic enhancements within the community as they have come on line over the years, versus the general Sales & Use Tax Fund, which has experienced the success of these areas slightly delayed after meeting redevelopment cost obligations. Experience is showing that the overall sales and use tax collections outside of the urban renewal areas is flat to slightly declining. That experience is being reflected in the revised POST Fund revenue projections.

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

- Decrease in sales tax returns (-\$212,589)
- Decrease in sales tax audit collections (-\$21,914)
- Increase in use tax returns (+\$31,136)
- Increase in building use tax returns (+\$14,484)
- Decrease in use tax audit collections (-\$17,100)
- Reduction in interest earnings (-\$44,600)

As a result, Staff is proposing reductions in park and recreation-related capital project accounts that receive POST funding. This reduction is shown in the Community Development account as a transfer payment to the General Capital Improvement Fund (GCIF). Identification of these projects and details are described in the GCIF section. (Net change = -\$253,473)

Parks, Open Space, and Trails (POST) Fund	Net Change Proposed to Adopted Budget
Community Development/Central Charges	-\$253,473
Park Services	\$0
TOTAL	-\$253,473

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

GENERAL CAPITAL IMPROVEMENT FUND (GCIF)

The total General Capital Improvement Fund is proposed to decrease by \$118,000 from \$8,381,000 to \$8,263,000 as a result of revised revenue projections. The proposed Capital Improvement Program (CIP) is all “pay as you go;” no debt funding is proposed.

Descriptions of all projects in the Adopted 2012 CIP are included in an attachment to this Staff Report. Staff’s proposed changes to the Adopted 2012 CIP are summarized below.

- **New Development Participation:** Staff is proposing to reduce this project account from \$200,000 to \$30,000. Originally, this \$200,000 was intended to fund the City’s share of the construction of 101st Avenue to the west of Sheridan Boulevard and related traffic signal modifications in conjunction with development of the Amberwood subdivision. This housing project has been delayed and exact timing is unknown at this point, but the funds will not be needed in 2012. These funds are proposed to be applied to the U.S. 36 Pedestrian Box Widening and the 72nd Avenue/Little Dry Creek Bridge Replacement. (Net change = -\$170,000)
- **Sidewalk Connection:** Staff is proposing to eliminate funds for this ongoing project in 2012. Currently, the project has a balance of \$17,524. While no additional funding is being added for miscellaneous sidewalk connections in 2012, the Federal Boulevard sidewalks funded in the Adopted 2012 CIP are still funded for implementation next year. Staff will revisit funding this ongoing project as part of the 2013/2014 budget development next summer. The 2012 funds are proposed to be applied to the U.S. 36 Pedestrian Box Widening and the 72nd Avenue/Little Dry Creek Bridge Replacement. (Net change = -\$25,000)
- **New Street Light Program:** Staff is proposing to eliminate funds for this ongoing project in 2012. Currently, the project has a balance of \$9,987. Staff will revisit funding this ongoing project as part of the 2013/2014 budget development next summer. These 2012 funds are proposed to be applied to the U.S. 36 Pedestrian Box Widening and the 72nd Avenue/Little Dry Creek Bridge Replacement. (Net change = -\$25,000)
- **Geographic Information System Upgrades:** Staff is proposing to eliminate funds for this ongoing project in 2012. Currently, the project has a balance of \$161,000. Staff will revisit funding this ongoing project as part of the 2013/2014 budget development next summer. These 2012 funds are

proposed to be applied to the U.S. 36 Pedestrian Box Widening and the 72nd Avenue/Little Dry Creek Bridge Replacement. (Net change = -\$75,000)

- Bradburn Boulevard Realignment - NEW: This project currently has \$1.1 million in City funds budgeted and the City anticipates receiving \$1.8 million in federal funding for the project. Per City Council's direction, Staff plans to propose that any 2012 or 2013 CDBG funds received by the City be appropriated to this project (estimating between \$400,000 to \$500,000 over the two years). Given federal budget challenges, a great deal of uncertainty exists in regards to what level of CDBG funding the City will receive in 2012 and future years. With the additional \$500,000 proposed in 2012 for the project (whereas \$0 was originally budgeted, thus the designation NEW), the total budget would amount to between \$3.8-4.0 million, which could fund the replacement of the 72nd Avenue bridge and raise the pedestrian trail through it, reducing the frequency of inundation by creek flows. This amount of funding would address the safety issue with the bridge, but would not be sufficient to realign Bradburn Boulevard. However, the bridge replacement would position the City to pursue realignment of Bradburn Boulevard at a future date. Due to the proposed focus of this project, Staff is proposing to re-name this project the "72nd Avenue/Little Dry Creek Bridge Replacement." (Net change = +\$500,000)
- 120th Avenue Corridor Turn Lanes and Restriping: Staff is proposing to change the focus of this project and re-name it "120th Avenue and Federal Boulevard Intersection Improvements." This project includes the installation of additional lanes at this intersection and an overall configuration improvement. This project was recently awarded federal funds through the Denver Regional Council of Government's Transportation Improvement Program (TIP) and a local match (\$1.043 million) will be required. In addition to the existing \$580,000 in this project account, the City will need to contribute another \$463,000 in the future. These additional funds will likely not be needed until 2014. [The original 120th Avenue Corridor Turn Lanes and Restriping project would have created three through lanes in each direction for the portion of the corridor located between Federal Boulevard and I-25, including dedicated right-turn lanes at three intersections at Zuni, Tejon and Pecos.] (Net change = \$0)
- 128th Avenue/Delaware Street Intersection Improvements: Staff is proposing to eliminate funds and postpone this project until development in the area justifies the project. These 2012 funds are proposed to be applied to the U.S. 36 Pedestrian Box Widening and the 72nd Avenue/Little Dry Creek Bridge Replacement. (Net change = -\$90,000)
- U.S. 36 Pedestrian Box Widening - NEW: This is a new proposed project based on the award of federal funding for the widening of U.S. 36 as part of the Colorado Department of Transportation's (CDOT). Per a previous intergovernmental agreement (IGA) with CDOT, the City is obligated to lengthen the existing underpass that connects the Westminster Promenade to The Shops at Walnut Creek. The IGA was signed when the bridge was originally constructed. Per negotiations with CDOT, the City's total cost of this project is \$855,373. An additional \$467,000 will be needed in future years in addition to this proposed appropriation in 2012. The City will pay project costs to CDOT in three installments spread out over three years. Other accounts in the GCIF are proposed to be reduced in order to provide funding for this project. (Net change = +\$389,000)
- South Westminster Revitalization Project: Staff is proposing to reduce funds for this ongoing project in 2012 from \$71,000 to \$50,000. These 2012 funds are proposed to be applied to the U.S. 36 Pedestrian Box Widening and the 72nd Avenue/Little Dry Creek Bridge Replacement. (Net change = -\$21,000)
- Building Operations and Maintenance (BO&M) Major Maintenance: Staff is proposing to increase funding for this ongoing project account from \$160,000 to \$205,000 in 2012. These additional dollars would be utilized for design work associated with replacement of HVAC components at City Hall. (Net change = +\$45,000)

- Major Software Upgrades: Staff is proposing to eliminate funds for this ongoing project in 2012. Currently, the project has a balance of \$516,000. Staff will revisit funding this ongoing project as part of the 2013/2014 budget development next summer. These 2012 funds are proposed to be applied to the U.S. 36 Pedestrian Box Widening and the 72nd Avenue/Little Dry Creek Bridge Replacement. (Net change = -\$25,000)
- Railroad Crossing Surface Replacement Program: Staff is proposing to eliminate funds for this project in 2012. Currently, the project has sufficient funds to replace the crossings on 88th Avenue and on Lowell Boulevard. Other crossings in the City are in better shape and there is no immediate need to pursue another crossing replacement in 2012. These 2012 funds are proposed to be applied to the U.S. 36 Pedestrian Box Widening and the 72nd Avenue/Little Dry Creek Bridge Replacement. (Net change = -\$26,000)
- Shoenberg Farm Restoration: Staff is proposing to eliminate funds for this project in 2012. Originally, these funds were appropriated to be a cash match for a State grant that was to help fund structural and exterior rehabilitation of the milk house. The City was not awarded this grant, so the matching funds are not necessary at this time. These 2012 funds are proposed to be applied to other priority projects such as BO&M Major Maintenance and the U.S. 36 Pedestrian Box Widening and the 72nd Avenue/Little Dry Creek Bridge Replacement. (Net change = -\$79,000)
- Semper Farm: Staff is proposing to eliminate funds for this project in 2012. Originally, these funds were appropriated for interior repairs and utilities for the farmhouse on site. The intention was to make the farmhouse inhabitable for an on-site caretaker. Considering other capital priorities, Staff is recommending that this project be postponed. These 2012 funds are proposed to be applied to other priority projects such as BO&M Major Maintenance, the U.S. 36 Pedestrian Box Widening and the 72nd Avenue/Little Dry Creek Bridge Replacement. (Net change = -\$60,000)
- Miscellaneous Construction Projects: Staff is proposing to reduce funding for this project from \$50,000 to \$25,000 in 2012. This ongoing project was created in 2011 and provides funds for maintenance and repair of City-owned brick walls and wood fences, as well as other minor construction and maintenance work within public rights-of-way and public lands. These 2012 funds are proposed to be applied to other priority projects such as the U.S. 36 Pedestrian Box Widening and the 72nd Avenue/Little Dry Creek Bridge Replacement. (Net change = -\$25,000)
- Westminster Center Urban Reinvestment Project (WURP): Staff is proposing to reduce funding for this project from \$500,000 to \$250,000 in 2012. Based on recent investments in this project and anticipated partnership with a developer in the future, Staff believes that this reduction is appropriate. These 2012 funds are proposed to be applied to other priority projects such as the U.S. 36 Pedestrian Box Widening and the 72nd Avenue/Little Dry Creek Bridge Replacement. (Net change = -\$250,000)
- Firefighting Simulator/Burn Building: Staff is proposing to eliminate 2012 funding for this project. To date, \$522,000 has been appropriated into this project. The original proposed site for this structure is no longer feasible, so Staff is in the process of working to identify other potential locations and examining other details related to this project. Due to the necessary change of location, this project will be delayed and the 2012 funding will not be needed. These funds are proposed to be applied to other priority public safety projects such as the Citywide Radio System Replacement. (Net change = -\$170,000)
- Public Safety Facilities' Maintenance (BO&M): Staff is proposing to reduce funding in this ongoing project from \$185,000 to \$100,000 in 2012. Staff believes the revised level of funding, along with funds in the project's account balance, would be sufficient to address project needs in 2012. Staff will revisit funding this ongoing project as part of the 2013/2014 budget development next summer. These funds would be applied to other priority public safety projects such as the Citywide Radio System Replacement. (Net change = -\$85,000)

- Major Software Upgrades - PST: Staff is proposing to reduce public safety tax funding in this ongoing project from \$100,000 to \$75,000 in 2012. As noted previously, the project currently has a balance of \$516,000 (this project combines general and public safety tax funds to maintain the various software programs that support all operations). Staff believes the revised level of funding, along with funds in the project's account balance, would be sufficient to address project needs in 2012. Staff will revisit funding this ongoing project as part of the 2013/2014 budget development next summer. These funds are proposed to be applied to other priority public safety projects such as the Citywide Radio System Replacement. (Net change = -\$25,000)
- Citywide Radio System Replacement - NEW: This is a new proposed project to replace the City's existing radio system with a P-25 digital interoperable simulcast radio system. The City's current radio system is 19 years old and its technology has reached end-of-life status. This project would start setting funds aside for the eventual replacement of this system. The P-25 radio system would provide improved coverage, direct interoperability with surrounding agencies and increased choices in radios themselves, as the P-25 system is non-proprietary. This project would include replacement of the major radio system components, dispatch equipment and radios. Total project cost is estimated at \$4,345,000. The City of Arvada would continue to partner with the City on the radio system, so the City of Westminster's portion of this estimated cost would be \$2,172,500. Staff is proposing to accrue funding for this project over several years. Staff is also pursuing two public-safety related grants and is looking for alternative funding options to help supplement capital project funding for this major project. In addition, Staff is proposing to move \$98,000 that was originally budgeted in General Fund departments' capital outlay accounts for radio replacements into this capital project account. (Net change = +\$378,000)
- Community Enhancement Program (CEP): This reduction is proposed due to revised 2012 revenue projections for Accommodations Tax revenues, which fund the CEP. (Net change = -\$10,000)
- Recreation Facilities Improvements: Staff is proposing to reduce funding for this project from \$300,000 to \$291,000 in 2012. Based on actual experience in 2011 and revised revenue projections for 2012, Staff is anticipating Parks, Open Space and Trails (POST) sales and use tax revenues to be approximately \$254,000 less than what was projected in the Adopted 2012 Budget. In addition, based on actual experience in 2011 and revised revenue projections for 2012, Staff is anticipating Golf Course revenues to be less than what was projected in the Adopted 2012 Budget. In order to balance revenues with expenditures, an additional \$208,000 is needed for the transfer from the General Capital Improvement Fund (GCIF) to the Golf Course Fund (transfer totals \$508,000). Due to the revised POST revenue projections and the need for an increased transfer to the Golf Course Fund, Staff is recommending this proposed project reduction. (Net change = -\$9,000)
- Park Renovation Program: Staff is proposing to reduce funding for this project from \$665,000 to \$500,000 in 2012. As noted, revised POST revenue projections and the need to financially assist the Golf Course, Staff is recommending this proposed project reduction. (Net change = -\$165,000)
- Golf Course Improvements: Staff is proposing to eliminate funding for this project in 2012. As noted, revised POST revenue projections and the need to financially assist the Golf Course, Staff is recommending this proposed project reduction. (Net change = -\$50,000)
- Recreation Facilities Major Maintenance (BO&M): Staff is proposing to reduce funding for this project from \$753,000 to \$500,000 in 2012. As noted, revised POST revenue projections and the need to financially assist the Golf Course, Staff is recommending this proposed project reduction. (Net change = -\$253,000)
- Transfer to Golf Course Fund: Staff is proposing to increase this transfer from \$300,000 to \$508,000 in 2012. Based on actual experience in 2011 and revised revenue projections for 2012, Staff is anticipating Golf Course revenues to be less than what was projected in the Adopted 2012

Budget. In order to balance revenues with expenditures, an additional \$208,000 is needed for the transfer from the GCIF to the Golf Course Fund (total transfer = \$508,000). (Net change = +\$208,000)

General Capital Improvement Fund	Net Change Proposed to Adopted Budget
Streets & Traffic Improvements	+\$504,000
Other Capital Improvements	-\$441,000
Public Safety Capital Improvements	+\$98,000
Park Improvements	-\$279,000
TOTAL	-\$118,000

CONSERVATION TRUST FUND

This fund handles the City’s share of State lottery proceeds. These funds may be used on (1) the acquisition, development, and maintenance of new conservation sites; (2) capital improvements or maintenance for recreational purposes on any public site; and (3) operation of a system of television relay and translator facilities and the use, acquisition, equipping, and maintenance of land, buildings, and other recreational facilities therefore. The City utilizes these funds for park and recreation facility improvement projects included within the Capital Improvement Program. No changes are proposed to the Adopted 2012 Budget.

PROPERTY LIABILITY/WORKERS’ COMPENSATION FUND

This fund manages property and liability and workers' compensation programs to minimize liabilities, insure City property and protect employees who are injured on the job. No changes are proposed to the Adopted 2012 Budget.

DEBT SERVICE FUND

This fund manages the City’s repayment of long-term debt-financed projects. It accounts for the financial resources used for the payment of long-term non-enterprise fund debt, principal, interest and related costs. No additional debt is proposed in 2012.

Due to the 2001 and 2001 sales tax bond refundings in 2010, the Debt Service Fund balance increased in 2010 with a reduction of interest payments. As a result of the 2010 refundings, the transfer payment from the Sales and Use Tax Fund is proposed to reduce from \$3,800,000 to \$3,700,000. The overall revenues are proposed to reduce by \$100,000 as the original Adopted 2012 Budget had an infusion into the Fund balance of \$100,000 that is no longer needed. The overall Fund expenditures are not proposed to be amended for 2012, which is why the net change is shown as zero. (Net change = \$0)

SUMMARY OF MODIFICATIONS

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

Fund	Adopted 2012 Budget	Revised 2012 Budget	Net Change
General	\$94,892,666	\$94,074,565	-\$818,101
General Reserve	\$9,877,902	\$9,716,143	-\$161,759
GF Stabilization Reserve	\$3,030,694	\$3,559,094	+\$528,400
Utility (water/wastewater)	\$55,195,277	\$51,884,739	-\$3,310,538
Utility Rate Stabilization Reserve	\$11,923,378	\$11,270,191	-\$653,187
Utility Capital Project Reserve	\$13,510,944	\$17,103,070	+\$3,592,126
Stormwater Drainage	\$2,132,000	\$2,132,000	\$0
Fleet Maintenance	\$2,166,698	\$2,247,888	+\$81,190
General Capital Outlay Replacement	\$1,169,468	\$1,702,362	+\$532,894
Golf Course	\$3,553,027	\$3,496,165	-\$56,862
Sales & Use Tax	\$64,489,072	\$65,012,872	+\$523,800
Parks, Open Space, and Trails (POST)	\$5,175,413	\$4,921,940	-\$253,473
General Capital Improvement	\$7,756,000	\$7,638,000	-\$118,000
Conservation Trust	\$625,000	\$625,000	\$0
Property Liability/Workers' Compensation	\$2,182,795	\$2,182,795	\$0
Debt Service	\$7,527,528	\$7,527,528	\$0

PAY, CLASSIFICATION AND BENEFITS

Pay and Classification

A biennial review of the pay and classification system is anticipated in 2012 in preparation for the 2013/2014 Budget development. No salary or classification review was completed in 2010 for the 2011/2012 budget due to economic conditions and little movement in the compensation market. The last Across-The-Board (ATB) adjustment (2%) was made to ranges and incumbent non-exempt salaries in January of 2009. No range adjustments were made in 2010 or 2011; wages were frozen in 2010 and 2011 for Administrative Officers; in 2011 step and merit increases were frozen for all employees.

As noted previously in this Staff Report, based on a review of 2010, 2011 and anticipated 2012 adjustments of survey cities, Staff is recommending a 2% ATB adjustment to all ranges in 2012. Incumbent non-exempt employees would receive the 2% increase in January 2012 and exempt and Administrative Officers would be eligible for a merit increase during their annual performance review. This adjustment to ranges will help keep the City competitive with other municipal organizations in the Front Range and assist the City in its ability to attract and retain quality staff.

As part of the 2012 mid-year budget review process, the 2012 recommended amended Pay Plan includes classification and title changes due to reorganization and restructuring of position responsibilities. Sixteen position changes are recommended. Key position vacancies provided an opportunity for departments to review their current structures and make adjustments to enhance their department effectiveness through better utilization of staff. Reorganizations resulted in overall savings to the City (-\$22,277). One new position is recommended for the Utility Fund in 2012. The expansion of Big Dry Creek has warranted the addition of a plant operator to support operations. A 1.0 FTE Plant Operator Trainee that may eventually promote through Plant Operator IV with the acquisition of State certifications is recommended to assist current staff with plant operations maintenance and monitoring. A reduction of a 0.5 FTE Software Engineer is recommended in Information Technology. Funding for this position will be utilized for a full time paid Management Intern. This staffing adjustment will assist IT in knowledge transfer and development as part of their

succession management strategy. All of these recommendations result in a net 0.5 FTE increase in the 2012 Amended FTE Staffing allocation, totaling 910.341 FTE.

The attached Proposed 2012 Amended Pay Plans reflects the changes to positions identified in the attached Proposed 2012 Budget Proposed Change Sheet, the Proposed 2012 Budget Proposed Position Eliminations and the 2012 Budget Proposed New Position Sheet.

Benefits

General Services Staff conducted a survey of the benefits provided in selected cities and special districts in the spring of 2011. This survey was conducted on the following benefits: pension contributions, medical and dental benefits, life insurance coverage, retiree medical benefits, prescription benefits, dental and orthodontic maximum benefits, leave benefits, special pay and education reimbursement programs. The survey confirmed that the City benefit package is comparable to other entities surveyed, keeping the City in a competitive position.

Due to competitive marketing of the City's plans and lower claims history, the City will not experience an increase in overall premium costs in 2012 (0%). Aggressive emphasis on personal responsibility for individual preventative health through the City Wellness program and education on healthcare cost containment through consumer driven choices have helped contain claims costs. In response to City Council Policy Action priorities established for 2011-2012, Staff continues to pursue innovative healthcare management cost containment options. A strong employee communication campaign will be launched during open enrollment emphasizing personal accountability and healthy lifestyle choices for employees and dependents.

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

HUMAN SERVICES BOARD RECOMMENDATIONS REVIEW

At the July 13 Study Session, City Council reviewed and concurred with the Human Service Board's (HSB) agency funding recommendations for 2012. A total funding level for HSB agencies for 2012 is proposed at \$80,000. The list of HSB recommended funding proposed for 2012 is attached to this Staff Report.

CITIZEN REQUESTS REVIEW

No requests have been received to date for the Adopted 2012 Budget. A public meeting on the Adopted 2012 Budget was held on Monday, September 12. No requests were made at that meeting. Should any requests be received within the next week, Staff will research them and provide recommendations to City Council at the September 26 Mid-Year Budget Review. Any requests received will be reviewed with City Council and included in the final budget amendment proposal to be acted on by City Council on October 10, 2011.

A Budget Review is scheduled for the September 26th Post City Council Meeting. This document and the materials attached are intended to facilitate the review and discussion at that meeting. If any member of City Council would like a printed copy versus the electronic copy, please notify Staff.

This Staff Report is being sent a week ahead of the normal Staff Report distribution schedule to allow City Council time to review the attached materials. Staff will be in attendance at the September 26th Post City Council Meeting to review the materials covered in this Staff Report and to answer any questions from City Council.

Respectfully submitted,

J. Brent McFall
City Manager

Attachment:

- Adopted 2012 Budget – Proposed Amendment Packet



W E S T M I N S T E R

Adopted 2012

Proposed Amendment

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

Phone: (303) 658-2016
Fax: (303) 706-3921
Website: www.cityofwestminster.us

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2012 PROPOSED AMENDED BUDGET SUMMARY BY FUND

	Beginning Balance (1/1/12)	+	Revenues	=	Funds Available	-	Expenses	-	Contingencies	=	Ending Balance (12/31/12)
Operating Funds											
General	\$0	+	\$94,074,565	=	\$94,074,565	-	\$93,074,565	-	\$1,000,000	=	\$0
Utility Enterprise	\$0	+	\$54,016,739	=	\$54,016,739	-	\$54,016,739	-	\$0	=	\$0
Total Operating Funds	\$0	+	\$148,091,304	=	\$148,091,304	-	\$147,091,304	-	\$1,000,000	=	\$0
Other Funds											
General Reserve	\$9,497,696	+	\$218,447	=	\$9,716,143	-	\$0	-	\$0	=	\$9,716,143
GF Stabilization Reserve	\$3,231,885	+	\$327,209	=	\$3,559,094	-	\$0	-	\$0	=	\$3,559,094
Utility Rate Stabilization Rsv	\$11,016,804	+	\$253,387	=	\$11,270,191	-	\$0	-	\$0	=	\$11,270,191
Utility Capital Projects Rsv	\$20,641,444	+	\$429,127	=	\$21,070,571	-	\$3,967,501	-	\$0	=	\$17,103,070
Golf Course	\$0	+	\$3,496,165	=	\$3,496,165	-	\$3,496,165	-	\$0	=	\$0
Fleet Maintenance	\$0	+	\$2,247,888	=	\$2,247,888	-	\$2,247,888	-	\$0	=	\$0
Gen Cap Outlay Replacement	\$0	+	\$1,702,362	=	\$1,702,362	-	\$1,702,362	-	\$0	=	\$0
Sales & Use Tax	\$0	+	\$65,012,872	=	\$65,012,872	-	\$65,012,872	-	\$0	=	\$0
Parks, Open Space & Trails	\$0	+	\$4,921,940	=	\$4,921,940	-	\$4,921,940	-	\$0	=	\$0
Conservation Trust	\$0	+	\$625,000	=	\$625,000	-	\$625,000	-	\$0	=	\$0
General Cap Improvement	\$263,000	+	\$7,375,000	=	\$7,638,000	-	\$7,638,000	-	\$0	=	\$0
Debt Service	\$7,341	+	\$7,520,187	=	\$7,527,528	-	\$7,527,528	-	\$0	=	\$0
Total Other Funds	\$44,658,170	+	\$94,129,584	=	\$138,787,754	-	\$97,139,256	-	\$0	=	\$41,648,498
Total Operating Funds	\$0	+	\$148,091,304	=	\$148,091,304	-	\$147,091,304	-	\$1,000,000	=	\$0
Total Other Funds	\$44,658,170	+	\$94,129,584	=	\$138,787,754	-	\$97,139,256	-	\$0	=	\$41,648,498
(Less Transfers)	\$0	+	(\$80,511,025)	=	(\$80,511,025)	-	(\$80,511,025)	-	\$0	=	\$0
GRAND TOTAL 2012	\$44,658,170	+	\$161,709,863	=	\$206,368,033	-	\$163,719,535	-	\$1,000,000	=	\$41,648,498
Grand Total 2011	\$40,877,997	+	\$162,078,181	=	\$202,956,178	-	\$160,037,061	-	\$1,000,000	=	\$41,919,117
Grand Total 2010	\$53,123,972	+	\$172,132,434	=	\$225,256,406	-	\$170,667,589	-	\$1,000,000	=	\$53,588,817
Grand Total 2009	\$64,530,490	+	\$164,992,350	=	\$229,522,840	-	\$175,387,956	-	\$1,000,000	=	\$53,134,884
Grand Total 2008	\$45,542,419	+	\$163,311,676	=	\$208,854,095	-	\$166,636,641	-	\$1,000,000	=	\$41,217,454
Grand Total 2007	\$48,077,132	+	\$158,568,005	=	\$206,645,137	-	\$160,102,718	-	\$1,000,000	=	\$45,542,419
Grand Total 2006	\$20,476,608	+	\$146,468,796	=	\$166,945,404	-	\$145,208,385	-	\$2,000,000	=	\$19,737,019
Grand Total 2005	\$20,296,272	+	\$141,666,404	=	\$161,962,676	-	\$139,759,137	-	\$2,000,000	=	\$20,203,539
Grand Total 2004	\$14,711,782	+	\$132,318,189	=	\$147,029,971	-	\$130,248,999	-	\$2,000,000	=	\$14,780,972
Grand Total 2003	\$16,875,981	+	\$125,405,695	=	\$142,281,676	-	\$125,268,831	-	\$2,200,000	=	\$14,812,845
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
Percent Change 2011-2012	9.2%		-0.2%		1.7%		2.3%		0.0%		-0.6%

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

GENERAL FUND REVENUES

Source	2010 Actual	2011 Revised (9/1/11)	2011 Actual (9/1/11)	2011 Estimated	2012 Adopted	2012 REVISED
Property Tax						
Property Tax Adams	\$2,351,434	\$2,270,000	\$2,296,014	\$2,296,014	\$2,270,000	\$2,270,000
Property Tax Jeffco	\$1,965,769	\$1,920,000	\$1,946,752	\$1,946,752	\$1,920,000	\$1,920,000
<i>Total</i>	<i>\$4,317,203</i>	<i>\$4,190,000</i>	<i>\$4,242,766</i>	<i>\$4,242,766</i>	<i>\$4,190,000</i>	<i>\$4,190,000</i>
Business Fees & Taxes						
Public Service Co	\$3,126,027	\$2,979,500	\$1,782,460	\$3,045,000	\$3,039,090	\$3,055,000
Qwest/US West Comm	\$153,173	\$161,511	\$57,557	\$124,479	\$164,741	\$130,000
New Franchise Fees	\$0	\$2,500	\$0	\$0	\$2,500	\$0
Comcast/AT&T Cable	\$1,107,449	\$1,085,400	\$592,161	\$1,085,400	\$1,090,827	\$1,090,827
<i>Total</i>	<i>\$4,386,649</i>	<i>\$4,228,911</i>	<i>\$2,432,178</i>	<i>\$4,254,879</i>	<i>\$4,297,158</i>	<i>\$4,275,827</i>
Admissions Tax						
Movie Theaters	\$511,615	\$454,500	\$328,827	\$455,000	\$463,590	\$463,590
Bowling Alleys	\$76,402	\$60,000	\$43,909	\$65,000	\$63,000	\$63,000
Butterfly Pavillion	\$36,662	\$33,000	\$27,777	\$35,000	\$34,000	\$36,000
Cover Charges	\$18,127	\$17,750	\$12,210	\$17,750	\$18,000	\$18,000
<i>Total</i>	<i>\$642,806</i>	<i>\$565,250</i>	<i>\$412,723</i>	<i>\$572,750</i>	<i>\$578,590</i>	<i>\$580,590</i>
License Revenue						
Contractors	\$85,790	\$81,500	\$56,400	\$85,800	\$82,500	\$85,500
Beer & Liquor	\$85,977	\$88,500	\$52,038	\$86,000	\$90,000	\$87,000
Other Licenses	\$50,960	\$41,000	\$30,550	\$42,000	\$42,500	\$42,500
<i>Total</i>	<i>\$222,727</i>	<i>\$211,000</i>	<i>\$138,988</i>	<i>\$213,800</i>	<i>\$215,000</i>	<i>\$215,000</i>
Building Permit Revenue						
Adams County Commercial	\$617,025	\$300,000	\$275,387	\$400,000	\$350,000	\$350,000
Jefferson County Commercial	\$239,702	\$225,000	\$277,393	\$350,000	\$250,000	\$250,000
Adams County Residential	\$436,193	\$400,000	\$412,967	\$425,000	\$400,000	\$400,000
Jefferson County Residential	\$193,295	\$200,000	\$163,207	\$225,000	\$200,000	\$200,000
<i>Total</i>	<i>\$1,486,215</i>	<i>\$1,125,000</i>	<i>\$1,128,954</i>	<i>\$1,400,000</i>	<i>\$1,200,000</i>	<i>\$1,200,000</i>
Intergovernmental Revenue						
Cigarette Tax	\$278,687	\$271,000	\$154,778	\$271,000	\$272,000	\$272,000
Miscellaneous	\$114,591	\$0	\$41,564	\$41,564	\$0	\$0
Vehicle/Highway Taxes:						
HUTF	\$3,229,195	\$3,050,000	\$1,846,556	\$3,191,057	\$3,100,000	\$3,200,000
Ownership Adams	\$170,003	\$193,865	\$94,733	\$170,000	\$197,742	\$175,000
Ownership Jeffco	\$140,433	\$147,175	\$78,405	\$140,000	\$150,119	\$145,000
Vehicle Reg Adams	\$196,825	\$208,075	\$111,673	\$197,000	\$212,237	\$200,000
Vehicle Reg Jeffco	\$145,979	\$142,568	\$84,317	\$145,980	\$145,419	\$145,419
Road/Bridge Adams	\$425,546	\$446,439	\$405,230	\$430,000	\$455,368	\$455,368
Road/Bridge Jeffco	\$510,309	\$405,307	\$396,137	\$405,000	\$413,413	\$413,413
<i>Subtotal</i>	<i>\$4,818,290</i>	<i>\$4,593,429</i>	<i>\$3,017,051</i>	<i>\$4,679,037</i>	<i>\$4,674,298</i>	<i>\$4,734,200</i>
State/Federal Grants:						
Federal Grants	\$265,500	\$35,000	\$100,540	\$100,540	\$35,000	\$35,000
State of Colorado	\$52,772	\$949	\$97,654	\$97,654	\$0	\$0
County Grants	\$11,458	\$0	\$38,865	\$38,865	\$0	\$0

GENERAL FUND REVENUES

Source	2010 Actual	2011 Revised (9/1/11)	2011 Actual (9/1/11)	2011 Estimated	2012 Adopted	2012 REVISED
Other Grants	\$9,700	\$0	\$500	\$500	\$0	\$0
CDOT Signal Reimb	\$39,930	\$59,500	\$25,410	\$43,560	\$60,000	\$44,207
<i>Subtotal</i>	<i>\$379,360</i>	<i>\$95,449</i>	<i>\$262,969</i>	<i>\$281,119</i>	<i>\$95,000</i>	<i>\$79,207</i>
<i>Total</i>	<i>\$5,590,928</i>	<i>\$4,959,878</i>	<i>\$3,476,362</i>	<i>\$5,272,720</i>	<i>\$5,041,298</i>	<i>\$5,085,407</i>
Recreation Charges						
Swim Fitness Center	\$566,247	\$420,000	\$380,056	\$452,635	\$535,000	\$535,000
Ice Center Joint Venture	\$1,120,460	\$1,033,383	\$325,338	\$963,844	\$1,035,078	\$965,538
Countryside Pool	\$64,812	\$71,000	\$58,901	\$67,000	\$72,000	\$70,000
Kings Mill Pool/Cell Tower Lease	\$19,028	\$13,800	\$10,350	\$13,800	\$13,800	\$13,800
Standley Lake	\$552,193	\$555,000	\$529,351	\$555,000	\$560,000	\$560,000
General Recreation/Programs	\$1,228,135	\$1,160,000	\$1,079,599	\$1,230,000	\$1,175,000	\$1,255,000
Athletic Fields	\$75,353	\$55,000	\$62,730	\$67,000	\$57,000	\$67,000
Westminster Sports Center	\$277,804	\$263,000	\$182,348	\$270,000	\$268,000	\$275,000
City Park Rec Center	\$1,058,158	\$1,134,800	\$832,805	\$1,120,000	\$1,155,000	\$1,125,000
City Park Fitness Center	\$710,555	\$750,000	\$521,417	\$730,000	\$755,000	\$737,000
West View Recreation Center	\$458,876	\$465,000	\$340,896	\$465,000	\$470,000	\$470,000
Park and Library Rentals	\$46,883	\$38,000	\$53,906	\$48,000	\$39,000	\$45,000
The MAC	\$282,097	\$274,000	\$238,068	\$295,000	\$278,000	\$300,000
<i>Total</i>	<i>\$6,460,601</i>	<i>\$6,232,983</i>	<i>\$4,615,765</i>	<i>\$6,277,279</i>	<i>\$6,412,878</i>	<i>\$6,418,338</i>
Fines & Forfeitures						
Court Fines	\$1,875,617	\$2,120,000	\$1,446,477	\$1,950,000	\$2,141,200	\$1,950,000
Library Fines	\$201,134	\$214,000	\$116,377	\$175,000	\$215,000	\$160,000
<i>Total</i>	<i>\$2,076,751</i>	<i>\$2,334,000</i>	<i>\$1,562,854</i>	<i>\$2,125,000</i>	<i>\$2,356,200</i>	<i>\$2,110,000</i>
Interest Income	\$235,941	\$292,900	\$129,080	\$175,000	\$298,758	\$180,000
Total Reimbursement	\$134,831	\$55,000	\$170,315	\$140,000	\$55,000	\$55,000
General Miscellaneous						
EMS Billings	\$2,031,040	\$2,000,000	\$1,345,943	\$2,000,000	\$2,050,000	\$2,020,000
Infrastructure Fee	\$1,070,157	\$1,423,750	\$934,024	\$1,426,700	\$1,776,300	\$1,776,300
Rental Housing Inspection Fee	\$150	\$170,000	\$103,926	\$118,000	\$170,000	\$170,000
Promenade CAM Billings	\$405,934	\$270,864	\$129,648	\$172,865	\$270,864	\$174,864
Pension Fund Admin Fee	\$101,675	\$105,000	\$67,783	\$101,670	\$107,000	\$103,700
Recording & Filing	\$85,161	\$68,000	\$64,279	\$68,000	\$70,000	\$70,000
Sale of Assets	\$71,000	\$30,000	\$34,236	\$30,000	\$30,000	\$30,000
Weed Cutting	\$9,862	\$1,500	\$1,155	\$1,500	\$1,800	\$1,800
Miscellaneous	\$530,957	\$348,619	\$206,508	\$342,348	\$361,193	\$361,193
Passport Fees	\$24,067	\$40,000	\$15,095	\$25,000	\$40,000	\$26,000
Off Duty Police/Fire Reimburseme	\$167,220	\$150,000	\$179,504	\$160,000	\$150,000	\$150,000
Westminster Faire	\$16,605	\$16,000	\$15,950	\$16,000	\$16,000	\$16,000
Street Cut Impact Fee	\$349,257	\$790,000	\$130,428	\$500,000	\$800,000	\$535,000
Thornton Reimbursement	\$1,267,875	\$1,269,525	\$304,763	\$1,270,188	\$1,267,250	\$1,266,369
GID Admin Fee	\$52,351	\$50,146	\$0	\$50,146	\$50,146	\$50,146
SRO Reimbursement	\$68,775	\$64,176	\$45,850	\$64,176	\$64,176	\$64,176
Rentals/Leases	\$348,259	\$369,181	\$238,821	\$369,181	\$386,208	\$386,208

GENERAL FUND REVENUES

Source	2010 Actual	2011 Revised (9/1/11)	2011 Actual (9/1/11)	2011 Estimated	2012 Adopted	2012 REVISED
PD Training Reimb	\$18,161	\$18,000	\$15,987	\$18,000	\$18,000	\$18,000
Accommodations Tax	\$736,444	\$715,000	\$505,500	\$665,000	\$725,000	\$675,000
Conference Center Fee	\$107,812	\$98,000	\$73,779	\$96,500	\$98,000	\$98,000
WEDA Reimbursement	\$82,491	\$82,491	\$0	\$82,491	\$82,000	\$82,000
<i>Total</i>	<i>\$7,545,253</i>	<i>\$8,080,252</i>	<i>\$4,413,179</i>	<i>\$7,577,765</i>	<i>\$8,533,937</i>	<i>\$8,074,756</i>
Contributions	\$9,394	\$5,000	\$6,003	\$5,000	\$5,000	\$5,000
Transfer Payments						
From Gen Fd Stabilization Rsv	\$3,500,000	\$0	\$0	\$0	\$0	\$0
From GCIF	\$1,000,000	\$0	\$0	\$0	\$0	\$0
From Utility Fund	\$2,653,511	\$2,573,906	\$1,715,937	\$2,573,906	\$2,586,775	\$2,586,775
From Sales & Use	\$57,364,101	\$58,762,088	\$39,174,725	\$58,762,088	\$59,122,072	\$59,097,872
From WEDA	\$0	\$1,000,000	\$1,000,000	\$1,000,000		\$0
<i>Total</i>	<i>\$64,517,612</i>	<i>\$62,335,994</i>	<i>\$41,890,662</i>	<i>\$62,335,994</i>	<i>\$61,708,847</i>	<i>\$61,684,647</i>
Total General Fund	\$97,626,911	\$94,616,168	\$64,619,829	\$94,592,953	\$94,892,666	\$94,074,565
Carryover	\$3,817,820	\$6,742,912	\$6,742,912	\$6,742,912	\$0	\$0
Total Funds Available	\$101,444,731	\$101,359,080	\$71,362,741	\$101,335,865	\$94,892,666	\$94,074,565

GENERAL FUND EXPENDITURES

Activity	2010 Actuals	2011 Actual (9/1/11)	2011 Revised	2011 Estimated	2012 Adopted	2012 Proposed
City Council	\$197,622	\$118,031	\$240,119	\$208,682	\$240,119	\$240,119
City Attorney's Office	\$1,108,216	\$746,458	\$1,166,119	\$1,166,119	\$1,166,119	\$1,197,089
City Manager's Office						
Administration	\$1,119,709	\$640,553	\$1,063,279	\$1,063,279	\$1,075,429	\$1,102,699
Economic Development	\$369,165	\$209,037	\$378,426	\$378,426	\$378,426	\$389,744
<i>Subtotal</i>	\$1,488,874	\$849,590	\$1,441,705	\$1,441,705	\$1,453,855	\$1,492,443
Central Charges	\$21,643,556	\$11,764,169	\$22,752,959	\$22,976,091	\$24,410,685	\$22,507,709
General Services						
Administration	\$527,193	\$316,292	\$494,855	\$494,855	\$495,515	\$510,125
Human Resources	\$1,460,248	\$882,780	\$1,355,555	\$1,322,417	\$1,354,655	\$1,387,880
City Clerk's Office	\$422,849	\$274,533	\$442,594	\$442,594	\$442,838	\$456,228
Municipal Court	\$1,445,024	\$886,342	\$1,480,381	\$1,431,408	\$1,481,089	\$1,508,373
Building Operations & Maint.	\$1,804,570	\$1,050,216	\$1,918,146	\$1,912,250	\$1,922,928	\$1,962,746
<i>Subtotal</i>	\$5,659,884	\$3,410,163	\$5,691,531	\$5,603,524	\$5,697,025	\$5,825,352
Finance						
Administration	\$378,103	\$231,315	\$381,885	\$381,035	\$374,435	\$390,686
Accounting	\$750,340	\$448,957	\$745,984	\$667,501	\$754,434	\$753,497
Treasury	\$276,947	\$170,538	\$272,388	\$278,157	\$272,388	\$281,905
Sales Tax	\$563,996	\$338,065	\$557,225	\$518,949	\$539,725	\$568,618
<i>Subtotal</i>	\$1,969,386	\$1,188,875	\$1,957,482	\$1,845,642	\$1,940,982	\$1,994,706
Police						
Administration	\$712,080	\$384,047	\$657,040	\$650,452	\$659,907	\$657,414
Specialized Services	\$7,921,981	\$5,018,822	\$8,247,880	\$8,069,151	\$8,248,725	\$8,362,575
Patrol Services	\$11,132,673	\$7,055,039	\$11,034,012	\$10,938,966	\$11,033,272	\$11,359,217
<i>Subtotal</i>	\$19,766,734	\$12,457,908	\$19,938,932	\$19,658,569	\$19,941,904	\$20,379,206
Fire						
Emergency Services	\$11,682,617	\$7,206,904	\$11,542,732	\$11,453,778	\$11,574,941	\$11,777,934
<i>Subtotal</i>	\$11,682,617	\$7,206,904	\$11,542,732	\$11,453,778	\$11,574,941	\$11,777,934
<i>Subtotal Public Safety</i>	\$31,449,351	\$19,664,812	\$31,481,664	\$31,112,347	\$31,516,845	\$32,157,140
Community Development						
Administration	\$534,310	\$289,728	\$472,873	\$472,873	\$464,942	\$491,250
Planning	\$944,750	\$555,004	\$971,967	\$875,631	\$962,977	\$990,505
Building	\$1,117,307	\$725,087	\$1,153,098	\$1,114,582	\$1,154,317	\$1,212,168
Engineering	\$1,383,247	\$899,779	\$1,434,832	\$1,414,724	\$1,413,198	\$1,431,348
<i>Subtotal</i>	\$3,979,614	\$2,469,598	\$4,032,770	\$3,877,810	\$3,995,434	\$4,125,271
Public Works & Utilities						
Street Maintenance	\$7,883,783	\$3,467,692	\$7,560,378	\$7,489,810	\$7,781,536	\$7,767,031
<i>Subtotal</i>	\$7,883,783	\$3,467,692	\$7,560,378	\$7,489,810	\$7,781,536	\$7,767,031
Parks, Recreation and Libraries						
Administration	\$747,768	\$429,520	\$781,463	\$744,932	\$781,465	\$795,726
Park Services	\$3,739,777	\$1,869,820	\$3,540,687	\$3,380,295	\$3,506,312	\$3,512,706
Library Services	\$2,765,091	\$1,576,598	\$2,734,059	\$2,768,048	\$2,721,378	\$2,752,009
Standley Lake	\$377,395	\$251,960	\$444,000	\$420,071	\$443,000	\$446,688
Design Development	\$420,389	\$210,650	\$352,857	\$340,216	\$351,728	\$351,294
Recreation Facilities	\$3,916,871	\$2,434,277	\$4,131,593	\$4,070,832	\$4,155,762	\$4,186,850
Recreation Programs	\$2,154,054	\$1,449,188	\$2,200,866	\$2,213,446	\$2,206,930	\$2,198,941
<i>Subtotal</i>	\$14,121,345	\$8,222,013	\$14,185,525	\$13,937,840	\$14,166,575	\$14,244,214
<i>Subtotal Operating</i>	\$89,501,631	\$51,901,401	\$90,510,252	\$89,659,570	\$92,369,175	\$91,551,074

GENERAL FUND EXPENDITURES

Activity	2010 Actuals	2011 Actual (9/1/11)	2011 Revised	2011 Estimated	2012 Adopted	2012 Proposed
Transfer Payments						
To General Fund Stabilization Rsv	\$0	\$867,678	\$867,678	\$867,678	\$0	\$0
To Property/Liability	\$744,302	\$488,285	\$732,428	\$732,428	\$734,453	\$734,453
To Workers Compensation	\$715,089	\$448,025	\$672,038	\$672,038	\$672,038	\$672,038
To WEDA	\$3,614,945	\$5,175,000	\$5,175,000	\$5,672,134	\$0	\$0
To Capital Projects	\$3,154,882	\$2,116,735	\$2,400,735	\$2,400,735	\$117,000	\$117,000
<i>Subtotal</i>	\$8,229,218	\$9,095,723	\$9,847,879	\$10,345,013	\$1,523,491	\$1,523,491
<hr/>						
<i>Subtotal General Fund (including transfers)</i>	\$97,730,849	\$60,997,124	\$100,358,131	\$100,004,583	\$93,892,666	\$93,074,565
<hr/>						
Contingency	\$0	\$0	\$1,000,000	\$330,000	\$1,000,000	\$1,000,000
<hr/>						
TOTAL GENERAL FD EXP	\$97,730,849	\$60,997,124	\$101,358,131	\$100,334,583	\$94,892,666	\$94,074,565
<hr/>						
Less: CIP Transfers	\$3,154,882	\$2,116,735	\$2,400,735	\$2,400,735	\$117,000	\$117,000
<hr/>						
TOTAL GF OPERATING EXP	\$94,575,967	\$58,880,389	\$98,957,396	\$97,933,848	\$94,775,666	\$93,957,565

UTILITY FUND REVENUES

Source	2010 Actual	2011 Revised (9/1/11)	2011 Actual (9/1/11)	2011 Estimated	2012 Adopted	2012 REVISED
WATER REVENUES						
Contractor's License	\$102,970	\$75,000	\$67,680	\$97,000	\$75,000	\$75,000
Interest Income	\$166,047	\$870,000	\$189,213	\$277,830	\$985,300	\$365,600
Miscellaneous Income	\$1,985,831	\$300,000	\$650,751	\$655,000	\$300,000	\$300,000
Water Sales						
Residential	\$15,126,890	\$16,056,040	\$8,579,806	\$15,731,966	\$16,698,282	\$16,361,245
Commercial	\$5,575,831	\$6,832,707	\$3,092,025	\$5,798,864	\$7,106,016	\$6,030,819
Wholesale-Federal Heights	\$1,397,258	\$1,561,481	\$861,680	\$1,453,148	\$1,623,940	\$1,511,274
Wholesale-Brighton	\$1,437,020	\$2,220,660	\$1,299,848	\$2,220,660	\$2,220,660	\$2,220,660
Water Reclamation	\$1,527,331	\$1,428,829	\$842,048	\$1,588,424	\$1,485,982	\$1,651,961
Meter Service Fee	\$2,881,083	\$2,945,011	\$1,939,466	\$2,996,326	\$3,081,013	\$3,116,179
<i>Total</i>	<i>\$27,945,413</i>	<i>\$31,044,728</i>	<i>\$16,614,873</i>	<i>\$29,789,388</i>	<i>\$32,215,893</i>	<i>\$30,892,138</i>
Biosolids Farm	\$99,188	\$115,000	\$34,908	\$115,000	\$125,000	\$125,000
Water Tap Fees						
Residential	\$1,238,987	\$1,300,000	\$1,063,447	\$1,100,000	\$1,300,000	\$1,300,000
Commercial	\$1,404,014	\$1,700,000	\$3,293,666	\$3,350,000	\$1,700,000	\$1,700,000
<i>Total</i>	<i>\$2,643,001</i>	<i>\$3,000,000</i>	<i>\$4,357,113</i>	<i>\$4,450,000</i>	<i>\$3,000,000</i>	<i>\$3,000,000</i>
Other Financing Sources/Bond	\$27,915,123	\$0	\$0	\$0	\$0	\$0
Total Water Revenue	\$60,857,573	\$35,404,728	\$21,914,538	\$35,384,218	\$36,701,193	\$34,757,738
WASTEWATER REVENUES						
Interest Income	\$93,500	\$145,000	\$83,228	\$134,310	\$155,000	\$188,000
Miscellaneous	\$10,267	\$10,000	\$9,350	\$10,000	\$10,000	\$10,000
Wastewater Sales						
Residential	\$9,870,714	\$10,185,607	\$6,527,023	\$9,703,328	\$10,766,549	\$10,091,461
Commercial	\$2,224,652	\$2,363,009	\$1,402,632	\$2,086,576	\$2,485,885	\$2,170,039
<i>Total</i>	<i>\$12,095,366</i>	<i>\$12,548,616</i>	<i>\$7,929,655</i>	<i>\$11,789,904</i>	<i>\$13,252,434</i>	<i>\$12,261,500</i>
Wastewater Tap Fees						
Residential	\$217,377	\$200,000	\$288,991	\$341,943	\$200,000	\$200,000
Commercial	\$552,071	\$500,000	\$1,083,645	\$1,350,000	\$500,000	\$500,000
<i>Total</i>	<i>\$769,448</i>	<i>\$700,000</i>	<i>\$1,372,636</i>	<i>\$1,691,943</i>	<i>\$700,000</i>	<i>\$700,000</i>
Total Wastewater Revenue	\$12,968,581	\$13,403,616	\$9,394,869	\$13,626,157	\$14,117,434	\$13,159,500
Total W/WW Revenue, excluding tap fees	\$70,413,705	\$45,108,344	\$25,579,658	\$42,868,432	\$47,118,627	\$44,217,238
Water Tap Fee Income	\$2,643,001	\$3,000,000	\$4,357,113	\$4,450,000	\$3,000,000	\$3,000,000
Wastewater Tap Fee Income	\$769,448	\$700,000	\$1,372,636	\$1,691,943	\$700,000	\$700,000
<i>Tap Fees Total</i>	<i>\$3,412,449</i>	<i>\$3,700,000</i>	<i>\$5,729,749</i>	<i>\$6,141,943</i>	<i>\$3,700,000</i>	<i>\$3,700,000</i>

UTILITY FUND REVENUES

Source	2010 Actual	2011 Revised (9/1/11)	2011 Actual (9/1/11)	2011 Estimated	2012 Adopted	2012 REVISED
Carryover Water	\$2,857,168	\$3,409,305	\$3,409,305	\$3,409,305	\$0	\$0
Carryover Wastewater	\$10,083	\$580,090	\$580,090	\$580,090	\$0	\$0
<i>Carryover Total</i>	<i>\$2,867,251</i>	<i>\$3,989,395</i>	<i>\$3,989,395</i>	<i>\$3,989,395</i>	<i>\$0</i>	<i>\$0</i>
Trsfr-Rate Stabilization Rsv to WFd	\$0	\$0	\$0	\$116,000	\$0	\$0
Trsfr-Rate Stabilization Rsv to WW Fd	\$0	\$0	\$0	\$673,000	\$0	\$0
Trsfr-Cap Proj Reserve to WFd	\$0	\$0	\$0	\$0	\$4,041,333	\$2,984,511
Trsfr-Cap Proj Reserve to WW Fd	\$0	\$0	\$0	\$0	\$335,317	\$982,990
<i>Capital Project Reserve Total</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$789,000</i>	<i>\$4,376,650</i>	<i>\$3,967,501</i>
Total Water/Wastewater Revenue	\$76,693,405	\$52,797,739	\$35,298,802	\$53,788,770	\$55,195,277	\$51,884,739
STORMWATER DRAINAGE REVENUES						
Interest Income	\$48,407	\$81,000	\$35,448	\$53,000	\$82,000	\$82,000
Miscellaneous	\$3,380	\$0	\$423	\$450	\$0	\$0
Residential	\$1,002,983	\$1,001,000	\$652,210	\$1,001,000	\$1,002,000	\$1,002,000
Commercial	\$979,341	\$1,046,000	\$668,238	\$1,046,000	\$1,048,000	\$1,048,000
<i>Total</i>	<i>\$1,982,324</i>	<i>\$2,047,000</i>	<i>\$1,320,448</i>	<i>\$2,047,000</i>	<i>\$2,050,000</i>	<i>\$2,050,000</i>
Carryover Stormwater	\$323,434	\$0	\$25,454	\$25,454	\$0	\$0
Total Stormwater Revenue	\$2,357,545	\$2,128,000	\$1,381,773	\$2,125,904	\$2,132,000	\$2,132,000
TOTAL Utility Funds Available	\$79,050,950	\$54,925,739	\$36,680,575	\$55,914,674	\$57,327,277	\$54,016,739

UTILITY FUND EXPENDITURES

Activity	2010 Actuals	2011 Actual (9/1/11)	2011 Revised	2011 Estimated	2012 Adopted	2012 Proposed
Water Department Expenses						
Finance						
Utility Billing	\$630,342	\$379,869	\$658,269	\$654,410	\$666,073	\$669,344
<i>Subtotal</i>	\$630,342	\$379,869	\$658,269	\$654,410	\$666,073	\$669,344
Parks, Recreation & Libraries						
Standley Lake	\$95,846	\$54,423	\$132,272	\$111,997	\$132,272	\$132,272
<i>Subtotal</i>	\$95,846	\$54,423	\$132,272	\$111,997	\$132,272	\$132,272
Information Technology	\$2,562,840	\$1,518,706	\$2,704,158	\$2,599,056	\$2,708,185	\$2,778,352
Public Works & Utilities						
Administration	\$290,691	\$203,765	\$326,439	\$324,228	\$327,175	\$320,847
Utilities Planning and Engineering	\$3,187,326	\$3,685,451	\$5,791,086	\$5,682,899	\$5,769,929	\$5,802,478
Utility Operations	\$9,296,106	\$3,655,338	\$7,855,583	\$7,704,087	\$8,039,481	\$8,123,436
<i>Subtotal</i>	\$12,774,123	\$7,544,554	\$13,973,108	\$13,711,214	\$14,136,585	\$14,246,761
Central Charges	\$3,697,702	\$3,856,665	\$7,842,482	\$6,879,137	\$8,110,281	\$7,779,390
Subtotal Water Operating	\$19,760,853	\$13,354,217	\$25,310,289	\$23,955,814	\$25,753,396	\$25,606,119
Transfer Payments						
To General Fund	\$1,698,247	\$1,098,200	\$1,647,300	\$1,647,300	\$1,655,536	\$1,655,536
To Utility Rate Stabilization Res. Fund	\$572,576	\$0	\$0	\$0	\$0	\$0
To Utility Capital Reserve Fund	\$10,323,855	\$3,387,029	\$3,459,850	\$3,459,850	\$0	\$0
To Property/Liability Fund	\$322,532	\$211,591	\$317,387	\$317,387	\$317,387	\$317,387
To Workers Compensation Fund	\$122,586	\$76,805	\$115,207	\$115,207	\$115,207	\$115,207
<i>Subtotal</i>	\$13,039,796	\$4,773,625	\$5,539,744	\$5,539,744	\$2,088,130	\$2,088,130
WATER TOTAL EXPENSES	\$32,800,649	\$18,127,842	\$30,850,033	\$29,495,558	\$27,841,526	\$27,694,249
Wastewater Department Expenses						
Public Works & Utilities						
Utilities Planning and Engineering	\$350,569	\$211,543	\$353,752	\$353,744	\$425,165	\$433,784
Utility Operations	\$5,327,901	\$2,550,301	\$5,527,841	\$5,458,764	\$5,904,446	\$5,669,447
<i>Subtotal</i>	\$5,678,470	\$2,761,844	\$5,881,593	\$5,812,508	\$6,329,611	\$6,103,231
Central Charges	\$863,146	\$883,145	\$1,977,175	\$1,949,636	\$2,036,191	\$1,952,310
Subtotal Wastewater Operating	\$6,541,616	\$3,644,989	\$7,858,768	\$7,762,144	\$8,365,802	\$8,055,541
Transfer Payments						
To General Fund	\$955,264	\$617,737	\$926,606	\$926,606	\$931,239	\$931,239
To Utility Rate Stabilization Res. Fund	\$0	\$332,911	\$332,911	\$332,911	\$0	\$0
To Utility Capital Reserve Fund	\$420,083	\$404,867	\$533,711	\$533,711	\$0	\$0
To Property/Liability Fund	\$173,671	\$113,933	\$170,900	\$170,900	\$170,900	\$170,900
To Workers Compensation Fund	\$183,880	\$115,207	\$172,810	\$172,810	\$172,810	\$172,810
<i>Subtotal</i>	\$1,732,898	\$1,584,655	\$2,136,938	\$2,136,938	\$1,274,949	\$1,274,949
WASTEWATER TOTAL EXPENSES	\$8,274,514	\$5,229,644	\$9,995,706	\$9,899,082	\$9,640,751	\$9,330,490

UTILITY FUND EXPENDITURES

Activity	2010 Actuals	2011 Actual (9/1/11)	2011 Revised	2011 Estimated	2012 Adopted	2012 Proposed
Stormwater Department Expenses						
General Services						
Environmental Services	\$91,791	\$54,618	\$92,000	\$90,000	\$92,000	\$86,200
<i>Subtotal</i>	\$91,791	\$54,618	\$92,000	\$90,000	\$92,000	\$86,200
Community Development						
Engineering	\$130,654	\$99,154	\$161,000	\$160,383	\$163,290	\$169,090
<i>Subtotal</i>	\$130,654	\$99,154	\$161,000	\$160,383	\$163,290	\$169,090
Public Works & Utilities						
Street	\$232,112	\$129,911	\$323,000	\$305,800	\$322,710	\$322,710
<i>Subtotal</i>	\$232,112	\$129,911	\$323,000	\$305,800	\$322,710	\$322,710
Parks, Recreation & Libraries						
Park Services	\$189,792	\$57,547	\$200,000	\$200,000	\$200,000	\$200,000
<i>Subtotal</i>	\$189,792	\$57,547	\$200,000	\$200,000	\$200,000	\$200,000
<i>Subtotal Stormwater Operating</i>	\$644,349	\$341,230	\$776,000	\$756,183	\$778,000	\$778,000
Capital Improvements						
Water/Wastewater Capital Improvements	\$3,017,789	\$11,548,408	\$11,752,000	\$11,752,000	\$17,713,000	\$14,860,000
Stormwater Capital Improvements	\$1,760,000	\$656,532	\$1,352,000	\$1,352,000	\$1,354,000	\$1,354,000
<i>Total Capital Improvements*</i>	\$4,777,789	\$12,204,940	\$13,104,000	\$13,104,000	\$19,067,000	\$16,214,000
TOTAL UTILITY ENT. FUND EXP.	\$46,497,301	\$35,903,656	\$54,725,739	\$53,254,823	\$57,327,277	\$54,016,739

* Due to the nature of capital projects crossing fiscal years, the 2011 Actual Capital Improvements expenditures include funds appropriated in prior years but reflect actual expenditures January 1 to September 1, 2011.

GENERAL CAPITAL IMPROVEMENT FUND REVENUES

Source	2010 Actual	2011 Revised (9/1/11)	2011 Actual (9/1/11)	2011 Estimated	2012 Adopted	2012 REVISED
General Capital Improvements						
CIP Interest Income	\$71,336	\$800,000	\$221,952	\$260,000	\$800,000	\$300,000
ADCO Road Tax	\$1,122,505	\$1,171,756	\$569,667	\$1,171,756	\$1,189,333	\$1,189,333
Cash-in Lieu Future Capital	\$273,435	\$55,700	\$2,283,428	\$2,330,000	\$40,000	\$40,000
SID/Development Assessment Pmnts	\$41,904	\$55,000	\$41,023	\$41,500	\$60,000	\$35,000
Miscellaneous Income	\$3,872,000	\$347,744	\$401,500	\$410,000	\$350,667	\$375,667
Grants	\$594,254	\$0	\$279,244	\$327,500	\$0	\$0
Transfer From General Fund	\$3,075,882	\$2,202,937	\$2,048,735	\$2,202,937	\$0	\$0
Transfer From Sales & Use Tax	\$0	\$1,592,116	\$1,170,783	\$1,592,116	\$1,567,000	\$1,965,000
Transfer From Fleet	\$181,162	\$72,762	\$72,762	\$72,762	\$0	\$0
Transfer From CDBG	\$0	\$94,406	\$94,406	\$94,406	\$0	\$0
Carryover	\$4,419,889	-\$709,919	-\$709,919	-\$709,919	\$0	\$263,000
<i>Total General Capital Imp (non-park)</i>	<i>\$13,652,367</i>	<i>\$5,682,502</i>	<i>\$6,473,581</i>	<i>\$7,793,058</i>	<i>\$4,007,000</i>	<i>\$4,168,000</i>
Park Capital Improvements						
Park Development Fees	\$97,577	\$73,500	\$115,469	\$115,500	\$75,000	\$75,000
Accommodations Tax	\$1,230,526	\$1,262,000	\$848,505	\$1,245,000	\$1,280,000	\$1,270,000
Cash-in Lieu Parks	\$404,978	\$50,000	\$0	\$50,000	\$50,000	\$50,000
Transfer From POST Fund	\$172,000	\$526,941	\$351,294	\$526,941	\$567,890	\$314,417
Transfer From General Fd	\$79,000	\$197,798	\$68,000	\$197,798	\$117,000	\$117,000
Adco Open Space - Grants	\$543,592	\$437,000	\$0	\$205,000	\$0	\$0
Jeffco Open Space - Grants	\$450,000	\$0	\$0	\$0	\$0	\$0
Adco Open Space - City Share	\$407,927	\$429,264	\$219,672	\$412,020	\$435,727	\$420,200
Jeffco Open Space - City Share	\$1,573,115	\$1,205,295	\$727,127	\$1,210,000	\$1,223,383	\$1,223,383
Miscellaneous	\$361,990	\$0	\$2,628	\$5,000	\$0	\$0
Carryover	\$370,058	\$413,000	\$413,000	\$413,000	\$0	\$0
<i>Subtotal Park GCIF Revenues</i>	<i>\$5,690,763</i>	<i>\$4,594,798</i>	<i>\$2,745,695</i>	<i>\$4,380,259</i>	<i>\$3,749,000</i>	<i>\$3,470,000</i>
Conservation Trust Fund	\$711,474	\$625,000	\$404,572	\$625,000	\$625,000	\$625,000
Interest Income	\$4,002	\$0	\$14,985	\$14,985	\$0	\$0
Carryover	\$415,340	\$117,406	\$117,406	\$117,406	\$0	\$0
<i>Subtotal Conservation Trust Revenue:</i>	<i>\$1,130,816</i>	<i>\$742,406</i>	<i>\$536,963</i>	<i>\$757,391</i>	<i>\$625,000</i>	<i>\$625,000</i>
<i>Total Park Capital Improvement</i>	<i>\$6,821,579</i>	<i>\$5,337,204</i>	<i>\$3,282,658</i>	<i>\$5,137,650</i>	<i>\$4,374,000</i>	<i>\$4,095,000</i>
TOTAL GCIF REVENUES	\$20,473,946	\$11,019,706	\$9,756,239	\$12,930,708	\$8,381,000	\$8,263,000

SALES AND USE TAX FUND REVENUES

Source	2010 Actual	2011 Revised (9/1/11)	2011 Actual (9/1/11)	2011 Estimated	2012 Adopted	2012 REVISED
Sales Tax						
Returns	\$53,318,517	\$53,831,529	\$37,648,225	\$54,316,001	\$54,158,308	\$54,518,579
Audit	\$2,728,309	\$842,000	\$549,258	\$800,000	\$850,000	\$850,000
Refunds	-\$211,437	-\$91,000	-\$34,543	-\$96,000	-\$91,000	-\$91,000
Audit Returns	-\$4,627	-\$7,500	-\$318	-\$7,500	-\$7,500	-\$7,500
<i>Total</i>	\$55,830,762	\$54,575,029	\$38,162,622	\$55,012,501	\$54,909,808	\$55,270,079
Use Tax						
Returns	\$3,147,591	\$2,611,534	\$2,514,328	\$3,125,000	\$2,679,016	\$2,824,050
Building	\$1,429,542	\$1,179,100	\$1,253,056	\$1,415,000	\$1,206,150	\$1,413,710
Auto	\$4,666,275	\$4,491,500	\$2,770,184	\$4,505,000	\$4,603,788	\$4,510,035
Audit	\$1,588,762	\$970,000	\$497,272	\$970,000	\$970,000	\$970,000
Refunds	-\$14,640	-\$101,500	-\$33,867	-\$101,500	-\$101,500	-\$101,500
Collection Fees	-\$236,080	-\$224,575	-\$138,604	-\$225,250	-\$230,190	-\$225,502
<i>Total</i>	\$10,581,450	\$8,926,059	\$6,862,369	\$9,688,250	\$9,127,264	\$9,390,793
Total Sales & Use Tax	\$66,412,212	\$63,501,088	\$45,024,991	\$64,700,751	\$64,037,072	\$64,660,872
Interest Income	\$95,484	\$122,000	\$62,028	\$90,000	\$145,000	\$95,000
Payment in Lieu of Use Taxes	\$0	\$203,000	\$135,333	\$203,000	\$307,000	\$257,000
<i>Total</i>	\$95,484	\$325,000	\$197,361	\$293,000	\$452,000	\$352,000
Carryover	\$680,000	\$1,841,834	\$1,841,834	\$1,841,834	\$0	\$0
Total Funds Available	\$67,187,696	\$65,667,922	\$47,064,186	\$66,835,585	\$64,489,072	\$65,012,872

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

PARKS, OPEN SPACE AND TRAILS (POST) FUND REVENUES

Source	2010 Actual	2011 Revised (9/1/11)	2011 Actual (9/1/11)	2011 Estimated	2012 Adopted	2012 REVISED
Sales Tax						
Returns	\$4,073,024	\$4,216,385	\$2,782,361	\$4,075,000	\$4,283,514	\$4,070,925
Audit	\$201,528	\$94,550	\$38,121	\$75,000	\$96,914	\$75,000
Refunds	-\$15,078	-\$5,500	-\$2,419	-\$5,500	-\$5,500	-\$5,500
<i>Total</i>	<i>\$4,259,474</i>	<i>\$4,305,435</i>	<i>\$2,818,063</i>	<i>\$4,144,500</i>	<i>\$4,374,928</i>	<i>\$4,140,425</i>
Use Tax						
Returns	\$220,764	\$182,936	\$177,043	\$220,000	\$188,424	\$219,560
Building	\$102,804	\$85,337	\$86,544	\$103,000	\$87,898	\$102,382
Auto	\$323,860	\$298,794	\$192,263	\$324,000	\$306,263	\$313,308
Audit	\$110,267	\$77,085	\$34,513	\$60,000	\$77,100	\$60,000
Refunds	-\$1,016	-\$5,500	-\$2,350	-\$5,500	-\$5,500	-\$5,500
Collection Fees	-\$16,385	-\$14,940	-\$9,619	-\$16,200	-\$15,310	-\$15,665
<i>Total</i>	<i>\$740,294</i>	<i>\$623,712</i>	<i>\$478,394</i>	<i>\$685,300</i>	<i>\$638,875</i>	<i>\$674,085</i>
Total Sales & Use Tax	\$4,999,768	\$4,929,147	\$3,296,457	\$4,829,800	\$5,013,803	\$4,814,510
Interest Income	\$10,466	\$45,000	\$1,167	\$2,000	\$48,000	\$3,400
Payment in Lieu of Use Taxes	\$0	\$15,000	\$9,999	\$15,000	\$22,000	\$19,000
<i>Total</i>	<i>\$10,466</i>	<i>\$60,000</i>	<i>\$11,166</i>	<i>\$17,000</i>	<i>\$70,000</i>	<i>\$22,400</i>
Miscellaneous	\$1,050	\$74,477	\$1,733	\$852,229	\$73,750	\$73,750
Intergovernmental	\$1,089,348	\$852,229	\$1,827,378	\$0	\$0	\$0
Rentals	\$9,804	\$17,860	\$26,353	\$30,113	\$17,860	\$11,280
Transfer from GCIF	\$371,622	\$215,000	\$215,000	\$215,000	\$0	\$0
Carryover	\$93,478	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$1,565,302</i>	<i>\$1,159,566</i>	<i>\$2,070,464</i>	<i>\$1,097,342</i>	<i>\$91,610</i>	<i>\$85,030</i>
Total Funds Available	\$6,575,536	\$6,148,713	\$5,378,087	\$5,944,142	\$5,175,413	\$4,921,940

GOLF COURSE REVENUES

Source	2010 Actual	2011 Revised (9/1/11)	2011 Actual (9/1/11)	2011 Estimated	2012 Adopted	2012 REVISED
Golf Course Revenues						
Green Fees	\$1,724,912	\$1,891,200	\$1,338,763	\$1,740,000	\$1,901,707	\$1,751,000
Cart Rental	\$394,350	\$420,000	\$295,062	\$396,000	\$450,000	\$397,000
Driving Range	\$182,235	\$191,800	\$135,962	\$184,000	\$197,000	\$187,000
Pro Shop Retail	\$232,106	\$280,000	\$187,831	\$249,000	\$290,000	\$260,000
Junior Golf	\$5,725	\$7,400	\$5,970	\$6,405	\$7,600	\$6,600
Lesson Fees	\$16,138	\$23,000	\$11,814	\$17,000	\$25,000	\$17,500
Miscellaneous	\$45,576	\$54,575	\$40,100	\$44,600	\$55,927	\$44,522
Rentals	\$12,654	\$15,600	\$10,760	\$15,250	\$16,600	\$15,350
Concessions	\$64,528	\$66,050	\$57,400	\$66,050	\$66,050	\$66,050
<i>Subtotal</i>	\$2,678,224	\$2,949,625	\$2,083,662	\$2,718,305	\$3,009,884	\$2,745,022
Transfer Payments						
From General Capital Improv. Fund	\$173,748	\$250,000	\$166,667	\$250,000	\$300,000	\$508,000
From Sales & Use Fund	\$405,000	\$0	\$0	\$0	\$0	\$0
From POST Fund	\$277,591	\$235,794	\$157,196	\$235,794	\$243,143	\$243,143
<i>Subtotal</i>	\$856,339	\$485,794	\$323,863	\$485,794	\$543,143	\$751,143
Total Funds Available	\$3,534,563	\$3,435,419	\$2,407,525	\$3,204,099	\$3,553,027	\$3,496,165

MISCELLANEOUS FUNDS EXPENDITURES

Activity	2010 Actuals	2011 Actual (9/1/11)	2011 Revised	2011 Estimated	2012 Adopted	2012 Proposed
Sales & Use Tax	\$64,575,473	\$44,392,559	\$65,667,922	\$65,667,922	\$64,489,072	\$65,012,872
POST Sales & Use Tax	\$5,385,115	\$3,574,856	\$6,067,484	\$5,243,582	\$5,175,413	\$4,921,940
Conservation Trust	\$625,000	\$625,000	\$625,000	\$625,000	\$625,000	\$625,000
General Capital Outlay Replacement	\$1,147,555	\$609,762	\$1,397,782	\$1,207,450	\$1,169,468	\$1,702,362
Debt Service	\$7,661,754	\$1,369,192	\$7,579,235	\$7,579,235	\$7,527,528	\$7,527,528
Golf Course Enterprise	\$2,744,599	\$2,035,531	\$3,435,419	\$3,299,359	\$3,553,027	\$3,496,165
Fleet Maintenance	\$2,154,542	\$1,451,893	\$2,160,263	\$2,072,056	\$2,166,698	\$2,247,888
Property & Liability/Workers Comp	\$1,753,860	\$1,260,629	\$2,180,770	\$2,044,694	\$2,182,795	\$2,182,795
TOTAL EXPENDITURES	\$86,047,898	\$55,319,422	\$89,113,875	\$87,739,298	\$86,889,001	\$87,716,550

MISCELLANEOUS RESERVE FUND BALANCES

Reserves Cash Balance	2010 Ending Balance (Actuals)	2011 Cash Balance (9/1/11)	2011 Revised Estimated Ending Balance (Revised Budget)	2011 Estimated Ending Balance (2011 Estimated)	2012 Original Estimated Ending Balance (Adopted Budget)	2012 Revised Estimated Ending Balance (Proposed Budget)
General Reserve	\$9,306,417	\$9,439,065	\$9,653,516	\$9,497,696	\$9,877,902	\$9,716,143
General Fund Stabilization Reserve	\$2,312,582	\$3,213,406	\$2,961,849	\$3,231,885	\$3,030,694	\$3,559,094
Utility Rate Stabilization Reserve	\$11,243,898	\$11,737,044	\$11,652,526	\$11,016,804	\$11,923,378	\$11,270,191
Utility Capital Project Reserve	\$16,591,175	\$20,620,644	\$17,572,307	\$20,641,444	\$13,510,944	\$17,103,070
TOTAL RESERVES	\$39,454,072	\$45,010,159	\$41,840,198	\$44,387,829	\$38,342,918	\$41,648,498

2012 Human Services Board Funding Recommendations

AGENCY	MISSION TYPE	2010 AWARD	2011 REQUEST	2011 AWARD	2012 REQUEST	2012 RECOMMENDED
Access Housing	Affordable Housing	\$3,500	\$5,000	\$1,000	\$5,000	\$1,000
Adams County Housing Authority	Affordable Housing	\$11,400	\$20,000	\$0	\$20,000	\$1,500
Alternatives to Family Violence	Domestic Violence	\$11,500	\$20,000	\$1,000	\$15,000	\$1,500
Audio Information Network (Radio Reading Service of the Rockies)	Visually Impaired	\$1,500	\$1,500	\$1,000	\$1,500	\$1,000
CASA of Adams County	Children's Services	\$2,500	\$3,500	\$2,500	\$3,500	\$2,500
Catholic Charities of Denver (North Area CARES)	Affordable Housing	\$0	\$8,000	\$6,000	\$7,000	\$5,000
Center for People With Disabilities (CPWS)	Disabled Services	\$0	\$0	\$0	\$5,000	\$0
CHI Colorado Foundation dba St. Anthony North Health Foundation	Health Care	\$0	\$0	\$0	\$10,000	\$0
Children's Outreach Project	Children's Services	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500
Clinica Campesina Family Health Services, Inc.	Health Care	\$12,500	\$15,000	\$10,000	\$10,000	\$9,000
Colorado Homeless Families	Shelter/Food/Other	\$11,400	\$15,000	\$1,000	\$15,000	\$2,000
Community Awareness Action Team (CAAT)	Drug Prevention	\$500	\$5,000	\$0	\$5,000	\$0
Community Health Centers	Children's Services	\$15,000	\$20,000	\$10,000	\$10,000	\$9,000
Community Reach Center (ADCO Mental Health)	Mental Health	\$12,000	\$15,000	\$0	\$15,000	\$0
Denver Hospice	Hospice Care	\$4,500	\$7,000	\$4,500	\$7,000	\$4,000
Family Tree, Inc.	Shelter/Food/Other	\$6,700	\$5,889	\$1,000	\$4,597	\$1,000
FISH Inc.	Food Bank	\$5,500	\$6,500	\$5,500	\$6,500	\$5,500
Food Bank of the Rockies	Food Bank	\$4,000	\$5,000	\$4,500	\$5,000	\$4,500
Growing Home - Interfaith Hospitality Network (IHN)	Housing/Food/Other	\$8,000	\$12,000	\$1,000	\$10,000	\$1,000
Have a Heart Project, Inc.	Children's Services	\$5,000	\$12,000	\$5,000	\$10,000	\$5,000
Inter-Church ARMS	Shelter/Food/Other	\$5,000	\$8,000	\$1,000	\$8,000	\$1,500
Jefferson Center for Mental Health	Mental Health	\$7,500	\$16,000	\$7,500	\$16,000	\$6,500
Kempe Children's Fund	Children's Services	\$1,000	\$2,000	\$1,000	\$2,000	\$1,000
Light For Life	Mental Health	\$500	\$0	\$0	\$4,000	\$0
North Metro CAC (Children's Advocacy Program)	Children's Services	\$2,500	\$5,000	\$1,000	\$5,000	\$1,500
Project Angel Heart	Food	\$2,500	\$14,000	\$0	\$5,000	\$1,000
Ralston House (Arvada Child Advocacy Center)	Children's Services	\$4,500	\$5,000	\$1,000	\$2,500	\$1,000
Senior Hub	Senior Citizens	\$0	\$14,000	\$10,000	\$14,000	\$9,500
Senior Resource Center	Senior Citizens	\$1,500	\$5,000	\$1,000	\$6,000	\$1,000
Subtotal		\$ 156,000	\$ 278,389	\$ 80,000	\$ 231,097	\$ 80,000
Total		\$ 156,000	\$ 278,389	\$ 80,000	\$ 231,097	\$ 80,000

New agencies' requests are noted in **BOLD** (new agencies for 2011 funding)

Previously requested and NOT in 2012

Arvada Community Food Bank	Food Bank	\$1,500	\$2,500	\$0	\$0	\$0
Brothers Redevelopment	Affordable Housing	\$0	\$10,000	\$0	\$0	\$0
CASA of Jeffco & Gilpin Counties	Children's Services	\$500	\$3,000	\$0	\$0	\$0
Community of Faith United	Food/Other	\$1,000	\$0	\$0	\$0	\$0
CRHDC - Community Resources & Housing Development Corporation	Affordable Housing	\$1,500	\$5,000	\$0	\$0	\$0
FACES	Mental Health	\$2,500	\$3,000	\$0	\$0	\$0
RAAP	Sexual Assault	\$2,000	\$0	\$0	\$0	\$0
SANE	Sexual Assault	\$2,000	\$5,000	\$0	\$0	\$0
Wilderness on Wheels	Disabled Youth/Seniors	\$1,000	\$1,000	\$0	\$0	\$0



WESTMINSTER

2012 PROPOSED AMENDED CAPITAL IMPROVEMENT PROGRAM

General Capital Improvements

Table with 2 columns: Description and Amount. Includes items like New Traffic Signals/Speed Control Devices (\$95,000), New Development Participation (Originally \$200,000) (\$30,000), and PROPOSED AMENDED 2012 General Capital Improvements Total (\$3,530,000).

Public Safety Capital Improvements

Table with 2 columns: Description and Amount. Includes items like Fire Station Major Modifications (\$30,000), Firefighting Simulator/Burn Building (Originally \$170,000) (\$0), and PROPOSED AMENDED 2012 Public Safety Capital Improvements Total (\$638,000).

Park Capital Improvements

Table with 2 columns: Description and Amount. Includes items like Community Enhancement Program (Originally \$1,280,000) (\$1,270,000), Greenbelt and Drainage Improvements (\$50,000), and Golf Course Improvements (Originally \$50,000) (\$0).

PROPOSED AMENDED 2012 CAPITAL IMPROVEMENT PROGRAM

Standley Lake Regional Parks Improvements	\$117,000
Recreation Facilities Major Maintenance (BO&M) (Originally \$753,000)	\$500,000
Golf Course Fund Transfer (Originally \$300,000)	\$508,000
Minor Median Maintenance	\$25,000
Aquatics Major Maintenance (BO&M)	<u>\$30,000</u>
Adopted 2012 Park Capital Improvements Total	\$4,374,000
PROPOSED AMENDED 2012 Park Capital Improvements Total	\$4,095,000

Adopted 2012 GENERAL FUND Total	\$8,381,000
PROPOSED AMENDED 2012 GENERAL FUND Total	\$8,263,000

Utility Fund Capital Improvement Projects

Wastewater Capital Improvements

Strasburg Natural Resources Farm Projects (Originally \$1,550,000)	\$50,000
Sunset Ridge Lift Station Improvement (NEW)	\$50,000
87th Avenue and Wadsworth Parkway Lift Station Replacement (NEW)	\$900,000
Sanitary Sewer Line Trenchless Rehabilitation	\$500,000
BDCWWTF – Major Repair and Replacement	\$200,000
South Westminster TOD Wastewater Utilities (Originally \$2,500,000)	\$3,050,000
Payment in Lieu of Use Tax	<u>\$62,000</u>
Adopted 2012 Wastewater Capital Improvements Total	\$4,812,000
PROPOSED AMENDED 2012 Wastewater Capital Improvements Total	\$4,812,000

Water Capital Improvements

Major Software Upgrades	\$25,000
SWTF Process Improvements (Originally \$125,000)	\$0
SWTF – Major Repair and Replacement (Originally \$672,000)	\$822,000
NWTF – Major Repair and Replacement	\$50,000
CWSP – Reclaimed System Improvements (Originally \$500,000)	\$345,000
CWSP – Wattenberg Gravel Lakes Storage	\$700,000
CWSP – Bypass Pipeline to Standley Lake (Originally \$3,300,000)	\$500,000
Raw Water System Improvements (Originally \$150,000)	\$0
Open-cut Waterline Replacements (Originally \$0)	\$647,000
Pressure Zone 4 Improvements (Originally \$3,787,000)	\$4,987,000
Ongoing Water System Modeling and Master Planning (Originally \$75,000)	\$0
Pump Station Equipment – Major Repair and Replacement	\$100,000
Water Tanks – Major Repair and Replacement (Originally \$750,000)	\$1,388,000
Pressure Reducing Valves (PRV) Rehabilitations	\$50,000
RWTF – Major Repair and Replacement	\$75,000
Croke Canal and Standley Lake Improvements (NEW)	\$120,000
Reclaimed Water Salinity Projects (Originally \$300,000)	\$50,000
Arrowhead Subdivision Water Main Replacement (Originally \$2,000,000)	\$0
Payment in Lieu of Use Tax (Originally \$242,000)	<u>\$189,000</u>
Adopted 2012 Water Capital Improvements Total	\$12,901,000
PROPOSED AMENDED 2012 Water Capital Improvements Total	\$10,048,000

Stormwater Capital Improvements

Miscellaneous Storm Drainage Improvements	\$95,000
Little Dry Creek (Lowell Boulevard to Federal Boulevard)	\$1,234,000
Payment in Lieu of Use Tax	<u>\$25,000</u>
Adopted 2012 Stormwater Capital Improvements Total	\$1,354,000
PROPOSED AMENDED 2012 Stormwater Capital Improvements	\$1,354,000
Adopted 2012 UTILITY FUND Total	\$19,067,000
PROPOSED AMENDED 2012 UTILITY FUND Total	\$16,215,000
ADOPTED 2012 CIP GRAND TOTAL	\$27,448,000
PROPOSED AMENDED 2012 CIP GRAND TOTAL	\$24,478,000

CIP Project Acronym Key

JCOS = Jefferson County Open Space
BDCWWTF = Big Dry Creek Wastewater Treatment Facility
SWTF = Semper Water Treatment Facility
NWTF = Northwest Water Treatment Facility
CWSP = Comprehensive Water Supply Plan
RWTF = Reclaimed Water Treatment Facility



WESTMINSTER

2012 CAPITAL PROJECT DESCRIPTIONS

GENERAL FUND CAPITAL IMPROVEMENT PROJECTS

General Capital Improvements:

New Traffic Signals and Speed Control Devices

Adopted 2012 = \$95,000

This ongoing project provides funding for the installation of a limited number of new traffic signals that may be requested by citizens and that meet the City's traffic warrants for installation. The average cost of signalization for a four-legged intersection is approximately \$190,000. Potential candidates for future signals include 108th Avenue and Simms Street, along with Wadsworth Boulevard and 99th Avenue. This project may also provide a modest amount of funding for the occasional installation of other traffic control devices such as electronic "speed advisory" signs.

New Development Participation

Adopted 2012 = \$200,000

Proposed 2012 = \$30,000

New Development Participation provides funding for the City's share of certain public improvements installed by private developers, as mandated by Westminster Municipal Code. *Originally, this \$200,000 was intended to fund the City's share of the construction of 101st Avenue to the west of Sheridan Boulevard and related traffic signal modifications in conjunction with development of the Amberwood subdivision. This housing project has been delayed and exact timing is unknown at this point, but the funds will not be needed in 2012. These funds will be applied to other priority projects such as the U.S. 36 Pedestrian Box Widening.*

Sidewalk Connection

Adopted 2012 = \$25,000

Proposed 2012 = \$0

This ongoing project provides funds for the installation of "missing links" of sidewalk that were not previously constructed by private developers or are located in areas of great need where development is not anticipated to occur in the near future. Targeted sub-projects include routes to schools and other highly used pedestrian paths. *Staff is proposing to eliminate funds for this ongoing project in 2012. Currently, the project has a balance of \$17,524. These 2012 funds would be applied to other priority projects such as the U.S. 36 Pedestrian Box Widening.*

New Street Light Program

Adopted 2012 = \$25,000

Proposed 2012 = \$0

This ongoing project is for the installation of individual street lights in warranted locations, usually as requested by residents of neighborhoods. Staff follows a certain technical criteria to determine if requested lights are truly warranted. Residential area street lights are typically installed by developers of these properties in accordance with designs furnished by Xcel Energy. However, those designs are occasionally faulty and additional street lights may be justified. In such instances, the City pays for the new lights. *Staff is proposing to eliminate funds for this ongoing project in 2012. Currently, the project has a balance of \$9,987. These 2012 funds would be applied to other priority projects such as the U.S. 36 Pedestrian Box Widening.*

Geographic Information System (GIS) Upgrades

Adopted 2012 = \$75,000

Proposed 2012 = \$0

This ongoing project provides funding for the enhancements to the City's GIS program. Sub-projects proposed for 2011 include the development of datasets for residential buildings and impervious surfaces. In addition, GIS Web sites are proposed to be upgraded to take advantage of new programming and delivery environments. These upgrades will improve maps and data available to citizens and businesses. *Staff is proposing to eliminate funds for this ongoing project in 2012. Currently, the project has a balance of \$161,000. These 2012 funds would be applied to other priority projects such as the U.S. 36 Pedestrian Box Widening.*

Arterial Roadway Grinding/Resurfacing

Adopted 2012 = \$650,000

This ongoing project provides funding for one or more arterial roadways per year for resurfacing the existing pavement for a smoother ride, elimination of ruts, and resealing of the surface of the roadway. Improvements to the existing pavement on major arterials will extend the life of the pavement and offset the high cost of repairs with a cost savings being realized over time, due to the elimination of rutting and weak areas. The asphalt mix design to be used is highly resistant to rutting and traffic loads. In 2012, projects include Sheridan Boulevard from U.S. 36 to 96th Avenue, along with Westminster Boulevard from 104th Avenue to 112th Avenue.

72nd Avenue/Little Dry Creek Bridge Replacement (NEW)

Proposed 2012 = \$500,000

This project currently has \$1.1 million in City funds budgeted and the City anticipates receiving \$1.8 million in federal funding for the project. Per City Council's direction, Staff plans to propose that any 2012 or 2013 CDBG funds received by the City be appropriated to this project (estimating between \$400,000 to \$500,000 over the two years). With the additional \$500,000 proposed in 2012 for the project (whereas \$0 was originally budgeted, thus the designation NEW), the total budget would amount to between \$3.8-4.0 million, which could fund the replacement of the 72nd Avenue bridge and raise the pedestrian trail through it, reducing the frequency of inundation by creek flows. This amount of funding would not be sufficient to realign Bradburn Boulevard. However, the bridge replacement would position the City to pursue realignment of Bradburn Boulevard at a future date. Due to the proposed focus of this project, Staff is proposing to re-name this project the "72nd Avenue/Little Dry Creek Bridge Replacement" from the current name "Bradburn Boulevard Realignment."

Federal Boulevard Sidewalks

Adopted 2012 = \$176,000

Federal Boulevard is one of the more heavily used pedestrian corridors in the City. This project will fund the installation of an eight-foot sidewalk along the west side of Federal Boulevard between 92nd Avenue and the south boundary of the Northpark Subdivision. The project will install similar sidewalks in front of the Mushroom Farm Open Space on the east side of Federal Boulevard and on the east side of Federal Boulevard in front of the single family residence north of 118th Place.

128th Avenue/Delaware Street Intersection Improvements

Adopted 2012 = \$90,000

Proposed 2012 = \$0

This project will modify portions of 128th Avenue between Huron Street and I-25 to provide two continuous eastbound through lanes. Work includes design and reconstruction of portions of the curb along the south side of 128th Avenue, west of Delaware Street. The project will also include the removal and reconstruction of traffic signal islands, the relocation of one traffic signal pole at Delaware Street, asphalt work, restriping and restoration of areas disturbed by the work. These modifications will improve traffic capacity and safety for eastbound 128th Avenue, which is now reduced to a single lane from Huron Street to the east. The total project is estimated to cost \$180,000, with half of the funds provided in 2012 and half planned for 2013. *Staff is proposing to eliminate funds and postpone this project. These 2012 funds would be applied to other priority projects such as the U.S. 36 Pedestrian Box Widening.*

U.S. 36 Pedestrian Box Widening – Shops at Walnut Creek (NEW) Proposed 2012 = \$389,000

This is a new proposed project based on the award of federal funding for the widening of U.S. 36 as part of the Colorado Department of Transportation’s (CDOT). Per a previous intergovernmental agreement (IGA) with CDOT, the City is obligated to lengthen the existing underpass that connects the Westminster Promenade to The Shops at Walnut Creek. The IGA was signed when the bridge was originally constructed. Per negotiations with CDOT, the City’s total cost of this project is \$855,373. An additional \$467,000 will be needed in future years in addition to this proposed appropriation in 2012. The City will pay project costs to CDOT in three installments spread out over three years. A number of other accounts in the GCIF are proposed to be reduced in order to provide funding for this project.

City Facilities Parking Lot Maintenance Program Adopted 2012 = \$115,000

This ongoing project funds annual contractual crackseal, resurfacing, sealcoating and concrete replacement as required at 91 municipal sites. Fifty-one 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 2012, sealcoating will be performed on all parking lots at City Park Recreation Center and City Park Fitness Center. Cracksealing will be applied at Cotton Creek Park, Fire Stations (#1, #3, #4, #6), the Fire Storage Facility, Countryside Recreation Center and Irving Street Library.

**South Westminster Revitalization Project Adopted 2012 = \$71,000
Proposed 2012 = \$50,000**

This ongoing project provides City funding assistance to numerous redevelopment and revitalization projects located within multiple areas of the southern portion of the City. The funds can provide a readily available local match to help leverage funding from outside sources that help support revitalization efforts. Potential future projects include art installation and plaza construction, small scale streetscape improvements (such as on Newton Street and Wilson Court), demolition of dilapidated structures and construction of new housing and commercial establishments. Funds are also provided to cover the cost of preparing development plans and studies. *Staff is proposing to reduce funds for this ongoing project in 2012 from \$71,000 to \$50,000. These 2012 funds would be applied to other priority projects such as the U.S. 36 Pedestrian Box Widening and South Westminster Transit Oriented Development.*

**Building Operations & Maintenance (BO&M) Major Maintenance Adopted 2012 = \$160,000
Proposed 2012 = \$205,000**

This ongoing project is for the maintenance and repair of City facilities that are larger in scope than the projects funded in the operating budget, such as carpet, roof, and glass/window replacement at various facilities. Anticipated projects for 2012 include brick façade repairs at City Hall and heat pump replacement at City Hall. *Staff is proposing to increase funding for this ongoing project account from \$160,000 to \$205,000 in 2012. These additional dollars would be utilized for design work associated with replacement of the HVAC cooling loop at City Hall.*

Small Business Capital Project Grant Program Adopted 2012 = \$25,000

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

**Major Software Upgrades Adopted 2012 = \$25,000
Proposed 2012 = \$0**

This is an ongoing project funded through the General, Public Safety Tax, and Utility funds based on the

software application and its primary users. The project funds major software application upgrades for systems including Intergraph Public Safety, Accela Maintenance Management, Utility Billing, Justice Systems Incorporated and Microsoft software. The City of Westminster has made a significant investment in application software for public safety, utility maintenance, utility billing, asset management, court, and office productivity tools. These software products require upgrades to acquire new features and to guarantee ongoing vendor support. Per the City's four year repurchase cycle for Microsoft software and licenses, funds are programmed for 2012 for these Microsoft items as well. The total budget across all funds for this ongoing project equals \$150,000 for 2012. *Staff is proposing to eliminate funds for this ongoing project in 2012. Currently, the project has a balance of \$516,000. These 2012 funds would be applied to other priority projects such as the U.S. 36 Pedestrian Box Widening.*

South Westminster Transit Oriented Development

Adopted 2012 = \$900,000

This project is intended to fund infrastructure costs associated with the South Westminster Rail Station and surrounding transit-oriented development area that are not paid by RTD as part of the Eagle P3 Project. Expenses could include new streets, sidewalks, right-of-way acquisitions, street lights, street furniture and costs associated with the parking structure that might exceed the allowance from RTD. The project area is bounded by Federal Boulevard, 72nd Avenue, Lowell Boulevard and the approximate alignment of 69th Avenue. Per RTD, funds from the successful bid for the Eagle P3 Project that were earmarked for surface parking lots and related South Westminster Rail Station infrastructure improvements will be used to pay for a parking structure and minimal roadways serving the station. The construction of a parking structure is vital to the City's vision of a true, transit-oriented development in the vicinity of the station.

Railroad Crossing Surface Replacement Program

Adopted 2012 = \$26,000

Proposed 2012 = \$0

This ongoing program will replace railroad crossing surfaces at three crossing locations throughout the City with concrete crossing pad materials. These three crossings are rated poor to very poor. In 2012, the railroad crossing to be replaced is located at 76th Avenue between Winona Court and Stuart Street. Cooperation will be necessary from the Burlington Northern Santa Fe Railway Company (BNSF) to complete these crossing surface replacements. Staff continues to pursue a commitment from BNSF to replace railroad crossing pads at 88th Avenue and at Lowell Boulevard. *Staff is proposing to eliminate funds for this project in 2012. Currently, the project has sufficient funds to replace the crossings on 88th Avenue and on Lowell Boulevard. Other crossings in the City are in better shape and there is no immediate need to pursue another crossing replacement in 2012. These 2012 funds would be applied to other priority projects such as the U.S. 36 Pedestrian Box Widening.*

Bridge/Pedestrian Railing Repainting/Lighting Repair Project

Adopted 2012 = \$120,000

This ongoing project is for repainting railings along bridges, drainage ways and right-of-way walkways throughout the City. Staff has identified 12 bridge locations with railings and fencing over state highways and railroad overpasses throughout the City. These locations will require a contractor with specialized equipment to accomplish repainting as well as Colorado Department of Transportation (CDOT) involvement for lane closures. In addition to repainting phases of work, inspection and contractual electrical work is required to maintain lighting associated with City owned bridges and pedestrian underpasses. 2012 projects will repaint railings on 104th Avenue over U.S. 36, on Wadsworth Boulevard over U.S. 36 and on Zephyr Street over Church Ranch Boulevard.

Shoenberg Farm Restoration

Adopted 2012 = \$79,000

Proposed 2012 = \$0

This project will help facilitate continuing renovation of historic properties located at the former Shoenberg Farm site. In 2012, this project account will fund structural and exterior rehabilitation of the 1911 milkhouse; these funds represent the anticipated local match for grant funding that the City would pursue for this project. *Staff is proposing to eliminate funds for this project in 2012. Originally, these*

funds were appropriated to be a cash match for a State grant that was to help fund structural and exterior rehabilitation of the milk house. The City was not awarded this grant, so the matching funds are not necessary. These 2012 funds would be applied to other priority projects such as the U.S. 36 Pedestrian Box Widening.

Semper Farm Restoration

**Adopted 2012 = \$60,000
Proposed 2012 = \$0**

The Charles and Julia Semper Farm is a four-acre open space parcel located at the northwest corner of 92nd Avenue and Pierce Street. It includes large trees, wildlife habitat, the Farmers High Line Canal Trail and several structures. The 1880 farmhouse and its 1961 addition received a structural and exterior rehabilitation in 2008 using CDBG and State Historical Fund monies. The 19th century well and 1961 pump house have been repaired and restored by Eagle Scout projects. Denver Urban Gardens established a community garden in 2006 with about 20 plots. Staff has coordinated improvements such as grading, parking and fences. This project will fund interior repairs and install utility improvements for the farmhouse. This will allow for a caretaker to live on site in the future to assist with maintenance and upkeep of the property. *Staff is proposing to eliminate funds for this project in 2012. Considering other capital priorities, Staff is recommending that this project be postponed. These 2012 funds would be applied to other priority projects such as the U.S. 36 Pedestrian Box Widening.*

Miscellaneous Construction Projects

**Adopted 2012 = \$50,000
Proposed 2012 = \$25,000**

While a Special Improvement District was created to fund the original construction of the brick wall along 120th Avenue, no source is available to pay for repairs necessitated by automobile accidents. Likewise, no funding source exists for repairs to the City-owned walls along Sheridan Boulevard and 72nd Avenue. Vehicular accidents have caused damage to these walls on an annual basis for the past three to four years. Additionally, due to recent staffing reductions in various departments, Staff is less frequently available to perform maintenance work on Community Development projects. This ongoing project will provide funding for the maintenance of City-owned brick walls and wood fences, as well as minor construction and maintenance work within public rights-of-way and other public lands. *Staff is proposing to reduce funding for this project from \$50,000 to \$25,000 in 2012. These 2012 funds would be applied to other priority projects such as the U.S. 36 Pedestrian Box Widening.*

Westminster Center Urban Reinvestment Project (WURP)

**Adopted 2012 = \$500,000
Proposed 2012 = \$250,000**

This project remains one of City Council's highest priorities. Staff continues to work with development interests in planning and pursuing redevelopment of the current Westminster Mall site. These funds are for future public participation in infrastructure and other site improvements that might be necessary to facilitate redevelopment efforts. Anticipated activities include acquisitions of properties and detailed project planning for the entire 108 acre site and Phase 1. *Staff is proposing to reduce funding for this project from \$500,000 to \$250,000 in 2012. Based on recent investments in this project and anticipated partnership with a developer in the future, Staff feels there is adequate funding available to address current needs. These 2012 funds would be applied to other priority projects such as the U.S. 36 Pedestrian Box Widening.*

**Adopted 2012 General Capital Improvements Total
Proposed 2012 General Capital Improvements Total**

**\$3,467,000
\$3,530,000**

Public Safety Capital Improvement Projects:

Fire Station Major Modifications

Adopted 2012 = \$30,000

This ongoing project will fund necessary modifications to fire stations that fall outside of the purview of Building Operations and Maintenance (remodel and maintenance projects related to basic facility or structural needs, painting, carpet, windows, etc.).

Firefighting Simulator/Burn Building

Adopted 2012 = \$170,000

Proposed 2012 = \$0

This project is for site improvements and the design and construction of a firefighting simulator/burn building. Potential sites, flood plain mitigation alternatives and other issues are currently being investigated. Besides the simulator itself, site improvements could include the addition of fire hydrants, concrete work, adding electrical utilities, sanitary facilities, a briefing area, a storage building and fencing around the entire site for security. The new simulator will be equipped with two burn rooms, roof chop outs, forcible entry simulator, smoke distribution system and moveable maze partition panels. *Staff is proposing to eliminate 2012 funding for this project. To date, \$522,000 has been appropriated into this project. The original proposed site for this structure is no longer feasible, so Staff is in the process of working to identify other potential locations and is examining other details related to this project. Due to the necessary change of location, this project will be delayed and the 2012 funding will not be needed. These funds would be applied to other priority projects such as the Citywide Radio System Replacement.*

Fire Station Concrete/Asphalt Replacement Program

Adopted 2012 = \$55,000

This ongoing project funds concrete and asphalt replacement needs at the City's six fire stations. For 2012, funds are approved for work at Station #2. Since the original construction of Fire Station #2 in 2003, the asphalt driving surface has deteriorated significantly, mostly due to the weight of heavy fire apparatus. Asphalt patching has been necessary to stabilize the driving surface, but continued patching is only a temporary remedy. This project will fund the installation of a more durable concrete driving surface at Station #2.

Public Safety Facilities' Maintenance (B0&M)

Adopted 2012 = \$185,000

Proposed 2012 = \$100,000

These funds are for the ongoing maintenance costs for the Public Safety Center (PSC) and Fire Stations throughout the City. Anticipated projects in 2012 include roof replacements at Fire Stations #3 and #5, interior apparatus bay painting at Fire Stations #3 and #6, tile replacement in the report writing area of the PSC, several window replacements at the PSC and carpet replacement in common areas of the PSC. *Staff is proposing to reduce funding in this ongoing project from \$185,000 to \$100,000 in 2012. Staff believes the revised level of funding, along with funds in the project's account balance, would be sufficient to address project needs in 2011. These funds would be applied to other priority projects such as the Citywide Radio System Replacement.*

Major Software Upgrades (Public Safety)

Adopted 2012 = \$100,000

Proposed 2012 = \$75,000

This is an ongoing project funded through the General, Public Safety Tax, and Utility funds based on the software application and its primary users. This project is for the recurring upgrade costs associated with major software applications such as Microsoft software and the Police and Fire Departments' Computer Aided Dispatch/Records Management System (CAD/RMS) software. This ongoing project is managed by the Information Technology Department in order to keep the CAD/RMS system upgraded and current. Funding in 2012 will cover Microsoft software purchases and upgrades to the CAD/RMS system. *Staff is proposing to reduce funding in this ongoing project from \$100,000 to \$75,000 in 2012. Currently, the project has a balance of \$516,000. Staff believes the revised level of funding, along with funds in the project's account balance, would be sufficient to address project needs in 2011. These funds would be applied to other priority projects such as the Citywide Radio System Replacement.*

Citywide Radio System Replacement (NEW)

Proposed 2012 = \$378,000

This is a new proposed project that would replace the City's existing radio system with a P-25 digital interoperable simulcast radio system. The City's current radio system is 19 years old and its

technology has reached end-of-life status. This project would start setting funds aside for the eventual replacement of this system. The P-25 radio system would provide improved coverage, direct interoperability with surrounding agencies and increased choices in radios themselves, as the P-25 system is non-proprietary. This project would include replacement of the major radio system components, dispatch equipment and radios. Total project cost is estimated at \$4,345,000. The City of Arvada would continue to partner with the City on the radio system, so the City of Westminster’s portion of this estimated cost would be \$2,172,500. Staff is proposing to accrue funding for this project over several years. Staff is also pursuing two public-safety related grants and is looking for alternative funding options to help supplement capital project funding for this major project. In addition, Staff is proposing to move \$97,000 that was originally budgeted in General Fund departments’ capital outlay accounts for radio replacements into this capital project account.

Adopted 2012 Public Safety Capital Improvements Total	\$540,000
Proposed 2012 Public Safety Capital Improvements Total	\$638,000

Park Capital Improvements:

Community Enhancement Program (CEP)	Adopted 2012 = \$1,280,000
	Proposed 2012 = \$1,270,000

Funded from the City’s accommodations tax, these projects benefit the entire community. Pursuant to the CEP Master Plan adopted by City Council in March 2006, this program funds projects including medians, gateways, bridges, rights-of-way, public art, lights and banners. Anticipated projects include gateway construction at I-25 and 150th Avenue, median and right of way improvements along 80th Avenue, U.S. 36/Lowell Boulevard bridge enhancements and neighborhood enhancement grants. In addition to capital projects, funding from this program is also proposed for salaries for Park Services and Design Development Staff, contractual maintenance for City medians and rights-of-ways, Promenade maintenance, greenhouse operations, forestry operations, replacement park signs and the City’s Plant-A-Tree program. *This reduction is proposed due to revised 2012 revenue projections for Accommodations Tax revenues, which fund the CEP.*

Greenbelt and Drainage Improvements	Adopted 2012 = \$50,000
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This is an ongoing project and funds provide for additional right-of-way improvements in City greenbelt and drainage areas, along with mandated Army Corps of Engineers wetland mitigation and State drainage permitting. Projects are anticipated for Airport Creek through Sheridan Green, Walnut Creek, the Big Dry Creek Trail area and Quail Creek. Drainage areas throughout the City can also present unexpected repairs due to environmental conditions caused by beavers, flooding and other impacts.

Trail Development	Adopted 2012 = \$100,000
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This ongoing project is to complete trail connections, including culverts and bridges where applicable, throughout the City. The Trails Master Plan has identified several trail connections throughout the City to be constructed. This project works to construct those connections to make the Master Plan a reality. Anticipated 2012 projects include trail work along Big Dry Creek and Little Dry Creek.

Landscape Architect II/ Project Manager	Adopted 2012 = \$64,000
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This ongoing project funds a 1.0 FTE Landscape Architect II that is indexed to park and trail development activities. This position concentrates on trail development, grant acquisition, grant administration and park development.

Recreation Facilities Improvements	Adopted 2012 = \$300,000
	Proposed 2012 = \$291,000

This project provides ongoing funding for the City’s recreation facilities for projects that will upgrade, update and/or renovate existing facilities and equipment. Projects include locker room improvements,

pool equipment replacement, weight and cardio equipment replacement, stereo and security system replacements, replacement of table and chairs, classroom and program area enhancements. Funds will also be leveraged with Building Operations and Maintenance funds for painting and flooring improvements. *Staff is proposing to reduce funding for this project from \$300,000 to \$291,000 in 2012. Based on actual experience in 2011 and revised revenue projections for 2012, Staff is anticipating Parks, Open Space and Trails (POST) sales and use tax revenues to be \$279,000 less than what was projected in the Adopted 2012 Budget. In addition, based on actual experience in 2011 and revised revenue projections for 2012, Staff is anticipating Golf Course revenues to be less than what was projected in the Adopted 2012 Budget. In order to balance revenues with expenditures, an additional \$208,000 is needed for the transfer from the General Capital Improvement Fund (GCIF) to the Golf Course Fund (total transfer = \$508,000). Due to the revised POST revenue projections and the need for an increased transfer to the Golf Course Fund, Staff is recommending this proposed project reduction.*

Park Maintenance (JCOS)

Adopted 2012 = \$465,000

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

Adams County Open Space Land Acquisition

Adopted 2012 = \$175,000

These funds are a portion of the open space sales tax revenue received from Adams County from the 2001 voter-approved tax, so the funds must be utilized for acquisitions within the Adams County portion of the City. The City will use these funds to help pay for the Metzger Farm Certificates of Participation (COPs) payments in 2012 (\$566,295). This debt service commenced in 2006 and will be paid off under the current schedule in 2016. These COPs financed the acquisition of the Metzger Farm Open Space.

Park Renovation Program

Adopted 2012 = \$665,000

Proposed 2012 = \$500,000

This ongoing project provides annual funding for existing parks that are in need of repair and renovation. For 2012, projects include work at Countryside Park (tennis court renovation and removal, playground enhancements), Cobblestone Park (playground replacements and enhancements) and Sommerset Park (playground replacements and enhancements). Minor renovation items are also planned for 2012, including repainting, trip hazard elimination, rubber tile replacement, irrigation improvements, park signage improvements and concrete repair and replacement. *Staff is proposing to reduce funding for this project from \$665,000 to \$500,000 in 2012. Based on actual experience in 2011 and revised revenue projections for 2012, Staff is anticipating Parks, Open Space and Trails (POST) sales and use tax revenues to be \$279,000 less than what was projected in the Adopted 2012 Budget. In addition, based on actual experience in 2011 and revised revenue projections for 2012, Staff is anticipating Golf Course revenues to be less than what was projected in the Adopted 2012 Budget. In order to balance revenues with expenditures, an additional \$208,000 is needed for the transfer from the General Capital Improvement Fund (GCIF) to the Golf Course Fund (total transfer = \$508,000). Due to the revised POST revenue projections and the need for an increased transfer to the Golf Course Fund, Staff is recommending this proposed project reduction.*

Golf Course Improvements

Adopted 2012 = \$50,000

Proposed 2012 = \$0

This ongoing project provides funds for improvements that will upgrade, update and/or renovate existing facilities at The Heritage Golf Course at Westmoor and Legacy Ridge Golf Course. Anticipated 2012 projects for Legacy Ridge include exterior painting, exterior door replacement, work on stone façade, basement heater replacement and banquet room television replacement as funding permits. Anticipated 2012 projects for The Heritage include repair work to the concrete patio, sealant addition to the mechanic shop floor, appliance replacement (ice machines, cooler and microwave), golf shop fixture replacement and emergency sprinkler system work as funding permits. *Staff is proposing to eliminate funding for this project in 2012. Based on actual experience in 2011 and revised revenue projections for 2012, Staff is anticipating Golf Course revenues to be less than what was projected in the Adopted 2012 Budget. In order to balance revenues with expenditures, an additional \$208,000 is needed for the transfer from the General Capital Improvement Fund (GCIF) to the Golf Course Fund (total transfer = \$508,000). Due to the need for an increased transfer to the Golf Course Fund, Staff is recommending this proposed project reduction.*

Standley Lake Regional Park Improvements

Adopted 2012 = \$117,000

This ongoing project is funded from boating permit fees and provides funds for improvements that will upgrade, update and/or renovate existing facilities at the Standley Lake Regional Park. Anticipated 2012 projects include replacement of remaining “old” picnic tables and paving the campground road and pads with recycled asphalt.

Recreation Facilities Major Maintenance (BO&M)

Adopted 2012 = \$753,000

Proposed 2012 = \$500,000

This ongoing project provides funding for major facility maintenance for the City’s Recreation Facilities based on the Facility Structural Assessment Study. Anticipated 2012 projects include roof replacement at City Park Fitness Center, gym floor replacement at City Park Recreation Center, carpet replacement at the MAC and at City Park Recreation Center and flooring replacement in classrooms at City Park Recreation Center. *Staff is proposing to reduce funding for this project from \$753,000 to \$500,000 in 2012. Based on actual experience in 2011 and revised revenue projections for 2012, Staff is anticipating Parks, Open Space and Trails (POST) sales and use tax revenues to be \$279,000 less than what was projected in the Adopted 2012 Budget. In addition, based on actual experience in 2011 and revised revenue projections for 2012, Staff is anticipating Golf Course revenues to be less than what was projected in the Adopted 2012 Budget. In order to balance revenues with expenditures, an additional \$208,000 is needed for the transfer from the General Capital Improvement Fund (GCIF) to the Golf Course Fund (total transfer = \$508,000). Due to the revised POST revenue projections and the need for an increased transfer to the Golf Course Fund, Staff is recommending this proposed project reduction.*

Golf Course Fund Transfer

Adopted 2012 = \$300,000

Proposed 2012 = \$508,000

This transfer from the General Capital Improvement Fund (GCIF) to the Golf Course Fund is necessary in order to attain a balanced budget for the Golf Course Fund. Due to continuing debt obligations at The Heritage and challenges facing the golf industry as a whole, revenues from Golf operations alone are not projected to cover the total expenditures proposed for Golf operations in 2012. *Staff is proposing to increase this transfer from \$300,000 to \$508,000 in 2012. Based on actual experience in 2011 and revised revenue projections for 2012, Staff is anticipating Golf Course revenues to be less than what was projected in the Adopted 2012 Budget. In order to balance revenues with expenditures, an additional \$208,000 is needed for the transfer from the General Capital Improvement Fund (GCIF) to the Golf Course Fund (total transfer = \$508,000).*

Minor Median Maintenance

Adopted 2012 = \$25,000

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

Aquatics Major Maintenance (BO&M)

Adopted 2011 = \$30,000

This is a new project that will dedicate funds for major repair and replacement of aquatics equipment at the City’s pools. This equipment includes pool pumps, motors, heat exchangers, boilers and ozone equipment. The City operates indoor pools at City Park Recreation Center and at Swim and Fitness Recreation Center. The City currently operates outdoor pools at Countryside and King’s Mill.

Adopted 2012 Park Capital Improvements Total	\$4,374,000
Proposed 2012 Park Capital Improvements Total	\$4,095,000

Adopted 2012 GRAND TOTAL General Capital Improvement Fund	\$8,381,000
Proposed 2012 GRAND TOTAL General Capital Improvement Fund	\$8,263,000

UTILITY FUND CAPITAL IMPROVEMENT PROJECTS

Wastewater System Capital Improvements:

Strasburg Natural Resources Farm Projects

Adopted 2012 = \$1,550,000

Proposed 2012 = \$50,000

This project is primarily for the purchase of additional farmland for use as biosolids application sites. The Utilities Division is in the process of updating its Solids Management Master Plan to identify the amount of additional farmland that will be required. In addition, the project will fund the evaluation and refurbishment/replacement of three wells and pump systems that provide water to two pivot irrigation systems at the Farm. These wells are between 40 and 50 years old and have required much more frequent maintenance and repair over the last several years. Some issues have led to the clogging of irrigation systems, which are critical in order to fully utilize the land area of the Farm for biosolids application. *This proposed reduction from \$1,550,000 to \$50,000 reflects reallocation of funding to higher-priority projects including the lift station replacement at 87th/Wadsworth and wastewater utilities improvements in the South Westminster TOD area and improvements to the Sunset Ridge Lift Station.*

Sunset Ridge Lift Station Improvement (NEW)

Proposed 2012 = \$50,000

This is a new project proposed to provide traffic protection to the Sunset Ridge Lift Station along Federal Boulevard. There is currently a high risk of damage to the lift station from motor vehicles. This project would help to mitigate this risk.

87th Ave. and Wadsworth Pkwy. Lift Station Replacement (NEW)

Proposed 2012 = \$900,000

\$2.3 million was budgeted for this project in the Lift Station Improvements account in 2011. Due to revised cost estimates based on design work completed to date, additional funds are needed for the successful completion of this project. Challenges with the project include siting the replacement lift station and addressing other utility lines located in the project’s path. This project is now being broken out separately and is therefore being proposed as a new project.

Sanitary Sewer Line Trenchless Rehabilitation

Adopted 2012 = \$500,000

This ongoing project involves the ongoing rehabilitation of smaller diameter sewers (18-inch and smaller)

throughout the City. The City currently inspects its sewers using a systematic ranking system and rehabilitates all sewers that fall below a specified condition threshold. The locations of each specific project vary from year to year. Some sections would be consolidated into larger projects as appropriate by geographical locations. As a result, some sewers may be rehabilitated out of sequence with their score ranking in order to maximize the cost-effectiveness of the replacement program.

BDCWWTF – Major Repair and Replacement Adopted 2012 = \$200,000

This ongoing project will fund major repair and replacement needs associated with the Big Dry Creek Wastewater Treatment Facility (BDCWWTF) that were not addressed as part of the recent major capital projects at the plant. This will include replacing existing equipment that is integral to the treatment processes when this equipment exceeds its life expectancy or is at risk of operational failure. For 2012, this project will fund ongoing site maintenance and pipe work. One need is the replacement of the existing roof of the water quality building, which has reached the end of its life and needs to be replaced.

**South Westminster TOD Wastewater Utilities Adopted 2012 = \$2,500,000
Proposed 2012 = \$3,050,000**

The forthcoming RTD Northwest Spur of the Gold Line (also known as the Eagle P3 line for commuter rail) and resulting transit-oriented development (TOD) projects will impact the City’s utilities. This project will fund the relocation and/or capacity expansion of existing sanitary sewers from Lowell Boulevard to Zuni Street between 66th and 71st Avenues. While the exact construction schedule of the Gold Line has not been determined, RTD indicated it could begin as early as 2012, pending funding and easement acquisition. A target date for completion of the Gold Line is scheduled for 2015. To accommodate RTD’s schedule, the City’s relocation of utilities needs to be completed in early 2012. Staff is currently working on a sewer alignment that is consistent with the City’s plans for Little Dry Creek Park and with future build-out flows. *\$2,500,000 was appropriated into this project in the Adopted 2012 Budget. Additional funds are proposed for this project based on the Regional Transportation District’s alignment change (from the original scope) for the rail line and revised cost estimates associated with upsizing sewer capacity in the area.*

Payment in Lieu of Use Tax Adopted 2012 = \$62,000

This item represents a payment from the City’s Utility Fund to the City’s Sales and Use Tax and Parks, Open Space and Trails (POST) Funds as discussed with City Council at the July 19, 2010 Study Session. Use taxes must be paid on materials used by contractors on projects for all institutions, including governmental, religious and charitable organizations. Westminster’s Home Rule Charter requires that the rates and charges for any City utility be fixed as to at least meet all the operating costs of such utility. Therefore, the cost of use tax should be borne by the payer’s rate and factored into utility rates. Exempting materials used in utility construction projects from the City’s use tax provides an indirect subsidy of utility costs by the General Fund. This payment is calculated based on estimated construction materials used in projects undertaken and managed by the Utility Fund, calculated at the 3.85% use tax rate.

Adopted 2012 Wastewater System Capital Improvements Total	\$4,812,000
Proposed 2012 Wastewater System Capital Improvements Total	\$4,812,000

Water System Capital Improvements:

Major Software Upgrades Adopted 2012 = \$25,000

This is an ongoing project funded through the General, Public Safety Tax, and Utility funds based on the software application and its primary users. The project funds major software application upgrades for systems including Intergraph Public Safety, Accela Maintenance Management, Utility Billing, Justice Systems Incorporated and Microsoft software. The City of Westminster has made a significant investment in application software for public safety, utility maintenance, utility billing, asset management, court, and office productivity tools. These software products require upgrades to acquire

new features and to guarantee ongoing vendor support. Per the City's four year repurchase cycle for Microsoft software and licenses, funds are programmed for 2012 for these Microsoft items.

SWTF Process Improvements

Adopted 2012 = \$125,000

Proposed 2012 = \$0

This ongoing project is for major repair and replacement of equipment at the Semper Water Treatment Facility (SWTF) that is integral to water treatment processes and that has exceeded its life expectancy and is at risk of failure. The project for 2012 is the replacement of the existing flow meter on the station discharge line with a new meter that can measure flows up to 60 million gallons per day. *Staff is proposing to shift these funds to SWTF – Major Repair and Replacement. The SWTF high service pump station meter was successfully recalibrated, so no replacement of the meter is needed.*

SWTF – Major Repair and Replacement

Adopted 2012 = \$672,000

Proposed 2012 = \$822,000

This ongoing project funds major repair and replacement needs at the Semper Water Treatment Facility (SWTF). This includes the repair and replacement of equipment that has exceeded its life expectancy and is at risk of failure. 2012 projects include general facility maintenance not related to water treatment processes including painting, flooring replacement, HVAC major repair/replacement and pavement improvements. Also for 2012, funds are approved to replace the roof at the administration building. *Staff is proposing to increase this project budget from \$672,000 to \$822,000 due to a change in costs with the planned replacement of the SWTF Administrative Building roof. The roof material is oil-based on costs have increased.*

NWTF – Major Repair and Replacement

Adopted 2012 = \$50,000

The Northwest Water Treatment Facility was completed in 2002. This ongoing project includes a variety of necessary building maintenance and repairs for items including HVAC components, emergency generator upkeep and maintenance of on-site pavement. 2011 and 2012 funding is proposed for HVAC and pavement needs. Future needs include chemical feed equipment replacement, building maintenance and water treatment membrane replacement.

CWSP – Reclaimed System Improvements

Adopted 2012 = \$500,000

Proposed 2012 = \$345,000

This ongoing project is part of the City's Comprehensive Water Supply Plan (CWSP). This project is for the design and construction of improvements to the reclaimed water distribution system. These modifications are necessary for the system to meet future demand goals and for the City to avoid the need for additional water rights and infrastructure. The project will also simplify operations, maintain system compliance with state regulations, provide new customers with reclaimed water service and improve service received by existing customers. 2012 projects include cross-connection testing/prevention, reclaimed line extensions and connections (cost share with developers) and water pressure improvements (booster pump and valve installations). A 2012 project is a formal evaluation of reclaimed water operations and water quality. These evaluations will result in recommendation on how to improve system operations or conditions. *Due to project cost savings from previous years, Staff is proposing to reduce funding for this project from \$500,000 to \$345,000. This funding is proposed to be appropriated to higher-priority project needs.*

CWSP – Wattenberg Gravel Lakes Storage

Adopted 2012 = \$700,000

This project is part of the City's Comprehensive Water Supply Plan (CWSP). Wattenberg Gravel Lakes will be a series of lined reservoirs adjacent to the South Platte River in southern Weld County. In the future, Aggregate Industries will have mined out aggregate materials to create a storage facility for the City's use, amounting to a total of 4,000 acre-feet of storage volume. This project will include

modifications to existing infrastructure to convey water to and from the gravel lake area and to prepare the gravel pit for use as an on-line storage facility. Funds for 2012 will provide for study, design and construction of an enlargement of the Brighton Ditch, which diverts water from the South Platte River. This added capacity will be used to divert Westminster's water from the South Platte into storage at Wattenberg Gravel Lakes. This sub-project will include permitting as necessary.

CWSP – Bypass Pipeline to Standley Lake

Adopted 2012 = \$3,300,000

Proposed 2012 = \$500,000

This project is part of the City's Comprehensive Water Supply Plan (CWSP). This project will fund the design and construction of a roughly four-mile long, 36-inch gravity fed pipeline from the outlet of the Kinnear Ditch Pipeline, south along Alkire Street, east around the south side of Standley Lake to the Croke Canal and Farmers' High Line Canal inlets, and north again to the valve house near Big Dry Creek. The work will also include construction at the Croke and Farmers' High Line Canals to allow for water from either or both of the canals to be diverted into the bypass pipeline. The bypass pipeline is intended to reduce the vulnerability of the City's water delivery system by providing a new route for raw water to flow from the Kinnear Ditch Pipeline directly to the Standley Lake valve house, bypassing Standley Lake. This bypass pipeline would be needed in the event that the water in Standley Lake became contaminated or the dam or its inlet valve structures became compromised due to terrorism, zebra mussels or other unforeseen circumstances. *City Council has appropriated \$675,000 to this project to date. Due to lower-than-budgeted water revenue projections for 2012, Staff is proposing to reduce funding for this project in 2012 from \$3,300,000 to \$500,000. With this proposed funding and the existing funding in the account, the City could commence design work related to the project and construction funding would have to be revisited in future years.*

Raw Water System Improvements

Adopted 2012 = \$150,000

Proposed 2012 = \$0

This ongoing project is to improve the raw water system throughout the City. In 2012, this project account will fund SCADA hardware installation for the City's raw water system. *Staff is proposing to eliminate funding for this project in 2012. This project was to fund SCADA hardware installation work, but due to timing of current master planning work for the utility system, this project is being postponed until 2013. This funding is proposed to be appropriated to higher-priority project needs.*

Open Cut Water Line Replacements

Adopted 2012 = \$0

Proposed 2012 = \$647,000

This ongoing project is for the design and construction of various open cut piping replacements within the City's water distribution system. This account funds replacement projects based on pipe age and break history, along with upgrades to existing pipelines to improve service, pressure and fire flow capacity. In many cases, pipeline replacement projects are identified through system-wide hydraulic modeling. No major water line replacements are anticipated to be funded by this account in 2012 as specific water line projects are identified separately in the adopted 2012 CIP. *Originally, no funding was requested for this project in 2012. Due to the planned replacement of the box culvert at 72nd Avenue and Bradburn Boulevard, this presents an ideal time to address aged transmission lines in the area. Improvements to these transmission lines would improve flow to the area.*

Pressure Zone 4 Improvements

Adopted 2012 = \$3,787,000

Proposed 2012 = \$4,987,000

This project will fund new and/or replacement transmission mains in the west-central portion of the City for Pressure Zone 4 and will replace the pump station in Zone 4. The overall goal of this project is to facilitate water flow from the Zone 4 Semper Pump Station and the Silo Pump Station to the expanded Zone 4 area, which would reach east to about Pierce Street. There are several water lines in the current Zone 4 in need of repair/replacement due to age and water main break history. This project will fund

necessary upgrades to improve service, pressure and fire flow capacity. Sub-components of this project will be subject to refinement and timing as determined through more detailed hydraulic modeling, which is currently being performed. Design will begin in 2011 with construction commencing in 2012. ***There is currently \$993,000 appropriated in this project. Staff is proposing to increase 2012 funding for this project from \$3,787,000 to \$4,987,000. This proposed increase is due to revised cost estimates for the project that have been generated by design work. Total project funding would be \$5,980,000.***

Ongoing Water System Modeling and Master Planning

Adopted 2012 = \$75,000

Proposed 2012 = \$0

This ongoing project is comprised of three subprojects: master plan computer modeling for water distribution system transmission mains and pressure zone improvements; project development, prioritization and scheduling based on the model; and a utility-wide asset valuation update. The computer modeling will provide a variety of design scenarios related to planned improvements throughout the City. Pressure zones throughout the City will be examined and modeled, including the Westminster Center Urban Reinvestment Project (WURP) area and areas in south Westminster envisioned for transit-oriented development (TOD). Certain proposed projects would be generated from this modeling and the City would receive a pre-design level of detail, including appropriate timing and implementation scheduling for these projects. This project will also fund an asset valuation by facility value, age and anticipated remaining service life. This data will be used to prioritize and budget for large capital projects and to confirm the amount of connection fee and rate monies required to maintain the City's utility system. ***Staff is proposing to eliminate funding for this project in 2012 due to a change in priorities. Updates to the water distribution system model will be deferred to future years. This funding is proposed to be appropriated to higher-priority project needs.***

Pump Station Equipment – Major Repair and Replacement

Adopted 2012 = \$100,000

This ongoing project is for pump station repairs that are required on a regular basis in order to maintain service and safety. Typical pump station repairs include the replacement or addition of pumps, variable frequency drives (VFDs), valves, generators, automatic transfer switches (ATS) for generator services, electrical systems, controls, supervisory control and data acquisition (SCADA) and pipe works. The City maintains and operates eleven pump stations with an approximate total value of \$17 million.

Water Tanks – Major Repair and Replacement

Adopted 2012 = \$750,000

Proposed 2012 = \$1,388,000

This ongoing project will fund design and construction of recommended repairs and improvements at six of the City's water storage tank sites. The improvements will be made in phases and would be prioritized based on critical needs. The most critical improvement identified at this point is modification to tank overflow piping at tank sites to meet Colorado Department of Health and Environment (CDPHE) requirements. The overflow piping modifications are necessary to eliminate potential cross contamination issues with the storm sewers near the tanks. Other repair and replacement items will include improvements to the structural integrity of the tanks, tank safety enhancements, security improvements and tank coating improvements. ***Staff is proposing to increase 2012 funding for this project from \$750,000 to \$1,388,000 due to an increase in project scope and cost. Recent water tank inspections alerted Staff to the repair and rehabilitation needs for the Wandering View (104th and Federal) and Northridge (City Hall) water tanks. In 2012, these funds would allow for the rehabilitation of the roof and roof support beams for the Wandering View water tanks.***

Pressure Reducing Valves (PRV) Rehabilitations

Adopted 2012 = \$50,000

PRVs are intended to control water system pressures and to maintain safe pressures (less than 80 PSI) in the water distribution system. This project is intended to rehabilitate several PRV stations and to replace obsolete equipment with current maintainable hardware, thereby extending the life of water distribution system components. The PRV rehabilitation project will help to ensure adequate water flow and pressure

in the water distribution system for the City’s water customers.

RWTF – Major Repair and Replacement

Adopted 2012 = \$75,000

This ongoing project is for the maintenance and upkeep of the Reclaimed Water Treatment Facility (RWTF). This project will fund the replacement of existing equipment that has exceeded its life expectancy and/or is at risk of operational failure. This project will also fund repairs necessary to maintain the facility and to continue to meet current and anticipated regulations. The types of repairs necessary include painting, mechanical equipment and pump replacement, electrical equipment replacement and maintenance, general building maintenance and roofing replacement and repairs.

Croke Canal and Standley Lake Improvements (NEW)

Proposed 2012 = \$120,000

Staff is proposing funding for this project in 2012 to replace the dam tender house at Standley Lake. The 30-year old modular home has wind and mold damage and is need of replacement. FRICO is up-fronting the costs of the project and the City would use these fund to reimburse FRICO. Thornton and Northglenn would also share in the costs.

Reclaimed Water Salinity Projects

Adopted 2011 = \$300,000

Proposed 2012 = \$50,000

This project will provide funds to implement a management plan to assist reclaimed water customers and City Staff in dealing with issues related to salinity in landscaping at reclaimed water customer sites. The project will also fund the implementation of efforts to prevent or mitigate the impacts of salinity in reclaimed water. Staff has been working with Olsson Associates and Colorado State University to develop a plan for addressing issues related to salinity and/or the use of reclaimed water at customer sites. *Due to project savings from previous years and other priorities, Staff is proposing to reduce 2012 funding for this project from \$300,000 to \$50,000. This funding is proposed to be appropriated to higher-priority project needs.*

Arrowhead Subdivision Water Main Replacement

Adopted 2012 = \$2,000,000

Proposed 2012 = \$0

This project would fund the replacement of water pipe throughout the Arrowhead subdivision, which is located northwest of 112th Avenue and Sheridan Boulevard. There is a history of main breaks in this area due to pipe age, material and high pressures. The project involves replacing approximately 7,000 feet of 6-inch piping and 14,000 feet of 8-inch piping. Hydrants will also be replaced as part of the project. Given the proposed size and extent of this project, it will be conducted in two phases over a two-year period. Additional funding is proposed for this project in 2013. Due to the overall scope and requested funding level for this project, it is being funded as a separate project that is “broken out” from the Open Cut Waterline Replacement project account. *Due to Staff’s plans to pursue the creation of a new pressure zone (Pressure Zone 12) in the Arrowhead Subdivision area, Staff is proposing to eliminate funding for this project. By adding a new pressure zone, the City can reduce pressures in the area and prolong the life of existing pipes. This solution will address water main break issues while savings significant resources.*

Payment in Lieu of Use Tax

Adopted 2012 = \$242,000

Proposed 2012 = \$189,000

This item represents a payment from the City’s Utility Fund to the City’s Sales and Use Tax and Parks, Open Space and Trails (POST) Funds as discussed with City Council at the July 19 Study Session. Use taxes must be paid on materials used by contractors on projects for all institutions, including governmental, religious and charitable organizations. Westminster’s Home Rule Charter requires that the rates and charges for any City utility be fixed as to at least meet all the operating costs of such utility. Therefore, the cost of use tax should be borne by the payer’s rate and factored into utility rates. This payment is calculated based on estimated construction materials used in projects undertaken and managed by the Utility Fund, calculated at the 3.85% use tax rate. *Due to the proposed \$2,853,000 reduction in*

the water capital improvement program, a reduction to the account is necessary.

Adopted 2012 Water System Capital Improvements Total	\$12,901,000
Proposed 2012 Water System Capital Improvements Total	\$10,048,000
Adopted 2012 Wastewater and Water Projects Total	\$17,713,000
Proposed 2012 Wastewater and Water Projects Total	\$14,860,000

Stormwater Capital Improvements:

Miscellaneous Stormwater Drainage System Improvements **Adopted 2012 = \$95,000**

This ongoing funding will provide for several smaller storm drainage improvements throughout the City as necessary. Funds are also to be used for compliance activities associated with the Clean Water Act as administered by the Colorado Department of Public Health and Environment (CDPHE), topographic mapping of the City for updating the Flood Insurance Rate Maps, and studies with the Urban Drainage and Flood Control District (UDFCD).

Little Dry Creek (Lowell Boulevard to Federal Boulevard) **Adopted 2012 = \$1,234,000**

With the proposed Fastracks station and South Westminster transit-oriented development (TOD) on the north side of the Burlington Northern Santa Fe Railroad, this project will greatly enhance the existing Little Dry Creek area with a regional stormwater detention facility. Additionally, various properties that are currently in the flood plain will be removed from the floodplain. The project will fund improvements that will include re-aligning Little Dry Creek to move it away from existing single family residences, a regional detention facility near Federal Boulevard, a regional water quality facility, various grade control structures, pedestrian bridges across the re-aligned creek and massive excavation to accommodate the needed detention storage. Estimated total project cost is \$9.1 million. Adams County and the Urban Drainage and Flood Control District (UDFCD) are partners with the City on this project and will help fund project costs. The City will continue to request project funds from Adams County and UDFCD on an annual basis as the project moves forward.

Payment in Lieu of Use Tax **Adopted 2012 = \$25,000**

This item represents a transfer from the City’s Utility Fund to the City’s Sales and Use Tax Fund. Recent audits of construction projects in the City revealed that significant tax deficiencies arise when contractors construct infrastructure, landscape, and other public and private improvements outside the purview of a building permit. Staff is recommending implementation of pre-payment procedures for public and private improvements similar to those used for building permits to mitigate related tax deficiencies. Use taxes must be paid on projects for all institutions, including governmental, religious, and charitable organizations. Westminster’s Home Rule Charter requires that the rates and charges for any City utility be fixed as to at least meet all the operating costs of such utility. Therefore, the cost of use tax should be borne by the payer’s rate and factored into utility rates.

Adopted 2012 Stormwater Capital Improvements Total	\$1,354,000
Proposed 2012 Stormwater Capital Improvements Total	\$1,354,000

Adopted 2012 GRAND TOTAL Utility Capital Improvement Fund	\$19,067,000
Proposed 2012 GRAND TOTAL Utility Capital Improvement Fund	\$16,215,000

Adopted 2012 CAPITAL IMPROVEMENT PROGRAM GRAND TOTAL	<u>\$27,448,000</u>
Proposed 2012 CAPITAL IMPROVEMENT PROGRAM GRAND TOTAL	<u>\$24,478,000</u>

2012 Budget
Proposed New Positions Sheet

Fund	Department	Division	Home Business Unit	Position Title	FTE	Exempt/ Non-Exempt	Grade	Step	2012 Total Salary without Benefits	Benefit Expense	Total Cost with Benefits
Utility	PWU	Utility Operations	21035490	Plant Operator Trainee/Plant Operator I-IV	1.000	NE	N9	2	\$33,194	\$5,643	\$38,837
UTILITY FUND TOTAL					1.000				\$33,194	\$5,643	\$38,837
TOTAL					1.000				\$33,194	\$5,643	\$38,837

2012 Budget
Proposed Eliminations Sheet

2012 Proposed Eliminations

Fund	Department	Division	Home Business Unit	Position Title	FTE	Exempt/ Non-Exempt	Grade	2012 Total Salary without Benefits	Benefit Expense	Total Cost with Benefits
Utility	IT	IT	20060230	Software Engineer I/II	0.500	Exempt	E7/E8	*0	\$0	\$0
UTILITY FUND TOTAL					0.500			\$0	\$0	\$0
TOTAL					0.500			\$0	\$0	\$0

*Funding used for IT Management Intern

2012 Budget
Proposed Change Sheet
(sorted by fund)

Pay Plan	Fund	Dept.	Div.	Original Business Unit	Classification	Current Grade	FTE	Changes	New Grade	Justification	Estimated Cost	Ending BU (if changes made to BU)	Total FTEs impacted per BU
Exempt	General	CAO	CAO	10003120	Legal Administrator	E6	1.00	Reclassify and downgrade 15% to Paralegal (E4) remove Legal Administrator classification from payplan	E4	Dept Re-Org	-\$10,500	10003120	1.00
Exempt	General	CAO	CAO	10003120	Legal Secretary	E3	1.00	Reclassify and upgrade 7 1/2% to Administrative Coordinator (E4)	E4	Dept Re-Org	+\$2,700	10003120	1.00
Exempt	General	CMO	Public Information Section	100050500387	Senior Public Information Specialist	E6	1.00	Reclassify and upgrade 15% to reclassified Public Information Officer (E8)	E8	Dept Re-Org	+\$3,350	100050500387	1.00
Exempt	General	CMO	Public Information Section	100050500387	Public Information Officer Classification	E9		Downgrade 7 1/2% to E8	E8	Dept Re-Org	+\$0	100050500387	0.00
Exempt	General	CMO	Public Information Section	100050500387	Public Information Officer	E9	0.80	Title change to Communications Coordinator; add classification to pay plan; no change to pay grade	E9	Dept Re-Org	+\$0	100050500387	0.80
Exempt	General	CMO	Economic Development Division	10005340	Economic Development Administrator	E8	1.00	Title change to Business Development Coordinator; add classification to pay plan; no change to pay grade	E8	Dept Request	+\$0	10005340	1.00
Exempt	General	CD	Planning	10030360	Senior Projects Planner	E9	1.00	Title change to Senior Urban Designer; add classification to pay plan; no change to pay grade	E9	Dept Request	+\$0	10030360	1.00
Exempt	General	Finance	Accounting	10015220	Internal Auditor	E6	0.50	Reclassify and title change to Accountant; no change to pay; drop title from pay plan	E6	Dept Request	+\$0	10015220	0.50
Non Exempt	General	General Services	BO&M	10012390	HVAC Technician	N12	1.00	Reclassify and upgrade 7 1/2% to HVAC Specialist (N13); Drop title from pay plan.	N13	Dept Re-Org	+\$3,768	10012390	1.00

2012 Budget
Proposed Change Sheet
(sorted by fund)

Pay Plan	Fund	Dept.	Div.	Original Business Unit	Classification	Current Grade	FTE	Changes	New Grade	Justification	Estimated Cost	Ending BU (if changes made to BU)	Total FTEs impacted per BU
Non Exempt	General	Police	Police Specialized Services	100203000345	Communications Specialist I/II	N13	1.00	Reclassify and upgrade 22 1/2% to Communications Supervisor	N16	Dept Request	+\$2,768	100203000345	1.00
Non Exempt	General	PD	Patrol	100205000348	Traffic Enforcement Technician	N12	1.00	Reclassify, upgrade and create new title to Crime Analyst (E5). Drop title from Pay Plan	E5	Dept Re-Org	+\$2,574	100205000348	1.00
Hourly	General	PR&L	Recreation					Create new classification in Hourly Pay Plan of Swimming Lesson Instructor (H4) \$8.39-\$9.65	H4		+\$0		
					Total General Fund:		9.30				\$4,660		
Non Exempt	Utility	PW&U	Utilities Planning and Engineering	20035430	Utilities Systems Specialist	N15	1.00	Reclassify and downgrade 22 1/2% to Records Management Technician (N12)	N12	Dept Re-Org	-\$21,710	20035430	1.00
Non Exempt	Utility	PW&U	Water Administration	20035050	Secretary	N10	1.00	Reclassify and upgrade 5% to Administrative Secretary (E3)	E3	Dept Request	+\$2,228	20035050	1.00
Non Exempt	Utility	PW&U	Utilities Operations Division	21035470	Utilities Specialist	N14	1.00	Reclassify and upgrade 7 1/2% to Utilities Systems Specialist (N15)	N15	Dept Re-Org	+\$4,145	21035470	1.00
Exempt	Utility	PW&U	Water Administration	20035050	Special Projects Coordinator	E8	0.00	Remove title from Pay Plan	N/A	Special project completed	+\$0	N/A	0.00

2012 Budget
Proposed Change Sheet
(sorted by fund)

Pay Plan	Fund	Dept.	Div.	Original Business Unit	Classification	Current Grade	FTE	Changes	New Grade	Justification	Estimated Cost	Ending BU (if changes made to BU)	Total FTEs impacted per BU
					Total Utility Fund:		3.00				-\$15,337		
Exempt	Other	CD	Admin	76030350	Community Development Program Coordinator	E8	0.50	Reclassify, downgrade 15% and title change to Community Development Program Planner; add classification to pay plan; eliminate Community Development Program Coordinator classification from pay plan.	E6	Dept Request	-\$11,600	76030350	0.50
Non Exempt	Other	General Services	Fleet	30012460	Fleet Specialist	N13	1.00	Reclassify and upgrade 15% to Applications Specialist	N15	Dept Re-Org	+\$0	30012460	1.00
					Total Other Funds:		1.50				-\$11,600		

General Fund Total:	9.30	+\$4,660
Utility Fund Total:	3.00	-\$15,337
Other Funds Total:	1.50	-\$11,600
TOTAL ALL FUNDS:	13.80	-\$22,277

**City of Westminster
2012 Proposed Administrative Officer Titles**

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

**City of Westminster
2012 Proposed Administrative Officer Pay Plan**

Grade	Minimum	Maximum
A1	80,870	101,088
A2	86,936	108,670
A3	93,456	116,820
A4	100,465	125,581
A5	108,000	135,000
A6	116,100	145,125
A7	124,808	156,009
A8	134,168	167,710

**City of Westminster
2012 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
E12	Assistant City Attorney II	3501
E13	Assistant City Engineer	3303
E4	Assistant Golf Professional	3912
E5	Assistant Golf Superintendent	3917
E9	Assistant Prosecuting Attorney	3515
E6	Assistant Recreation Supervisor	3910
E13	Associate Judge	2202
E12	Battalion Chief	6129
E8	Business Development Coordinator	7138
E11	Capital Projects Coordinator	3335
E4	Collections Supervisor	4405
E6	Community Development Program Planner	3427
E9	Communications Coordinator	7139
E9	Control Systems Engineer	3348
E5	Crime Analyst	6233
E6	Deputy Court Administrator	4403
E11	Distribution and Collection Superintendent	5618
E4	Economic Development Specialist	7115
E10	EMS Coordinator	6127
E10	Emergency Management Coordinator	6116
E6	Employee Development Analyst	7128
E10	Energy and Facilities Projects Coordinator	5114
E7	Engineer	3342
E9	Environmental and Administrative Services Officer	7136
E5	Executive Secretary to the City Manager	4601
E6	Financial Analyst	3109
E10	Fire Captain	6125
E12	Fire Marshal	6124
E10	Fire Training Coordinator	6126

**City of Westminster
2012 Proposed Exempt Position Titles**

Grade	Position	Class Code
E10	GIS Coordinator	3347
E7	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
E10	(I) Senior Engineer	3344
E8	(I) Water Resources Analyst	3341
E12	Information Systems Manager	3209
E9	Internet Software Engineer	3202
E13	Judge Pro Tem	2203
E7	Lake Operations Coordinator	5302
E5	Landscape Architect I	5329
E7	Landscape Architect II	5328
E5	Landscape Planner	5331
E11	Lead Prosecuting Attorney	3513
E10	Lead Software Engineer	3201
E3	Legal Secretary	3514
E5	Librarian I	3603
E6	Librarian II	3602
E6	Library Network Specialist	4314
E7	Library Services Coordinator	3615
E6	Library Supervisor	3604
E8	Maintenance Management System Coordinator	4315
E5	Management Analyst	7130
E5	Management Assistant	7113
E2	Management Intern II	7119

**City of Westminster
2012 Proposed Exempt Position Titles**

Grade	Position	Class Code
E9	Network Administrator	3210
E8	Open Space Coordinator	7101
E4	Open Space Volunteer Coordinator	7120
E4	Paralegal	3510
E8	Park Supervisor	5320
E8	Pavement Management Coordinator	5523
E5	Planner I	3804
E6	Planner II	3803
E8	Planner III	3802
E11	Plant Superintendent	3340
E12	Police Commander	6228
E6	Police Projects Specialist	4418
E10	Principal Planner	3816
E6	Probation Supervisor	3504
E8	Public Information Officer	7105
E5	Public Information Specialist	7109
E11	Public Safety Communications Administrator	4105
E6	Purchasing Officer	7132
E6	Reclaimed System Analyst	3350
E8	Reclaimed Water System Coordinator	3355
E4	Recreation Specialist	3908
E4	Recreation Specialist - Wellness	3709
E8	Recreation Supervisor - City Park	3904
E7	Recreation Supervisor - Swim and Fitness	3905
E7	Recreation Supervisor - The MAC	3925
E7	Recreation Supervisor - West View	3916
E8	Retirement Administrator	3116
E5	Revenue Agent	3111
E6	Risk/Claims Analyst	3717
E9	Risk Management Officer	7126
E7	Sales Tax Audit Supervisor	3112
E6	Sales Tax Auditor	3108

**City of Westminster
2012 Proposed Exempt Position Titles**

Grade	Position	Class Code
E10	Senior Engineer	3345
E7	Senior Financial Analyst	3115
E7	Senior Human Resources Analyst	3710
E7	Senior Management Analyst	7131
E9	Senior Projects Coordinator	3806
E13	Senior Projects Engineer	3328
E6	Senior Systems Analyst	3221
E10	Senior Telecommunications Administrator	7122
E9	Senior Urban Designer	3817
E7	Software Engineer I	3204
E9	Software Engineer II	3203
E12	Software Engineering Manager	3219
E6	Sports Facilities/Program Coordinator	3926
E5	Systems Analyst	3220
E9	Systems Analyst Supervisor	3222
E8	Technical Services Coordinator	6227
E6	Transportation Systems Coordinator	3315
E6	Utility Billing Supervisor	3114
E6	Victim Services Coordinator	3503
E4	Volunteer Coordinator	7112
E11	Water Resources Engineering Coordinator	3351
E11	Water Quality Administrator	3339
E8	Water Quality Specialist	3336

**City of Westminster
2012 Proposed Exempt Pay Plan**

Grade	Minimum	Maximum
E1	38,097	47,621
E2	40,954	51,193
E3	44,026	55,032
E4	47,328	59,160
E5	50,877	63,597
E6	54,693	68,366
E7	58,795	73,494
E8	63,205	79,006
E9	67,945	84,931
E10	73,041	91,301
E11	78,519	98,149
E12	84,408	105,510
E13	90,739	113,423

**City of Westminster
2012 Proposed Non-Exempt Position Titles**

Grade	Position	Class Code
N13	Accounting Specialist	4513
N12	Accounting Technician	4515
N12	Accounting Technician/Retirement	4516
N11	Animal Management Officer	6229
N14	Animal Management Supervisor	6230
N15	Applications Specialist	4312
N15	Assistant Building Plans Analyst	3422
N8	Assistant Pool Manager	5406
N15	Benefits Specialist	3711
N5	Building Ambassador	5113
N18	Building Inspection Supervisor	3403
N18	Building Plans Analyst	3404
N12	Building Permit Technician	3425
N12	CDBG Technician	3813
N15	Capital Projects Inspector	3418
N13	Carpenter	5103
N16	Chemist	3356
N16	City Forester	5304
N5	Clerk Typist I	4208
N8	Clerk Typist II	4204
N13	Code Enforcement Officer	3410
N15	Code Enforcement Supervisor	3426
N11	Code Enforcement Technician	3419
N11	Communications Specialist I	4104
N13	Communications Specialist II	4103
N16	Communications Supervisor	4102
N15	Control Systems Specialist	5703
N13	Crewleader	5716
N13	Criminalist	6209
N7	Custodian	5111

**City of Westminster
2012 Proposed Non-Exempt Position Titles**

Grade	Position	Class Code
N14	Deputy City Clerk	4407
N11	Deputy Court Clerk	4412
N15	Electrical Inspector	3406
N15	Electromechanic Specialist	5702
NF17	EMS Field Coordinator	6122
N14	Engineering Construction Inspector	3409
N15	Environmental Analyst	7134
N11	Equipment Mechanic	5711
N12	Equipment Operator I	5717
N13	Equipment Operator II	5718
N9	Equipment Services Assistant	6212
N12	Facility Assistant	5404
NF16	Fire Engineer	6109
NF17	Fire Lieutenant	6108
N17	Fire Lieutenant - Field Training Officer	6131
N17	Fire Lieutenant - Fire Investigator	6121
N17	Fire Lieutenant - Technical Services Coordinator	6120
N14	Fire Mechanic	5723
NF16	Fire Paramedic	6110
N17	Fire Plans Examiner/Inspector	6117
NF12	Firefighter I	6112
NF15	Firefighter II	6111
N16	Foreman	5719
N15	General Building Inspector	3407
N16	GIS Specialist	4308
N12	GIS Technician	4313
N12	Golf Irrigator	3919
N10	Golf Worker	3920
N5	Guest Relations Clerk I	4206
N7	Guest Relations Clerk II	4209

**City of Westminster
2012 Proposed Non-Exempt Position Titles**

Grade	Position	Class Code
N12	Horticultural Specialist	5319
N15	Housing Inspector	3417
N12	Human Resources Technician	3706
N13	HVAC Specialist	5708
N15	(I) Assistant Building Plans Analyst	3420
N13	(I) Crewleader	5720
N15	(I) Electrical Inspector	3416
N14	(I) Engineering Construction Inspector	3414
N12	(I) Facility Assistant	5415
N15	(I) General Building Inspector	3413
N5	(I) Guest Relations Clerk I	4213
N7	(I) Guest Relations Clerk II	4214
N15	(I) Housing Inspector	3421
N9	(I) Parkswoker I	5323
N11	(I) Parkswoker II	5324
N6	(I) Recreation Aide	5409
N10	(I) Secretary	4212
N7	Intern	7133
N11	Laboratory Aide	3337
N14	Laboratory Analyst	3319
N16	Laboratory Services Coordinator	3327
N16	Lead Housing Inspector	3424
N4	Lead Lifeguard	5416
N16	Lead Plant Operator	3314
N12	Lead Police Records Technician	4415
N8	Library Associate I	3606
N10	Library Associate II	3609
N6	Library Clerk I	3607
N7	Library Clerk II	3610
N3	Library Shelver	3617

**City of Westminster
2012 Proposed Non-Exempt Position Titles**

Grade	Position	Class Code
N11	Library Specialist	3616
N9	Maintenanceworker	5511
N11	Management Intern I	7110
N12	Mechanic I	5709
N13	Mechanic II	5707
N8	Messenger	4205
N13	Neighborhood Services Specialist	5521
N14	Network Systems Technician	4316
N13	Official Development Plan Inspector	3408
N13	Open Space Technician	3812
N10	Park Ranger	5330
N9	Parkswoker I	5311
N11	Parkswoker II	5308
N12	Parks Specialist	5310
N13	Parks Contract Maintenance Specialist	3412
N11	Planning Aide	3815
N13	Planning Technician	3805
N11	Plant Operator I	3324
N12	Plant Operator II	3322
N13	Plant Operator III	3320
N14	Plant Operator IV	3316
N9	Plant Operator Trainee	3346
N14	Police Officer	6207
N11	Police Officer Trainee	6218
N15	Police Records Supervisor	4416
N11	Police Records Technician	4417
N10	Press Operator Assistant	5714
N13	Print Shop Coordinator	5721
N13	Probation Officer	3509
N12	Property Evidence Technician	6226

**City of Westminster
2012 Proposed Non-Exempt Position Titles**

Grade	Position	Class Code
N12	Records Management Technician	3333
N6	Recreation Aide	5407
N7	Recreation Program Assistant	5405
N12	Report Specialist	6213
N10	Revenue Services Representative	4514
N12	Sales Tax Technician	4504
N12	Second Assistant Golf Professional	3913
N13	Second Assistant Golf Superintendent	3921
N10	Secretary	4202
N16	Senior Criminalist	6205
N11	Senior Maintenanceworker	5510
N13	Senior Park Ranger	5318
N16	Senior Police Officer	6206
N19	Sergeant	6204
N14	Street Inspector	5517
N16	Street Projects Specialist	5524
N7	Switchboard Operator	4207
N14	Traffic Accident Investigator	6215
N13	Traffic Technician	3357
N14	Utilities Specialist	5614
N15	Utilities Systems Specialist	5512
N13	Utilities Technician	5604
N13	Victim Advocate	3506
N13	Water Resources Technician	3334

**City of Westminster
2012 Proposed Non-Exempt Pay Plan**

Grade	Step	Salary			
		Hourly	Bi-Weekly	Monthly	Annual
N1	1	8.88	710.40	1543.44	18,521.25
	2	9.10	728.17	1582.02	18,984.28
	3	9.33	746.37	1621.57	19,458.89
	4	9.56	765.03	1662.11	19,945.36
	5	9.80	784.15	1703.67	20,444.00
	6	10.05	803.76	1746.26	20,955.10
	7	10.30	823.85	1789.91	21,478.97
	8	10.56	844.45	1834.66	22,015.95
	9	10.82	865.56	1880.53	22,566.35
	10	11.09	887.20	1927.54	23,130.51
	11	11.37	909.38	1975.73	23,708.77
N2	1	9.55	763.69	1659.20	19,910.35
	2	9.78	782.78	1700.68	20,408.10
	3	10.03	802.35	1743.19	20,918.31
	4	10.28	822.41	1786.77	21,441.26
	5	10.54	842.97	1831.44	21,977.30
	6	10.80	864.04	1877.23	22,526.73
	7	11.07	885.64	1924.16	23,089.90
	8	11.35	907.78	1972.26	23,667.14
	9	11.63	930.48	2021.57	24,258.82
	10	11.92	953.74	2072.11	24,865.29
	11	12.22	977.58	2123.91	25,486.93
N3	1	10.26	820.96	1783.64	21,403.62
	2	10.52	841.49	1828.23	21,938.71
	3	10.78	862.52	1873.93	22,487.18
	4	11.05	884.09	1920.78	23,049.36
	5	11.33	906.19	1968.80	23,625.59
	6	11.61	928.84	2018.02	24,216.23
	7	11.90	952.06	2068.47	24,821.64
	8	12.20	975.87	2120.18	25,442.18
	9	12.50	1000.26	2173.19	26,078.23
	10	12.82	1025.27	2227.52	26,730.19
	11	13.14	1050.90	2283.20	27,398.45

**City of Westminster
2012 Proposed Non-Exempt Pay Plan**

N4	1	11.03	882.53	1917.41	23,008.89
	2	11.31	904.60	1965.34	23,584.12
	3	11.59	927.21	2014.48	24,173.72
	4	11.88	950.39	2064.84	24,778.06
	5	12.18	974.15	2116.46	25,397.51
	6	12.48	998.51	2169.37	26,032.45
	7	12.79	1023.47	2223.61	26,683.26
	8	13.11	1049.06	2279.20	27,350.34
	9	13.44	1075.28	2336.18	28,034.10
	10	13.78	1102.16	2394.58	28,734.95
	11	14.12	1129.72	2454.44	29,453.33
N5	1	11.86	948.72	2061.21	24,734.56
	2	12.16	972.44	2112.74	25,352.92
	3	12.46	996.75	2165.56	25,986.75
	4	12.77	1021.67	2219.70	26,636.42
	5	13.09	1047.21	2275.19	27,302.33
	6	13.42	1073.39	2332.07	27,984.88
	7	13.75	1100.23	2390.38	28,684.51
	8	14.10	1127.73	2450.13	29,401.62
	9	14.45	1155.93	2511.39	30,136.66
	10	14.81	1184.83	2574.17	30,890.08
	11	15.18	1214.45	2638.53	31,662.33
N6	1	12.75	1019.88	2215.80	26,589.65
	2	13.07	1045.38	2271.20	27,254.39
	3	13.39	1071.51	2327.98	27,935.75
	4	13.73	1098.30	2386.18	28,634.15
	5	14.07	1125.75	2445.83	29,350.00
	6	14.42	1153.90	2506.98	30,083.75
	7	14.78	1182.75	2569.65	30,835.84
	8	15.15	1212.31	2633.90	31,606.74
	9	15.53	1242.62	2699.74	32,396.91
	10	15.92	1273.69	2767.24	33,206.83
	11	16.32	1305.53	2836.42	34,037.00

**City of Westminster
2012 Proposed Non-Exempt Pay Plan**

N7	1	13.70	1096.37	2381.99	28,583.88
	2	14.05	1123.78	2441.54	29,298.47
	3	14.40	1151.87	2502.58	30,030.93
	4	14.76	1180.67	2565.14	30,781.71
	5	15.13	1210.19	2629.27	31,551.25
	6	15.51	1240.44	2695.00	32,340.03
	7	15.89	1271.45	2762.38	33,148.53
	8	16.29	1303.24	2831.44	33,977.25
	9	16.70	1335.82	2902.22	34,826.68
	10	17.12	1369.21	2974.78	35,697.34
	11	17.54	1403.45	3049.15	36,589.78
N8	1	14.73	1178.60	2560.64	30,727.67
	2	15.10	1208.06	2624.65	31,495.86
	3	15.48	1238.26	2690.27	32,283.26
	4	15.87	1269.22	2757.53	33,090.34
	5	16.26	1300.95	2826.47	33,917.59
	6	16.67	1333.47	2897.13	34,765.53
	7	17.09	1366.81	2969.56	35,634.67
	8	17.51	1400.98	3043.79	36,525.54
	9	17.95	1436.01	3119.89	37,438.68
	10	18.40	1471.91	3197.89	38,374.65
	11	18.86	1508.70	3277.83	39,334.01
N9	1	15.84	1266.99	2752.69	33,032.24
	2	16.23	1298.67	2821.50	33,858.05
	3	16.64	1331.13	2892.04	34,704.50
	4	17.06	1364.41	2964.34	35,572.11
	5	17.48	1398.52	3038.45	36,461.41
	6	17.92	1433.48	3114.41	37,372.95
	7	18.37	1469.32	3192.27	38,307.27
	8	18.83	1506.05	3272.08	39,264.96
	9	19.30	1543.71	3353.88	40,246.58
	10	19.78	1582.30	3437.73	41,252.74
	11	20.27	1621.86	3523.67	42,284.06

**City of Westminster
2012 Proposed Non-Exempt Pay Plan**

N10	1	17.03	1362.02	2959.14	35,509.66
	2	17.45	1396.07	3033.12	36,397.40
	3	17.89	1430.97	3108.94	37,307.34
	4	18.33	1466.74	3186.67	38,240.02
	5	18.79	1503.41	3266.34	39,196.02
	6	19.26	1541.00	3347.99	40,175.92
	7	19.74	1579.52	3431.69	41,180.32
	8	20.24	1619.01	3517.49	42,209.83
	9	20.74	1659.48	3605.42	43,265.07
	10	21.26	1700.97	3695.56	44,346.70
	11	21.79	1743.50	3787.95	45,455.37
N11	1	18.30	1464.17	3181.07	38,172.88
	2	18.76	1500.77	3260.60	39,127.21
	3	19.23	1538.29	3342.12	40,105.39
	4	19.71	1576.75	3425.67	41,108.02
	5	20.20	1616.17	3511.31	42,135.72
	6	20.71	1656.57	3599.09	43,189.12
	7	21.22	1697.98	3689.07	44,268.84
	8	21.76	1740.43	3781.30	45,375.56
	9	22.30	1783.95	3875.83	46,509.95
	10	22.86	1828.54	3972.73	47,672.70
	11	23.43	1874.26	4072.04	48,864.52
NF11	1	13.07	1464.17	3181.07	38,172.88
	2	13.40	1500.77	3260.60	39,127.21
	3	13.73	1538.29	3342.12	40,105.39
	4	14.08	1576.75	3425.67	41,108.02
	5	14.43	1616.17	3511.31	42,135.72
	6	14.79	1656.57	3599.09	43,189.12
	7	15.16	1697.98	3689.07	44,268.84
	8	15.54	1740.43	3781.30	45,375.56
	9	15.93	1783.95	3875.83	46,509.95
	10	16.33	1828.54	3972.73	47,672.70
	11	16.73	1874.26	4072.04	48,864.52

**City of Westminster
2012 Proposed Non-Exempt Pay Plan**

N12	1	19.67	1573.98	3419.65	41,035.85
	2	20.17	1613.33	3505.15	42,061.75
	3	20.67	1653.66	3592.77	43,113.29
	4	21.19	1695.00	3682.59	44,191.12
	5	21.72	1737.38	3774.66	45,295.90
	6	22.26	1780.81	3869.02	46,428.30
	7	22.82	1825.33	3965.75	47,589.01
	8	23.39	1870.97	4064.89	48,778.73
	9	23.97	1917.74	4166.52	49,998.20
	10	24.57	1965.68	4270.68	51,248.15
	11	25.19	2014.83	4377.45	52,529.36
NF12	1	14.05	1573.98	3419.65	41,035.85
	2	14.40	1613.33	3505.15	42,061.75
	3	14.76	1653.66	3592.77	43,113.29
	4	15.13	1695.00	3682.59	44,191.12
	5	15.51	1737.38	3774.66	45,295.90
	6	15.90	1780.81	3869.02	46,428.30
	7	16.30	1825.33	3965.75	47,589.01
	8	16.71	1870.97	4064.89	48,778.73
	9	17.12	1917.74	4166.52	49,998.20
	10	17.55	1965.68	4270.68	51,248.15
	11	17.99	2014.83	4377.45	52,529.36
N13	1	21.15	1692.03	3676.13	44,113.54
	2	21.68	1734.33	3768.03	45,216.38
	3	22.22	1777.69	3862.23	46,346.79
	4	22.78	1822.13	3958.79	47,505.46
	5	23.35	1867.68	4057.76	48,693.09
	6	23.93	1914.37	4159.20	49,910.42
	7	24.53	1962.23	4263.18	51,158.18
	8	25.14	2011.29	4369.76	52,437.14
	9	25.77	2061.57	4479.01	53,748.06
	10	26.41	2113.11	4590.98	55,091.77
	11	27.07	2165.94	4705.76	56,469.06

**City of Westminster
2012 Proposed Non-Exempt Pay Plan**

N14	1	22.74	1818.93	3951.84	47,422.06
	2	23.31	1864.40	4050.63	48,607.61
	3	23.89	1911.01	4151.90	49,822.80
	4	24.48	1958.79	4255.70	51,068.37
	5	25.10	2007.76	4362.09	52,345.08
	6	25.72	2057.95	4471.14	53,653.70
	7	26.37	2109.40	4582.92	54,995.05
	8	27.03	2162.14	4697.49	56,369.92
	9	27.70	2216.19	4814.93	57,779.17
	10	28.39	2271.59	4935.30	59,223.65
	11	29.10	2328.38	5058.69	60,704.24
NF14	1	16.24	1818.93	3951.84	47,422.06
	2	16.65	1864.40	4050.63	48,607.61
	3	17.06	1911.01	4151.90	49,822.80
	4	17.49	1958.79	4255.70	51,068.37
	5	17.93	2007.76	4362.09	52,345.08
	6	18.37	2057.95	4471.14	53,653.70
	7	18.83	2109.40	4582.92	54,995.05
	8	19.30	2162.14	4697.49	56,369.92
	9	19.79	2216.19	4814.93	57,779.17
	10	20.28	2271.59	4935.30	59,223.65
	11	20.79	2328.38	5058.69	60,704.24
N15	1	24.44	1955.35	4248.23	50,978.71
	2	25.05	2004.23	4354.43	52,253.18
	3	25.68	2054.34	4463.29	53,559.51
	4	26.32	2105.70	4574.87	54,898.49
	5	26.98	2158.34	4689.25	56,270.96
	6	27.65	2212.30	4806.48	57,677.73
	7	28.35	2267.61	4926.64	59,119.67
	8	29.05	2324.30	5049.81	60,597.67
	9	29.78	2382.40	5176.05	62,112.61
	10	30.52	2441.96	5305.45	63,665.42
	11	31.29	2503.01	5438.09	65,257.06

**City of Westminster
2012 Proposed Non-Exempt Pay Plan**

NF15	1	17.46	1955.35	4248.23	50,978.71
	2	17.89	2004.23	4354.43	52,253.18
	3	18.34	2054.34	4463.29	53,559.51
	4	18.80	2105.70	4574.87	54,898.49
	5	19.27	2158.34	4689.25	56,270.96
	6	19.75	2212.30	4806.48	57,677.73
	7	20.25	2267.61	4926.64	59,119.67
	8	20.75	2324.30	5049.81	60,597.67
	9	21.27	2382.40	5176.05	62,112.61
	10	21.80	2441.96	5305.45	63,665.42
	11	22.35	2503.01	5438.09	65,257.06
N16	1	26.28	2102.00	4566.84	54,802.11
	2	26.93	2154.55	4681.01	56,172.17
	3	27.61	2208.41	4798.04	57,576.47
	4	28.30	2263.63	4917.99	59,015.88
	5	29.00	2320.22	5040.94	60,491.28
	6	29.73	2378.22	5166.96	62,003.56
	7	30.47	2437.68	5296.14	63,553.65
	8	31.23	2498.62	5428.54	65,142.49
	9	32.01	2561.08	5564.25	66,771.05
	10	32.81	2625.11	5703.36	68,440.33
	11	33.63	2690.74	5845.94	70,151.34
NF16	1	18.77	2102.00	4566.84	54,802.11
	2	19.24	2154.55	4681.01	56,172.17
	3	19.72	2208.41	4798.04	57,576.47
	4	20.21	2263.63	4917.99	59,015.88
	5	20.72	2320.22	5040.94	60,491.28
	6	21.23	2378.22	5166.96	62,003.56
	7	21.76	2437.68	5296.14	63,553.65
	8	22.31	2498.62	5428.54	65,142.49
	9	22.87	2561.08	5564.25	66,771.05
	10	23.44	2625.11	5703.36	68,440.33
	11	24.02	2690.74	5845.94	70,151.34

**City of Westminster
2012 Proposed Non-Exempt Pay Plan**

N17	1	28.25	2259.65	4909.36	58,912.27
	2	28.95	2316.14	5032.09	60,385.08
	3	29.68	2374.05	5157.89	61,894.70
	4	30.42	2433.40	5286.84	63,442.07
	5	31.18	2494.23	5419.01	65,028.12
	6	31.96	2556.59	5554.49	66,653.83
	7	32.76	2620.50	5693.35	68,320.17
	8	33.58	2686.02	5835.68	70,028.18
	9	34.41	2753.17	5981.57	71,778.88
	10	35.27	2821.99	6131.11	73,573.35
	11	36.16	2892.54	6284.39	75,412.69
NF17	1	20.18	2259.65	4909.36	58,912.27
	2	20.68	2316.14	5032.09	60,385.08
	3	21.20	2374.05	5157.89	61,894.70
	4	21.73	2433.40	5286.84	63,442.07
	5	22.27	2494.23	5419.01	65,028.12
	6	22.83	2556.59	5554.49	66,653.83
	7	23.40	2620.50	5693.35	68,320.17
	8	23.98	2686.02	5835.68	70,028.18
	9	24.58	2753.17	5981.57	71,778.88
	10	25.20	2821.99	6131.11	73,573.35
	11	25.83	2892.54	6284.39	75,412.69
N18	1	30.36	2429.13	5277.56	63,330.69
	2	31.12	2489.85	5409.50	64,913.96
	3	31.90	2552.10	5544.73	66,536.81
	4	32.70	2615.90	5683.35	68,200.23
	5	33.52	2681.30	5825.44	69,905.23
	6	34.35	2748.33	5971.07	71,652.86
	7	35.21	2817.04	6120.35	73,444.19
	8	36.09	2887.47	6273.36	75,280.29
	9	37.00	2959.65	6430.19	77,162.30
	10	37.92	3033.64	6590.95	79,091.36
	11	38.87	3109.49	6755.72	81,068.64

**City of Westminster
2012 Proposed Non-Exempt Pay Plan**

NF18	1	21.69	2429.13	5277.56	63,330.69
	2	22.23	2489.85	5409.50	64,913.96
	3	22.79	2552.10	5544.73	66,536.81
	4	23.36	2615.90	5683.35	68,200.23
	5	23.94	2681.30	5825.44	69,905.23
	6	24.54	2748.33	5971.07	71,652.86
	7	25.15	2817.04	6120.35	73,444.19
	8	25.78	2887.47	6273.36	75,280.29
	9	26.43	2959.65	6430.19	77,162.30
	10	27.09	3033.64	6590.95	79,091.36
	11	27.76	3109.49	6755.72	81,068.64
N19	1	32.64	2611.31	5673.37	68,080.49
	2	33.46	2676.59	5815.21	69,782.51
	3	34.29	2743.51	5960.59	71,527.07
	4	35.15	2812.09	6109.60	73,315.24
	5	36.03	2882.40	6262.34	75,148.13
	6	36.93	2954.46	6418.90	77,026.83
	7	37.85	3028.32	6579.37	78,952.50
	8	38.80	3104.03	6743.86	80,926.31
	9	39.77	3181.63	6912.46	82,949.47
	10	40.76	3261.17	7085.27	85,023.21
	11	41.78	3342.70	7262.40	87,148.79

**City of Westminster
2012 Proposed Pay Plan**

Seasonal Pay Plan					
Class Code	Grade	Position	1st Year	2nd Year	3rd Year
9011	S2	Assistant Supervisor	10.26	10.77	11.31
9002	S5	Gate Attendant	7.64	8.02	8.42
9012	S6	Golf Course Attendant	7.36	7.65	8.03
9015	S6	Golf Course Starter	7.36	7.65	8.03
9020	S7	Laboratory Aide	7.87	8.26	8.67
9006	S8	Outdoor Lifeguard	8.81	9.45	10.13
9005	S9	Outdoor Pool Manager	10.45	10.97	11.50
9017	S16	Retail Shop Clerk	8.05	8.45	8.88
9019	S1	Seasonal Assistant Golf Professional	9.53	10.02	10.51
9008	S17	Seasonal Laborer	8.63	9.06	9.52
9004	S10	Seasonal Park Ranger	10.78	11.32	11.89
9003	S18	Seasonal Specialist	10.01	10.51	11.03
9001	S19	Seasonal Supervisor	11.06	11.62	12.20
9010	S5	Student Trainee	7.64	8.02	8.42
9026	S12	Summer Camp Aide	9.25	9.71	10.20
9027	S13	Summer Camp Leader	10.45	10.97	11.50
9028	S14	Summer Camp Supervisor	12.68	13.32	14.00
<i>*Progression through the pay range is based on administrative policy relating to length of service and job performance.</i>					

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

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

**City of Westminster
2012 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	7.36	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
9158	H6	Gym Monitor	9.25	9.92	10.64
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

**City of Westminster
2012 Proposed Hourly (Non-benefited) Pay Plan**

Class Code	Grade	Position	Step 1	Step 2	Step 3
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
9135	H3	Program Aide Child/Teen Activities	7.61	8.16	8.75
9136	H3	Program Aide Child/Teen Field Trips	7.61	8.16	8.75
9137	H3	Program Aide Dance	7.61	8.16	8.75
9138	H3	Program Aide Senior Trips	7.61	8.16	8.75
9139	H3	Program Aide Special Events	7.61	8.16	8.75
9140	H11	Program Coordinator	12.40	13.30	14.26
9141	H6	Program Instructor I	9.25	9.92	10.64
9142	H9	Program Instructor II	11.25	12.06	12.93
9143	H12	Safety Certification Instructor	13.02	13.96	14.97
9144	H2	Scorekeeper	7.36	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
9159	H4	Swimming Lesson Instructor	8.39	9.00	9.65
9151	H7	Tot Activities Instructor (Non-licensed)	9.72	10.42	11.17
9152	H11	Tournament Director	12.40	13.30	14.26
9153	H4	Van Driver	8.39	9.00	9.65
9154	H9	Water Fitness Instructor I	11.25	12.06	12.93
9155	H13	Water Fitness Instructor II	13.67	14.66	15.72
9156	H20	Yoga Instructor	25.78	27.65	29.65

**City of Westminster
2012 Proposed Full-Time Equivalent Employees**

Business Unit	Position Title	2011 Authorized	2012 Authorized	2012 Proposed Amended
<u>General Fund</u>				
City Attorney's Office				
10003120	City Attorney's Office Section			
	Administrative Coordinator	0.000	0.000	1.000
	Assistant City Attorney I/II	3.150	3.150	3.150
	City Attorney	1.000	1.000	1.000
	<i>Legal Administrator</i>	1.000	1.000	0.000
	Legal Secretary	1.800	1.800	0.800
	Paralegal	0.000	0.000	1.000
	Secretary	1.000	1.000	1.000
	City Attorney's Office Section Sum	7.950	7.950	7.950
100031200125	Prosecuting Section			
	Assistant Prosecuting Attorney	1.700	1.700	1.700
	Lead Prosecuting Attorney	0.750	0.750	0.750
	Secretary	1.000	1.000	1.000
	Prosecuting Section Sum	3.450	3.450	3.450
100031200911	Public Safety			
	Assistant City Attorney I/II	0.250	0.250	0.250
	Assistant Prosecuting Attorney	1.300	1.300	1.300
	Lead Prosecuting Attorney	0.250	0.250	0.250
	Legal Secretary	0.500	0.500	0.500
	Public Safety Sum	2.300	2.300	2.300
City Attorney's Office Total		13.700	13.700	13.700

**City of Westminster
2012 Proposed Full-Time Equivalent Employees**

GENERAL FUND

**City Manager's Office
10005050**

City Manager's Office Section

Administrative Secretary	2.000	2.000	2.000
Assistant City Manager	1.000	1.000	1.000
Budget and Special Projects Manager	1.000	1.000	1.000
City Manager	1.000	1.000	1.000
Executive Secretary to City Manager	1.000	1.000	1.000
Management Analyst	1.000	1.000	1.000
Senior Management Analyst	1.000	1.000	1.000
City Manager's Office Section Sum	8.000	8.000	8.000

100050500387

Public Information Section

Communication Coordinator	0.000	0.000	0.800
Public Information Officer	0.800	0.800	1.000
Public Information Specialist	1.000	1.000	1.000
<i>Senior Public Information Specialist</i>	1.000	1.000	0.000
Public Information Section Sum	2.800	2.800	2.800

10005340

Economic Development Division Section

Business Development Coordinator	0.000	0.000	1.000
Economic Development Administrator	1.000	1.000	0.000
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 Division Section Sum	4.000	4.000	4.000

City Manager's Office Sum	14.800	14.800	14.800
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**City of Westminster
2012 Proposed Full-Time Equivalent Employees**

GENERAL FUND

Community Development Department

Administration Division

10030050

Administrative Coordinator	1.000	1.000	1.000
Community Development Director	1.000	1.000	1.000
Secretary	1.600	1.600	1.600
Senior Projects Coordinator	1.000	1.000	1.000
Administration Division Section Sum	4.600	4.600	4.600

Building Division

10030370

(I) Assistant Building Plans Analyst	1.500	1.500	1.500
(I) Electrical Inspector	1.000	1.000	1.000
(I) General Building Inspector	1.000	1.000	1.000
(I) Housing Inspector	1.000	1.000	1.000
Building Inspection Supervisor	1.000	1.000	1.000
Building Permit Technician	1.000	1.000	1.000
Building Plans Analyst	1.000	1.000	1.000
Chief Building Official	1.000	1.000	1.000
Electrical Inspector	1.000	1.000	1.000
General Building Inspector	3.000	3.000	3.000
Lead Housing Inspector	1.000	1.000	1.000
Secretary	1.500	1.500	1.500
Building Division Section Sum	15.000	15.000	15.000

100303700911

Public Safety

Assistant Building Plans Analyst	1.000	1.000	1.000
Public Safety Sum	1.000	1.000	1.000

Building Division Total	16.000	16.000	16.000
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Engineering Division

10030380

Engineering Division Section

Assistant City Engineer	1.000	1.000	1.000
Capital Projects Inspector	1.000	1.000	1.000
City Engineer	1.000	1.000	1.000
Engineer/Senior Engineer	1.500	1.500	1.500
Engineering Construction Inspector	2.000	2.000	2.000
GIS Coordinator	1.000	1.000	1.000
GIS Specialist	1.000	1.000	1.000
Secretary	0.500	0.500	0.500
Senior Engineer	1.000	1.000	1.000
Senior Projects Engineer	1.000	1.000	1.000
Traffic Technician	1.000	1.000	1.000
Transportation Systems Coordinator	1.000	1.000	1.000

Engineering Division Total	13.000	13.000	13.000
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**City of Westminster
2012 Proposed Full-Time Equivalent Employees**

GENERAL FUND

**Planning Division
10030360**

Planning Division Section

Code Enforcement Officer	0.500	0.500	0.500
Landscape Planner	1.000	1.000	1.000
Official Development Plan Inspector	1.000	1.000	1.000
Planner I/II/III	4.200	4.200	4.200
Planning Aide	1.000	1.000	1.000
Planning Manager	1.000	1.000	1.000
Planning Technician	2.000	2.000	2.000
Principal Planner	1.000	1.000	1.000
Records Management Technician	1.000	1.000	1.000
Secretary	0.500	0.500	0.500
<i>Senior Projects Planner</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
Senior Urban Designer	<i>0.000</i>	<i>0.000</i>	1.000
Planning Division Total	14.200	14.200	14.200
Community Development Department Sum	47.800	47.800	47.800

**City of Westminster
2012 Proposed Full-Time Equivalent Employees**

GENERAL FUND

Finance Department

Administration Division

10015050

Accounting Technician/Retirement	0.500	0.500	0.500
Administrative Secretary	1.000	1.000	1.000
Finance Director	1.000	1.000	1.000
Purchasing Officer	1.000	1.000	1.000
Retirement Administrator	1.000	1.000	1.000

Administration Division Total	4.500	4.500	4.500
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Accounting Division

10015220

Accountant	3.000	3.000	3.500
Accounting Manager	1.000	1.000	1.000
Accounting Specialist	1.000	1.000	1.000
Accounting Technician	3.000	3.000	3.000
<i>Internal Auditor</i>	<i>0.500</i>	<i>0.500</i>	<i>0.000</i>

Accounting Division Section Sum	8.500	8.500	8.500
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100152200911

Public Safety

Accountant	0.500	0.500	0.500
Accounting Technician	1.000	1.000	1.000

Public Safety Sum	1.500	1.500	1.500
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Accounting Division Total	10.000	10.000	10.000
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Sales Tax Division

10015250

Revenue Agent	1.000	1.000	1.000
Sales Tax Audit Supervisor	1.000	1.000	1.000
Sales Tax Auditor	4.000	4.000	4.000
Sales Tax Manager	1.000	1.000	1.000
Sales Tax Technician	0.750	0.750	0.750

Sales Tax Division Section Sum	7.750	7.750	7.750
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100152500911

Public Safety

Accountant	0.500	0.500	0.500
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Public Safety Sum	0.500	0.500	0.500
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Sales Tax Division Total	8.250	8.250	8.250
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Treasury Division

10015240

Financial Analyst	1.000	1.000	1.000
Revenue Services Representative	1.000	1.000	1.000
Senior Financial Analyst	1.000	1.000	1.000
Treasury Manager	1.000	1.000	1.000

Treasury Division Total	4.000	4.000	4.000
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Finance Department Sum	26.750	26.750	26.750
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**City of Westminster
2012 Proposed Full-Time Equivalent Employees**

GENERAL FUND

Fire Department

Emergency Services Division

10025260

Emergency Services Division Section

Administrative Secretary	1.000	1.000	1.000
Battalion Chief	3.000	3.000	3.000
Deputy Chief/Administration	1.000	1.000	1.000
Deputy Chief/Operations	1.000	1.000	1.000
Fire Captain	6.000	6.000	6.000
Fire Chief	1.000	1.000	1.000
Fire Engineer	21.000	21.000	21.000
Fire Lieutenant	15.000	15.000	15.000
Fire Lieutenant - Field Training Officer	1.000	1.000	1.000
Fire Lieutenant - Technical Services Coordinator	1.000	1.000	1.000
Fire Training Coordinator	1.000	1.000	1.000
Firefighter I/II	39.000	39.000	39.000
Secretary	2.500	2.500	2.500

Emergency Services Division Section Sum	93.500	93.500	93.500
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100252600546

EMS Section

EMS Coordinator	1.000	1.000	1.000
EMS Field Coordinator	2.000	2.000	2.000
Fire Paramedic	33.000	33.000	33.000

EMS Section Sum	36.000	36.000	36.000
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Emergency Services Division Total	129.500	129.500	129.500
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Fire Prevention Division

100252600547

Emergency Management Coordinator	0.800	0.800	0.800
Fire Lieutenant/Fire Investigator	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 Prevention Division Total	5.800	5.800	5.800
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Fire Department Sum	135.300	135.300	135.300
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**City of Westminster
2012 Proposed Full-Time Equivalent Employees**

GENERAL FUND

General Services Department

Administration Division

10012050

Administration Division Section

Administrative Secretary	1.000	1.000	1.000
Deputy City Manager	1.000	1.000	1.000

Administration Division Section Sum	2.000	2.000	2.000
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100120500015

Volunteer Programs Section

Volunteer Coordinator	1.000	1.000	1.000
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Volunteer Programs Section Sum	1.000	1.000	1.000
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100120500552

Environmental Services Section

Environmental Analyst	1.000	1.000	1.000
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Environmental and Administrative Services Officer	1.000	1.000	1.000
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Environmental Services Section Sum	2.000	2.000	2.000
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Administration Division Total	5.000	5.000	5.000
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Building Operations & Maintenance Division

10012390

Carpenter	1.000	1.000	1.000
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Custodian	1.000	1.000	1.000
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Electromechanic Specialist	2.000	2.000	2.000
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Facilities Manager	1.000	1.000	1.000
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Foreman	1.000	1.000	1.000
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HVAC Specialist	1.000	1.000	2.000
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<i>HVAC Technician</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
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Maintenanceworker/Senior Maintenanceworker	3.500	3.500	3.500
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Secretary	0.500	0.500	0.500
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Building Operations & Maintenance Division Total	12.000	12.000	12.000
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City Clerk's Office

10012070

City Clerk's Office Section

City Clerk	1.000	1.000	1.000
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Deputy City Clerk	1.000	1.000	1.000
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Messenger	0.500	0.500	0.500
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Secretary	0.500	0.500	0.500
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Switchboard Operator	1.116	1.116	1.116
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City Clerk's Office Section Sum	4.116	4.116	4.116
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100120700135

Print Shop

Press Operator Assistant	1.000	1.000	1.000
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Print Shop Coordinator	1.000	1.000	1.000
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Print Shop Sum	2.000	2.000	2.000
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City Clerk's Office Total	6.116	6.116	6.116
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**City of Westminster
2012 Proposed Full-Time Equivalent Employees**

GENERAL FUND

Human Resources Division

10012060

Human Resources Division Section

(I) Secretary	1.000	1.000	1.000
Human Resources Administrator	2.000	2.000	2.000
Human Resources Analyst/HRIS	1.000	1.000	1.000
Human Resources Analyst/Senior Human Resources Analyst	3.000	3.000	3.000
Human Resources Manager	1.000	1.000	1.000
Human Resources Technician	2.000	2.000	2.000
Secretary	1.050	1.050	1.050

Human Resources Division Section Sum	11.050	11.050	11.050
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100120600544

Wellness Section

Recreation Specialist - Wellness	1.000	1.000	1.000
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Wellness Section Sum	1.000	1.000	1.000
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100120600612

Employee Development and Training Section

Employee Development Analyst	1.000	1.000	1.000
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Employee Development and Training Section Sum	1.000	1.000	1.000
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100120600911

Public Safety

Human Resources Analyst/Recruitment	1.000	1.000	1.000
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Public Safety Sum	1.000	1.000	1.000
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Human Resources Division Total	14.050	14.050	14.050
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Municipal Court

10012130

Associate Judge	0.800	0.800	0.800
Collections Supervisor	1.000	1.000	1.000
Court Administrator	1.000	1.000	1.000
Deputy Court Administrator	1.000	1.000	1.000
Deputy Court Clerk	10.300	10.300	10.300
Municipal Judge	1.000	1.000	1.000

Municipal Court Section Sum	15.100	15.100	15.100
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100121300130

Probation Section

Deputy Court Clerk	1.000	1.000	1.000
Probation Officer	1.500	1.500	1.500
Probation Supervisor	1.000	1.000	1.000

Probation Section Sum	3.500	3.500	3.500
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100121300911

Probation Officer	0.500	0.500	0.500
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Probation - Public Safety Sum	0.500	0.500	0.500
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Deputy Court Clerk	1.500	1.500	1.500
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Municipal Court - Public Safety Sum	1.500	1.500	1.500
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Municipal Court Total	20.600	20.600	20.600
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General Services Department Sum	57.766	57.766	57.766
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**City of Westminster
2012 Proposed Full-Time Equivalent Employees**

GENERAL FUND

Parks, Recreation and Libraries Department

Administration Division

10050050

Administrative Coordinator	1.000	1.000	1.000
Applications Specialist	1.000	1.000	1.000
Management Assistant	1.200	1.200	1.200
Parks, Recreation and Libraries Director	1.000	1.000	1.000
Regional Parks and Golf Manager	1.000	1.000	1.000
Secretary	3.000	3.000	3.000
Administration Division Total	8.200	8.200	8.200

Library Services Division

10050620

Librarian I	6.100	6.100	6.100
Librarian II	2.000	2.000	2.000
Library Associate I/II	7.700	7.700	7.700
Library Clerk I/II	9.250	9.250	9.250
Library Network Specialist	1.000	1.000	1.000
Library Services Coordinator	5.000	5.000	5.000
Library Services Manager	1.000	1.000	1.000
Library Shelver	5.225	5.225	5.225
Library Specialist	1.000	1.000	1.000
Library Supervisor	1.000	1.000	1.000
Secretary	1.000	1.000	1.000
Library Services Division Total	40.275	40.275	40.275

**City of Westminster
2012 Proposed Full-Time Equivalent Employees**

GENERAL FUND

Recreation Facilities Division

10050720	Recreation Facilities Division Section			
	Recreation Services Manager	0.500	0.500	0.500
	Recreation Facilities Division Section Sum	0.500	0.500	0.500
100507200505	Fitness Section			
	Recreation Program Assistant	0.500	0.500	0.500
	Recreation Specialist	1.000	1.000	1.000
	Fitness Section Sum	1.500	1.500	1.500
100507200860	City Park Recreation Center			
	Assistant Pool Manager	2.000	2.000	2.000
	Assistant Recreation Supervisor	1.000	1.000	1.000
	Custodian	1.500	1.500	1.500
	Facility Assistant	2.500	2.500	2.500
	Guest Relations Clerk I/II	6.400	6.400	6.400
	Lead Lifeguard	3.900	3.900	3.900
	Recreation Specialist	1.000	1.000	1.000
	Recreation Supervisor - City Park	1.000	1.000	1.000
	City Park Recreation Center Sum	19.300	19.300	19.300
100507200861	City Park Fitness Center			
	Custodian	1.000	1.000	1.000
	Facility Assistant	1.500	1.500	1.500
	Guest Relations Clerk I/II	4.300	4.300	4.300
	Recreation Aide	0.500	0.500	0.500
	City Park Fitness Center Sum	7.300	7.300	7.300
100507200963	Swim and Fitness Center			
	Assistant Pool Manager	2.000	2.000	2.000
	Facility Assistant	1.600	1.600	1.600
	Guest Relations Clerk I/II	3.500	3.500	3.500
	Lead Lifeguard	3.900	3.900	3.900
	Recreation Aide	0.500	0.500	0.500
	Recreation Specialist	1.000	1.000	1.000
	Recreation Supervisor - Swim and Fitness	1.000	1.000	1.000
	Swim and Fitness Center Sum	13.500	13.500	13.500
100507200967	West View Recreation Center			
	Custodian	1.000	1.000	1.000
	Facility Assistant	1.800	1.800	1.800
	Guest Relations Clerk I/II	3.900	3.900	3.900
	Recreation Aide	0.500	0.500	0.500
	Recreation Supervisor - West View	1.000	1.000	1.000
	West View Recreation Center Sum	8.200	8.200	8.200
	Recreation Facilities Division Total	50.300	50.300	50.300

**City of Westminster
2012 Proposed Full-Time Equivalent Employees**

GENERAL FUND

Recreation Programs Division

10050760

Recreation Programs Division Section

Recreation Program Assistant	1.750	1.750	1.750
Recreation Services Manager	0.500	0.500	0.500
Recreation Specialist	5.000	5.000	5.000
Sports Facilities/Program Coordinator	1.000	1.000	1.000
Recreation Programs Division Section Sum	8.250	8.250	8.250

100507600017

The MAC

(I) Facility Assistant	0.500	0.500	0.500
(I) Guest Relations Clerk I/II	0.900	0.900	0.900
(I) Recreation Aide	0.600	0.600	0.600
Facility Assistant	0.500	0.500	0.500
Guest Relations Clerk I/II	1.000	1.000	1.000
Recreation Specialist	1.000	1.000	1.000
Recreation Supervisor - The MAC	1.000	1.000	1.000
The MAC Sum	5.500	5.500	5.500

100507600035

Westminster Sports Center

Recreation Program Assistant	0.750	0.750	0.750
Westminster Sports Center Sum	0.750	0.750	0.750

100507600532

Arts Program Section

Recreation Program Assistant	0.500	0.500	0.500
Arts Program Section Sum	0.500	0.500	0.500

Recreation Programs Division Total	15.000	15.000	15.000
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Park Services Division

10050550

Park Services Section

Crewleader	3.000	3.000	3.000
Equipment Mechanic	2.000	2.000	2.000
Foreman	2.000	2.000	2.000
Park Services Manager	1.000	1.000	1.000
Parks Specialist	3.000	3.000	3.000
Parkswoker I/II	5.000	5.000	5.000
Park Services Section Sum	16.000	16.000	16.000

10050690

Design/Development Section

Equipment Operator II	2.000	2.000	2.000
Landscape Architect I/II	0.800	0.800	0.800
Park Supervisor	1.000	1.000	1.000
Parks Specialist	1.000	1.000	1.000
Design/Development Section Sum	4.800	4.800	4.800

Park Services Division Total	20.800	20.800	20.800
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**City of Westminster
2012 Proposed Full-Time Equivalent Employees**

GENERAL FUND

Regional Parks and Golf Division

10050660

Lake Operations Coordinator	1.000	1.000	1.000
Park Ranger	2.000	2.000	2.000
Senior Park Ranger	1.000	1.000	1.000

Regional Parks and Golf Division Total	4.000	4.000	4.000
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Parks, Recreation and Libraries Department Sum	138.575	138.575	138.575
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**City of Westminster
2012 Proposed Full-Time Equivalent Employees**

GENERAL FUND

Police Department

Administration Division

10020050

Administrative Coordinator	1.000	1.000	1.000
Police Chief	1.000	1.000	1.000
Senior Management Analyst	1.000	1.000	1.000

Administration Division Total	3.000	3.000	3.000
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Police Patrol Services Division

10020500

Administration Section

Deputy Police Chief	1.000	1.000	1.000
Equipment Services Assistant	1.000	1.000	1.000
Police Commander	1.000	1.000	1.000
Police Officer/Senior Police Officer	6.000	6.000	6.000
Secretary	0.800	0.800	0.800

Administration Section Sum	9.800	9.800	9.800
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100205000348

Traffic Section

Crime Analyst	0.000	0.000	1.000
Police Commander	1.000	1.000	1.000
Police Officer/Senior Police Officer	15.000	15.000	15.000
Sergeant	2.000	2.000	2.000
Traffic Accident Investigator	4.000	4.000	4.000
<i>Traffic Enforcement Technician</i>	1.000	1.000	0.000

Traffic Section Sum	23.000	23.000	23.000
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100205000349

Patrol Section

Police Commander	3.000	3.000	3.000
Police Officer/Senior Police Officer	90.000	90.000	90.000
Report Specialist	2.000	2.000	2.000
Sergeant	13.000	13.000	13.000

Patrol Section Sum	108.000	108.000	108.000
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Police Patrol Services Division Total	140.800	140.800	140.800
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Police Specialized Services Division

10020300

Administration Section

Deputy Police Chief	1.000	1.000	1.000
Secretary	1.000	1.000	1.000

Administration Section Sum	2.000	2.000	2.000
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100203000341

Professional Services Section

Police Commander	1.000	1.000	1.000
Police Officer/Senior Police Officer	7.000	7.000	7.000
Secretary	0.800	0.800	0.800

Professional Services Section Sum	8.800	8.800	8.800
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**City of Westminster
2012 Proposed Full-Time Equivalent Employees**

GENERAL FUND

100203000342

Neighborhood Services Section

Animal Management Officer	3.500	3.500	3.500
Animal Management Supervisor	1.000	1.000	1.000
Code Enforcement Officer	5.000	5.000	5.000
Code Enforcement Supervisor	1.000	1.000	1.000
Code Enforcement Technician	1.000	1.000	1.000
Neighborhood Services Specialist	1.000	1.000	1.000

Neighborhood Services Section Sum	12.500	12.500	12.500
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100203000343

Records and Property Section

Lead Police Records Technician	1.000	1.000	1.000
Police Commander	1.000	1.000	1.000
Police Projects Specialist	1.000	1.000	1.000
Police Records Supervisor	1.000	1.000	1.000
Police Records Technician	11.000	11.000	11.000
Property Evidence Technician	3.000	3.000	3.000

Records and Property Section Sum	18.000	18.000	18.000
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100203000344

Investigations Section

Criminalist/Senior Criminalist	3.000	3.000	3.000
Police Commander	1.000	1.000	1.000
Police Officer/Senior Police Officer	31.000	31.000	31.000
Secretary	1.500	1.500	1.500
Sergeant	4.000	4.000	4.000
Victim Advocate	3.000	3.000	3.000
Victim Services Coordinator	1.000	1.000	1.000

Investigations Section Sum	44.500	44.500	44.500
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100203000345

Communications Section

Communications Specialist I/II	24.000	24.000	23.000
Communications Supervisor	3.000	3.000	4.000
Public Safety Communications Administrator	1.000	1.000	1.000
Technical Services Coordinator	1.000	1.000	1.000

Communications Section Sum	29.000	29.000	29.000
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Police Specialized Services Division Total	114.800	114.800	114.800
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Police Department Sum	258.600	258.600	258.600
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**City of Westminster
2012 Proposed Full-Time Equivalent Employees**

GENERAL FUND

Public Works and Utilities Department

Street Maintenance Division

10035450

Equipment Operator I	4.000	4.000	4.000
Equipment Operator II	2.000	2.000	2.000
Foreman	2.000	2.000	2.000
Maintenanceworker/Senior Maintenanceworker	9.000	9.000	9.000
Pavement Management Coordinator	1.000	1.000	1.000
Secretary	1.000	1.000	1.000
Street Inspector	3.000	3.000	3.000
Street Operations Manager	1.000	1.000	1.000
Street Projects Specialist	1.000	1.000	1.000

Street Maintenance Division Total	24.000	24.000	24.000
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Public Works and Utilities Department Sum	24.000	24.000	24.000
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Westminster Promenade Activities

Police Department

100205000106

Patrol Promenade

Police Officer/Senior Police Officer	4.000	4.000	4.000
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Patrol Promenade Sum	4.000	4.000	4.000
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Parks, Recreation and Libraries Department

100505500106

Parks Promenade

(I) Parksworker I/II	2.000	2.000	2.000
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Parks Promenade Sum	2.000	2.000	2.000
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Westminster Promenade Activities Sum	6.000	6.000	6.000
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General Fund Total	723.291	723.291	723.291
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**City of Westminster
2012 Proposed Full-Time Equivalent Employees**

Utility Fund

**Community Development Department
Engineering Division
25030380**

Engineer/Senior Engineer	1.500	1.500	1.500
GIS Technician	1.000	1.000	1.000
Community Development Department Sum	2.500	2.500	2.500

**Finance Department
Treasury Division
20015240**

Revenue Services Representative	3.000	3.000	3.000
Utility Billing Supervisor	1.000	1.000	1.000
Finance Department Sum	4.000	4.000	4.000

**Information Technology Department
20060230**

Information Technology Section

Administrative Secretary	1.000	1.000	1.000
Information Systems Manager	1.000	1.000	1.000
Information Technology Director	1.000	1.000	1.000
Internet Software Engineer	2.000	2.000	2.000
Lead Software Engineer	2.000	2.000	2.000
Network Administrator	0.600	0.600	0.600
Network Systems Technician	0.500	0.500	0.500
Senior Telecommunications Administrator	1.000	1.000	1.000
Software Engineer I/II	6.000	6.000	5.500
Software Engineering Manager	1.000	1.000	1.000
Systems Analyst Supervisor	2.000	2.000	2.000
Systems Analyst/Senior Systems Analyst	6.700	6.700	6.700
Information Technology Section Sum	24.800	24.800	24.300

200602300911

Public Safety

Network Administrator	0.400	0.400	0.400
Software Engineer I/II	0.300	0.300	0.300
Systems Analyst/Senior Systems Analyst	0.300	0.300	0.300
Public Safety Sum	1.000	1.000	1.000

Information Technology Department Sum	25.800	25.800	25.300
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**City of Westminster
2012 Proposed Full-Time Equivalent Employees**

UTILITY FUND

Public Works and Utilities Department

Water Administration Division

20035050

Administrative Secretary	0.000	0.000	1.000
Public Works and Utilities Director	1.000	1.000	1.000
<i>Secretary</i>	1.000	1.000	0.000
Senior Management Analyst	1.000	1.000	1.000

Water Administration Division Total	3.000	3.000	3.000
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Utilities Operations Division

20035470

Water Field Operations Section

(I) Secretary	1.000	1.000	1.000
Distribution and Collection Superintendent	1.000	1.000	1.000
Equipment Operator I	2.000	2.000	2.000
Equipment Operator II	2.000	2.000	2.000
Foreman	1.000	1.000	1.000
GIS Specialist	1.000	1.000	1.000
Maintenance Management System Coordinator	1.000	1.000	1.000
Maintenanceworker/Senior Maintenanceworker	3.000	3.000	3.000
Secretary	3.500	3.500	3.500
Utilities Operations Manager	1.000	1.000	1.000
Utilities Technician	1.000	1.000	1.000

Water Field Operations Section Sum	17.500	17.500	17.500
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20035490

Water Plant Section

Control Systems Engineer/Senior Engineer	0.500	0.500	0.500
Control Systems Specialist	0.500	0.500	0.500
Electromechanic Specialist	1.000	1.000	1.000
Lead Plant Operator	1.000	1.000	1.000
Maintenanceworker/Senior Maintenanceworker	2.000	2.000	2.000
Plant Operator Trainee/Plant Operator IV	8.000	8.000	8.000
Plant Superintendent	1.000	1.000	1.000
Utilities Technician	2.000	2.000	2.000

Water Plant Section Sum	16.000	16.000	16.000
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21035470

Wastewater Field Operations Section

Foreman	1.000	1.000	1.000
<i>Utilities Specialist</i>	1.000	1.000	0.000
Utilities Systems Specialist	0.000	0.000	1.000
Utilities Technician	3.000	3.000	3.000

Wastewater Field Operations Section Sum	5.000	5.000	5.000
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**City of Westminster
2012 Proposed Full-Time Equivalent Employees**

UTILITY FUND

21035490

Wastewater Plant Section

Control Systems Engineer/Senior Engineer	0.500	0.500	0.500
Control Systems Specialist	0.500	0.500	0.500
Electromechanic Specialist	1.000	1.000	1.000
Lead Plant Operator	1.000	1.000	1.000
Maintenanceworker/Senior Maintenanceworker	1.000	1.000	1.000
Plant Operator Trainee/Plant Operator IV	8.000	8.000	9.000
Plant Superintendent	1.000	1.000	1.000

Wastewater Plant Section Sum	13.000	13.000	14.000
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200354700402

Meter Shop Section

Maintenanceworker/Senior Maintenanceworker	1.000	1.000	1.000
Utilities Systems Specialist	1.000	1.000	1.000
Utilities Technician	3.000	3.000	3.000

Meter Shop Section Sum	5.000	5.000	5.000
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200354700497

Water Field Ops/Water Line Replacement

Equipment Operator I	2.000	2.000	2.000
Equipment Operator II	2.000	2.000	2.000
Foreman	1.000	1.000	1.000
Maintenanceworker/Senior Maintenanceworker	6.000	6.000	6.000

Water Field Ops/Water Line Replacement Sum	11.000	11.000	11.000
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200354900023

PWU Water Plants/Reclaimed

Maintenanceworker/Senior Maintenanceworker	1.000	1.000	1.000
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PWU Water Plants/Reclaimed Sum	1.000	1.000	1.000
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210354900401

Biosolids

Equipment Operator II	3.000	3.000	3.000
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Biosolids Sum	3.000	3.000	3.000
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Utilities Operations Division Total	71.500	71.500	72.500
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**City of Westminster
2012 Proposed Full-Time Equivalent Employees**

UTILITY FUND

Utilities Planning and Engineering Division

20035430

PW&U Engineering Section

(I) Engineer/Senior Engineer	1.000	1.000	1.000
Engineer/Senior Engineer	4.000	4.000	4.000
Records Management Technician	<i>0.000</i>	<i>0.000</i>	1.000
Senior Projects Engineer	1.000	1.000	1.000
<i>Utilities Systems Specialist</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
PW&U Engineering Section Sum	7.000	7.000	7.000

20035480

Water Resources Section

(I) Water Resources Analyst	1.000	1.000	1.000
Engineer/Senior Engineer	2.000	2.000	2.000
Management Analyst	1.000	1.000	1.000
Reclaimed System Analyst	1.000	1.000	1.000
Reclaimed Water System Coordinator	1.000	1.000	1.000
Secretary	1.000	1.000	1.000
Utilities Planning and Engineering Manager	1.000	1.000	1.000
Water Resources Engineering Coordinator	1.000	1.000	1.000
Water Resources Technician	1.000	1.000	1.000
Water Resources Section Sum	10.000	10.000	10.000

200354800943

Water Quality Section

Chemist	2.000	2.000	2.000
Laboratory Aide	0.750	0.750	0.750
Laboratory Analyst	1.000	1.000	1.000
Water Quality Administrator	1.000	1.000	1.000
Water Quality Specialist	1.000	1.000	1.000
Water Quality Section Sum	5.750	5.750	5.750

210354800943

Laboratory Services Section

Chemist	1.000	1.000	1.000
Laboratory Analyst	1.000	1.000	1.000
Laboratory Services Coordinator	1.000	1.000	1.000
Water Quality Specialist	1.000	1.000	1.000
Laboratory Services Section Sum	4.000	4.000	4.000

Utilities Planning and Engineering Division Total	26.750	26.750	26.750
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Public Works and Utilities Department Sum	101.250	101.250	102.250
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Utility Fund Total	133.550	133.550	134.050
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**City of Westminster
2012 Proposed Full-Time Equivalent Employees**

Fleet Maintenance Fund

General Services Department

Fleet Division

30012460

Fleet Division Section

Applications Specialist	0.000	0.000	1.000
Fleet Manager	1.000	1.000	1.000
<i>Fleet Specialist</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
Foreman	1.000	1.000	1.000
Mechanic I/II	5.000	5.000	5.000
Secretary	0.500	0.500	0.500

Fleet Division Section Sum	8.500	8.500	8.500
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300124600911

Public Safety

Fire Mechanic	1.000	1.000	1.000
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Public Safety Sum	1.000	1.000	1.000
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Fleet Maintenance Fund Total	9.500	9.500	9.500
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Property Liability Fund

General Services Department

Administration

46010900

Risk Management Section

Risk Management Officer	1.000	1.000	1.000
Risk/Claims Analyst	0.500	0.500	0.500

Risk Management Section Sum	1.500	1.500	1.500
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460109000911

Risk Management / Public Safety

Risk/Claims Analyst	0.500	0.500	0.500
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Risk Management / Public Safety Sum	0.500	0.500	0.500
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Property Liability Fund Total	2.000	2.000	2.000
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Medical/Dental Fund

General Services Department

49010900

Benefits

Benefits Specialist	1.000	1.000	1.000
Human Resources Technician	0.500	0.500	0.500

Benefits Sum	1.500	1.500	1.500
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Medical/Dental Fund Total	1.500	1.500	1.500
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**City of Westminster
2012 Proposed Full-Time Equivalent Employees**

Open Space Fund

**Community Development Department
Administration
54010900**

Open Space			
Open Space Coordinator	1.000	1.000	1.000
Open Space Technician	0.500	0.500	0.500
Open Space Sum	1.500	1.500	1.500

Community Development Department Sum	1.500	1.500	1.500
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**Parks, Recreation and Libraries Department
Administration
54050550**

Open Space			
Open Space Volunteer Coordinator	1.000	1.000	1.000
Open Space Sum	1.000	1.000	1.000

Parks, Recreation and Libraries Department Sum	1.000	1.000	1.000
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Open Space Fund Total	2.500	2.500	2.500
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Community Development Block Grant Fund

**Community Development Department
Community Development Admin
76030350**

CDBG Technician	1.000	1.000	1.000
<i>Community Development Program Coordinator</i>	<i>0.500</i>	<i>0.500</i>	<i>0.000</i>
Community Development Program Planner	<i>0.000</i>	<i>0.000</i>	0.500

Community Development Block Grant Fund Total	1.500	1.500	1.500
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**City of Westminster
2012 Proposed Full-Time Equivalent Employees**

Golf Course Enterprise Fund

Parks, Recreation and Libraries Department

Golf Course Enterprise Fund - Heritage

23050720

Heritage Golf Course Maintenance

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 Superintendent	0.500	0.500	0.500
Golf Worker	1.000	1.000	1.000
Horticultural Specialist	0.500	0.500	0.500
Second Assistant Golf Superintendent	1.000	1.000	1.000
Heritage Golf Course Maintenance Sum	6.000	6.000	6.000

230507200249

The Heritage Club House

Assistant Golf Professional	1.000	1.000	1.000
Golf Professional	1.000	1.000	1.000
Second Assistant Golf Professional	1.000	1.000	1.000
The Heritage Club House Sum	3.000	3.000	3.000

Golf Course Enterprise Fund - Heritage Total	9.000	9.000	9.000
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Golf Course Enterprise Fund - Legacy

22050720

Legacy Ridge Golf Course Maintenance

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 Superintendent	0.500	0.500	0.500
Golf Worker	2.000	2.000	2.000
Horticultural Specialist	0.500	0.500	0.500
Second Assistant Golf Superintendent	1.000	1.000	1.000
Legacy Ridge Golf Course Maintenance Sum	7.000	7.000	7.000

220507200249

Legacy Ridge Club House

Assistant Golf Professional	1.000	1.000	1.000
Golf Professional	1.000	1.000	1.000
Second Assistant Golf Professional	1.000	1.000	1.000
Legacy Ridge Club House Sum	3.000	3.000	3.000

Golf Course Enterprise Fund - Legacy Total	10.000	10.000	10.000
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Golf Course Enterprise Fund Total	19.000	19.000	19.000
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**City of Westminster
2012 Proposed Full-Time Equivalent Employees**

General Capital Improvement Fund

General Services Department

Building Operations & Maintenance Division

80975012942

Major Maintenance

Energy and Facilities Projects Coordinator 1.000 1.000 1.000

Major Maintenance Sum 1.000 1.000 1.000

Building Operations & Maintenance Division Total 1.000 1.000 1.000

General Services Department Sum 1.000 1.000 1.000

Parks, Recreation and Libraries Department

Community Enhancement Program

80175050340

Community Enhancement Program Section

(I) Landscape Architect I/II 1.000 1.000 1.000

City Forester 1.000 1.000 1.000

Crewleader 1.000 1.000 1.000

Park Supervisor 1.000 1.000 1.000

Parks Contract Maintenance Specialist 1.000 1.000 1.000

Parks Specialist 1.000 1.000 1.000

Community Enhancement Program Total 6.000 6.000 6.000

Parks Services

80175050037

Capital Projects

Landscape Architect I/II 1.000 1.000 1.000

Capital Projects Sum 1.000 1.000 1.000

Parks Services Total 1.000 1.000 1.000

Parks Services

80275050512

Capital Projects - Park Maintenance (JCOS)

(I) Crewleader 1.000 1.000 1.000

(I) Parkswoker I/II 1.000 1.000 1.000

Crewleader 2.000 2.000 2.000

Parks Specialist 2.000 2.000 2.000

Parkswoker I/II 3.000 3.000 3.000

Capital Projects - Park Maintenance (JCOS) Sum 9.000 9.000 9.000

Parks, Recreation and Libraries Department Sum 16.000 16.000 16.000

General Capital Improvement Fund Total 17.000 17.000 17.000

Grand Total 909.841 909.841 910.341