

TO: The Mayor and Members of the City Council
DATE: September 24, 2003
SUBJECT: Study Session Agenda for Monday, September 29, 2003
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.

CONSENT AGENDA

None at this time.

CITY COUNCIL REPORTS

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

PRESENTATIONS

6:30 P.M.

1. 2004 Budget Review
Attachment 1
Attachment 2
Citizens Requests for 2004 Budget
Take a Closer Look: How Performance Measures Build a Better City

EXECUTIVE SESSION

None at this time.

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

Respectfully submitted,

J. Brent McFall
City Manager

City Council Study Session Meeting
September 29, 2003



SUBJECT: 2004 Budget – Mid-Biennial Budget Review

PREPARED BY: Steve Smithers, Assistant City Manager
Barbara Gadecki, Assistant to the City Manager
Emily Moon, Management Analyst

Recommended City Council Action:

- Review the Financial update provided by Staff on the City's revenue projections for year-end 2003 and the revised projections for 2004.
- Review the Human Resources materials on the 2004 Pay Plan, proposed position reclassifications and benefits and direct Staff accordingly.
- Direct Staff to modify the 2004 Budget pursuant to the recommended operating budget modifications presented to City Council.
- Direct Staff to modify the 2004 Budget to eliminate the Utility Fund Split within the General, Fleet Maintenance, and Property Liability/Workers Compensation Funds as it currently appears in the budget, whereby several departments have their budgets split between the General, Water and Wastewater Funds, and revise it to be one transfer payment from the Utility Fund into the General and Property Liability/Workers Compensation Funds.
- Direct Staff to modify the 2004 Budget pursuant to the recommended Capital Improvement Program budget modifications presented to City Council.
- Direct Staff to maintain the revision to the Sales and Use Tax Vendors' Fee (placing a cap on the amount businesses may retain of sales and use taxes collected) that was implemented with the adoption of the 2003/2004 Budget.
- Review the Human Services Board recommendation for 2004 funding and determine if any change is appropriate.
- Review the Citizen Requests received by City Council at the September 8 Public Meeting on the Adopted 2004 Budget.

Summary Statement

Per City Council direction, a financial update/budget review is to be conducted in the fall of 2003 to review any recommended modifications to the 2004 budget, review any new citizen requests, and address any miscellaneous financial issues that Staff or Council wishes to raise.

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

Expenditure Required: 2004 = \$129,167,838, plus \$16,770,011 in reserves and \$2,417,581 in contingency accounts

Source of Funds: General, Utility, General Reserve, Utility Reserve, Golf Course, Fleet Maintenance, General Capital Outlay Replacement, Sales & Use Tax, Open Space, Conservation Trust, General Capital Improvement, and Debt Service Funds

Policy Issues

- Does City Council concur with the proposed modifications to the 2004 Operating Budget presented?
- Does City Council concur with the proposal to eliminate the Utility Fund Split within the General, Fleet Maintenance, and Property Liability/Workers Compensation Funds as it currently appears in the budget, modifying it to be one transfer payment from the Utility Fund into these respective funds, as appropriate?
- Does City Council concur with the proposed modifications to the 2004 Capital Improvement Program Budget presented?
- Does City Council wish to change the Sales and Use Tax Vendors' Fee back from having a cap on the amount businesses may retain of sales and use taxes collected, which would require revisiting the authorization of 4.0 FTE Police Officers and 3.0 FTE Firefighters who were added from these additional revenues?
- Does City Council concur with the recommendations presented by the Human Services Board for 2004 funding?
- Does City Council concur with Staff's recommendations concerning the Citizen Requests received by City Council at the September 8 Public Meeting on the Adopted 2004 Budget?

Alternatives

- City Council could direct Staff to identify other modifications to the Adopted 2004 Operating Budget. Staff believes that the modifications presented to City Council are the best options with the least impact on citizens and services provided given current economic conditions.
- City Council could direct Staff to modify the 2004 Pay Plan, proposed position reclassifications and benefits costs. Staff does not recommend this option as the revised 2004 Budget is predicated on these recommendations and could require significant reductions elsewhere within the budget depending on the direction Council has Staff pursue.
- City Council could keep in place the Utility Fund Split within the General Fund and wait to make this modification with the 2005/2006 Budget. Staff does not recommend waiting until the next budget cycle to complete this modification as this change will simplify for City Council the comparison of 2004 actuals against the proposed 2005/2006 Budgets, as well as helping Staff view and manage their complete budget versus needing to combine General and Utility Fund totals.
- City Council could direct Staff to identify additional reductions or to fund other capital improvement projects than those identified within the Adopted 2004 Capital Improvement Program (CIP) Budget and the proposed modifications made by Staff. Staff believes that the modified CIP program presented for 2004 continues to maintain the City's valuable infrastructure and works to address the future needs of the community.
- City Council could revert the Sales and Use Tax Vendors' Fee from having a cap on the amount businesses retain of sales and use taxes collected and direct Staff to identify reductions within the budget to offset this loss of revenue. Staff does not recommend doing this as it would require in excess of \$650,000 of program and staffing reductions in the 2003/2004 Adopted Budget on top of the significant reductions that have been made over the last two years.
- City Council could modify the funding levels recommended by the Human Services Board for 2004 funding. City Council needs to be aware that the adopted funding of \$160,000 for 2004 includes \$100,000 funded by Community Development Block Grant (CDBG) funds that have strict limitations on agencies and programs that may utilize these funds; the balance of \$60,000 is funded by the General Fund. If Council desires to modify funding allocations to the various agencies, not all agencies may be funded with CDBG moneys, which must be taken into consideration with any changes.

- City Council could direct Staff to seek alternatives to the recommendations on the Citizen Requests. Staff will work to address City Council's concerns as directed.

Background Information

The City Council is required by the City Charter to adopt the annual budget no later than the fourth Monday in October. However, this requirement does not apply to the 2004 Budget since City Council officially adopted a two-year budget (i.e., two 12-month budgets) for 2003 and 2004 in October 2002. Per City Council direction, a financial update/budget review is to be conducted in the fall of 2003 to review any recommended modifications to the 2004 budget, review any new citizen requests, and address any miscellaneous financial issues that Staff or Council wishes to raise.

Monday night's Budget Review is intended to do the following:

- review what is currently adopted in the 2004 budget year,
- review the current state of revenue collections and revisit revenue projections for 2004, especially in light of the economic challenges the City continues to face,
- review the 2004 Pay Plan, proposed position reclassifications and benefit costs revised for 2004,
- review modifications proposed to the Adopted 2004 Operating Budget, which include addressing unanticipated major expenses as well as reviewing items that were eliminated in the Adopted 2003 Budget and proposed to be returned in the Adopted 2004 Budget,
- review the Vendors' Fee Cap implemented with the Adopted 2003 Budget but requested to be revisited by City Council with the review of the Adopted 2004 Budget,
- review modifications proposed to the Adopted 2004 Capital Improvement Program Budget, which include projects that may be postponed and those that need to be addressed immediately,
- review the Human Services Board recommendations for 2004 funding, and
- review any Citizen Requests for the Adopted 2004 Budget received.

A public meeting on the Adopted 2004 Budget was held on Monday, September 8, providing the public an opportunity to receive a financial update and make any requests of Council for the 2004 budget year. At that meeting, City Council received three requests from citizens that are included in an attachment to this document.

Since this Budget Review is intended to focus on any modifications necessary to the Adopted 2004 Budget, a summary of all proposed modifications follows.

PROPOSED MODIFICATIONS TO THE ADOPTED 2004 CITY BUDGET

Overall, the total City budget including all funds for 2004 is proposed to be modified from the Adopted total of \$147,029,971 which includes \$16,780,972 in contingencies and reserves, to \$148,355,430 which includes \$19,187,592 in contingencies and reserves.

The modifications proposed are summarized below by fund.

General Fund

All Departments:

- Elimination of the Utility Fund split. Since the Taxpayers' Bill of Rights (TABOR) was passed in 1992, the City has had to account for expenditures made by General Fund operations that benefit the Utility Fund, line by line in the Utility Fund. For example, the General Fund's Human Resources Division provides employee recruitment and benefits administration services for Departments and Divisions that are in the Utility Fund and therefore the Utility Fund is charged for those services, which more accurately reflects the cost of services within the fund. As a result of

the successful passage of the deBrucuing City ballot measure last November, the City no longer must account for Utility Fund associated expenditures directly within the Utility Fund and therefore may reflect the total budgets of departments within the General Fund. The City is now in position to return to the process utilized in the years prior to 1992 by simply reflecting a transfer payment from the Utility Fund into the General Fund for services rendered. This is significant because City Council, the public, and Staff will now be able to look at an operating budget in the General Fund and see the full amount that a department has rather than having to know to add the Utility Fund amount back in to determine what funds are truly available for expenditure. The department budgets that were previously split now reflect the full amount allocated, resulting in a net increase in the General Fund operating budget of +\$2,338,099 but no change in the Utility Fund since this is simply one transfer payment reflected. Although this transfer payment now makes the General Fund operating budget look larger, the reality is that departments' budget did not increase as a result of this change; in actuality, the departments reduced their budgets through a variety of measures described in this Staff Report by -\$1,135,578 for 2004. Eliminating the Utility Fund Split simply permits a department's expenses to be budgeted all within one location now whereas previously they were budgeted within two locations (i.e., the General and Utility Funds).

- Modification to departments' regular salary accounts based on actual salary adjustments made in 2003. Human Resources projects regular salaries for every full-time equivalent (FTE) employee within the City for both years of the two-year budget in June 2002. These projections are based on the following assumptions: the employee currently filling the position remains in that position and the employee currently filling the position receives the maximum salary increase available. However, turnover may occur during the year with the vacancy being filled with someone at a lower entry level salary and/or an employee may not receive the maximum salary increase available during that year. Human Resources provided updated salary projections for 2004 based on salary adjustments that actually occurred in 2003, thus resulting in modifications necessary in the Adopted 2004 Budget. Most changes are reductions; however, in some cases increases are necessary. (Net change is -\$455,836)

Central Charges:

- As discussed with City Council briefly at a post City Council meeting, Staff is recommending no across-the-board (ATB) adjustments to the City's Pay Plan. Based on market research Human Resources has conducted, five of the eight cities Westminster compares to in the Denver metropolitan area are recommending 0% ATB to their pay plans as a result of the uncertain economy and the fiscal constraints reduced revenues have created. Originally, a 2% ATB was projected within the 2004 budget but it was lumped together in Central Charges accounts in each fund with the intention that the funds would be distributed via the second year budget review and amendment process; \$1,266,483 was originally budgeted in 2004. While the decision to recommend 0% ATB for City employees has not been easy, given the alternatives, Staff believes this to be the most fiscally responsible way to address the \$1.7 million anticipated difference in revenues projected for the 2004 budget to residents and employees alike. (Net change is -\$1,266,483)
- Health insurance costs continue to increase at dramatic rates. Initially, the City's health insurance providers projected increased health insurance costs for 2004 at 36% over the 2003 rates. Staff had only projected and budgeted an 8% increase in the 2004 budget over the 2003 rates. However, through negotiations, Staff was able to reduce the increase to only 20% for 2004 over the 2003 rate. This resulted in an overall increase in the medical/dental accounts of \$457,118 in the General Fund. In the General Fund alone, the City now pays approximately \$5.6 million annually in medical/dental benefits. All funds combined, the total increase to medical/dental benefit costs increased \$564,772; all funds combined, the City now pays approximately \$6.8 million annually. (Net General Fund change is +\$457,118)

- As a result of the continued strategic hiring freeze, the City's retirement contribution expense is projected to be \$116,134 less than originally budgeted in 2004, however, another Central Charges account (professional services from which unanticipated studies are funded) increased by \$10,259) thus a net change of \$105,875. This savings is helping offset the decreased revenue collections' impact. (Net change is -\$105,875)
- The City retains ownership of the Westminster Conference Center, while the Westin Westminster manages and operates the facility. The Westin makes payments to the City for the lease of this facility. By contract, the City is obligated to pay any assessed property tax for the conference center. Inland Pacific received notification that the property tax due for the conference center increased dramatically over the 2001 appraisal due to changes in how the possessory interest is being calculated. The City and Inland Pacific are currently in negotiations appealing Jefferson County's assessment of the facility, but anticipate that property taxes will need to be paid on the facility that had not previously been anticipated. As a result, Staff recommends increasing a contract services account in Central Charges for the property tax payment in 2004. Staff is recommending \$88,000 be budgeted for this expense. (Net change is +\$88,000)

General Services:

- The Human Resources Division budget is proposed to increase by \$1,308 per the recommended reclassification of the Applications Specialist position to a Human Resources Analyst/HRIS per the special salary survey and audit conducted this year. Based on the survey, this title is more appropriate per the market place. (Net change is +\$1,308)
- The Organizational Support Services Division is recommending that the division's vehicle that is due for replacement in 2004 be eliminated and have staff utilize mileage reimbursement and a City pool car as needed instead. Eliminating this vehicle results in the reduction of \$1,194 in fleet maintenance expenses in the division. This also results in the same reduction in the Fleet Division's budget for services previously provided in maintaining this vehicle. (Net change is -\$1,194)

Police Department:

- The department needs a net increase of \$6,000 to offset the cost of gas and electricity for the new Public Safety Center. The actual increase to the department is \$36,000, but the department has identified savings in supplies, printing costs, and capital outlay (a radio console originally planned for 2004 was purchased in 2003 instead thanks to the use of carryover funds approved by City Council in June) totaling \$30,000 so that the department only needs an additional \$6,000 to cover the balance. The gas and electricity estimates included within the Police Department Administration's 2004 budget were projected in 2002 prior to the building being occupied. The increase is based on actual usage. (Net change is +\$6,000)
- The Investigation Services Division is proposed to increase by \$1,563 per the recommended reclassification of the Property Evidence Clerk position to a Property Evidence Technician per the special salary survey conducted this year. Based on the survey, this title is more appropriate per the market place. (Net change is +\$1,563)
- The Patrol Division is moving to a new lease program for their motorcycle unit on January 1, 2004. The new program permits the department to lease new Harley Davidson motorcycles for \$1 per month per motorcycle for a twelve-month period. At the end of the twelve-month period, the department trades in the motorcycles for new ones. The program is anticipated to save the City approximately \$36,000 that would be needed for maintaining and replacing the current Kawasaki motorcycles. The funds originally transferred to the Fleet Division for maintenance costs of the motorcycles will remain within the department budget to offset maintenance costs that will now be outsourced. This results in a reduction of \$16,800 in the Fleet Division's budget for services previously provided in maintaining the motorcycles but no overall change in the Police Department's budget. (Net change is \$0)

Fire Department:

- The department needs a net increase of \$49,000 for supplies used to stabilize and/or transport patients. These supplies were previously restocked through Centura/Saint Anthony Hospital, who in turn billed the patient. In late 2002, Staff was informed that as a result of recent Federal legislation/ruling that Centura/Saint Anthony Hospital would no longer provide this service effective July 2003. City Council approved a new \$75 supply “restocking” fee to offset an estimated \$42,000 shortage in the Emergency Medical Service (EMS) Lab Supply account in 2003. Since the 2004 Budget had already been adopted, the expenditure increase was not included within it and therefore is recommended with this amendment process. The revenues from the fee increase are reflected in the 2004 revised revenues. (Adopted 2004 budget = \$22,966; revised 2004 = \$71,966) (Net change is +\$49,000)

Community Development:

- The department is recommending a reduction in funding in the Administration Division of \$7,650 in the professional services account. These funds are typically utilized for technical assistance on miscellaneous development, land use, and other special projects. Staff will work to keep more of these technical reviews in-house or seek other funding as appropriate should the need arise. This reduction was made in efforts to assist the General Fund. (Net change is -\$7,650)
- A net increase of \$4,570 is proposed in the Economic Development Division. The increase is the result of a special salary survey conducted for the Economic Development Manager position, which found that the position’s salary range is approximately 15% under market. Human Resources is recommending a change to this position’s salary, which is offset partially by a reduction in the special promotions account. The funds were eliminated in the Adopted 2003 Budget and returned in the Adopted 2004 Budget for hosting the annual Showcase and Business Appreciation Events. In 2003, the Division was successful in garnering more than \$7,300 in support from businesses in the form of sponsorships for these events. Staff will pursue these sponsorships again in 2004. (Net change is +\$4,570)
- The Engineering Division proposes deferring the painting of traffic poles in 2004, saving the City \$10,000. It is anticipated that deferring the painting of the traffic poles will not have a significant impact on the useful life of these poles. (Net change is -\$10,000)

Public Works & Utilities:

- An increase in the costs associated with the streetlights throughout the City can no longer be absorbed within the Street Division’s budget. Rate increases from Xcel Energy in electricity costs as well as the costs associated with repairing damaged light poles continue to increase. In the past several years, the Division has worked to absorb these costs via savings in various accounts but it no longer has that ability. (Net change is +\$60,000)

Parks, Recreation & Libraries:

- The Park Division is proposed to increase the gas and electricity account budget by \$25,000 for costs associated with operating Christopher Fields lights and other ballfields. The ball fields’ demand continues to grow and the rate increases from Xcel Energy have pushed up electricity costs. Much of this expense can be covered via adult softball program fees and are reflected in the revised revenue projections. However, the corresponding expenditure needs to be budgeted. (Net change is +\$25,000)
- The Library Division has received notice from Front Range Community College that operating expenses are increasing for 2004. The City has a joint operating agreement for the College Hill Library whereby basic operating expenses are shared, such as gas, electricity, custodians and security. The amount has remained constant for six years; however, the costs will be increasing by \$15,000 in 2004. The amount budgeted in 2004 for this expense is \$110,523 and is projected to cost \$125,523. (Net change is +\$15,000)

- In the Standley Lake budget, \$4,100 is proposed to be reduced in the building and grounds materials account. Staff had anticipated a continuation of the drought from 2002 into 2003, thus anticipating the need for additional ground materials to replenish damaged plants around the Standley Lake Regional Park. However, in light of the end of the drought in 2003, the damage to plants around the park were not as severe. (Net change is -\$4,100)
- In the Recreation Facilities Division, an increase of \$15,000 in the facilities' gas and electricity accounts is proposed. The rising cost of gas and electricity has impacted the facilities and needs to be addressed in the 2004 budget. (Net change is +\$15,000)
- In the Recreation Facilities Division, \$7,699 is proposed to be reduced associated with the change of a 0.5 FTE Custodian being converted into a 0.5 FTE Recreation Specialist for Marketing. The strategic citywide hiring freeze, which began in May 2002, is projected to continue through 2004. The 0.5 FTE Custodian position is currently frozen and therefore this reclassified position (reclassified by City Council with the adoption of the 2003/2004 Budget) remains frozen. (Net change is -\$7,699)
- In the Recreation Programs Division, the adult and family ski trip programs that were eliminated in 2003 are proposed to be cut again in 2004. The Adopted 2004 Budget includes \$4,300 reinstated for these programs. However, in light of the City's revenue picture, these programs are not proposed to be funded in 2004. (Net change is -\$4,300)
- The popularity of utilizing credit cards for payments to enroll in recreation programs continues to impact program costs. The banks charge the City a fee for the use of credit cards at their facilities and are based on the volume of charges being processed. So as credit cards increase in popularity for payment, the cost to the City increases proportionately from the banking industry. The result is that an increase of \$2,500 is proposed in the Recreation Programs Division to offset these costs. (Net change is +\$2,500)
- The Senior Center's water and sewer account has been experiencing increased costs associated with increased use at the facility. Therefore, the Recreation Programs Division is recommending that this account be increased by \$2,500 to cover utility expenses. (Net change is +\$2,500)

Below is a summary chart of the net changes made to the General Fund department budgets. Please note that this figure appears high due to the elimination of the Utility Fund Split. Without the proposed elimination of the Utility Fund Split, the total below would be -\$1,135,578.

General Fund Department	Net Change Proposed to Adopted Budget
All Departments (includes elimination of UF Split)	+\$1,844,263
City Council	\$0
City Attorney's Office	\$0
City Manager's Office	\$0
Central Charges	-\$827,240
Finance	\$0
General Services	+\$114
Police	+\$7,563
Fire	+\$49,000
Community Development	-\$13,080
Public Works & Utilities	+\$60,000
Parks, Recreation & Libraries	+\$43,901
TOTAL	+\$1,202,521
Without Utility Fund Split	-\$1,135,578

Staff presented to City Council at the September 8 public meeting on the 2004 Adopted Budget a projected revenue difference of \$1.6 million between what is included within the Adopted 2004 Budget and what is included within the revised 2004 revenue projections. As noted, without the proposed elimination of the Utility Fund Split, the total reduction in the General Fund would be -\$1,135,578, which leaves approximately \$877,000 remaining to address the projected revenue difference. Staff recommends continuing the current selective hiring freeze (approximately 35 FTE) and the remaining 4.5 FTE positions included within the 2002 Phased Spending Plan in 2004 to balance the General Fund. While these reductions are not made to the regular salaries accounts via this budget amendment process, Staff is recommending that moneys associated with these frozen positions be moved into the budget hold accounts within each department. This way, should the economy recover more quickly than anticipated, the funds are already appropriated should a lifting of the hiring freeze be possible (either a complete or partial lifting of the hiring freeze).

Utility Fund

All Departments:

- Modification to departments' regular salary accounts based on actual salary adjustments made in 2003. Human Resources provided updated salary projections for 2004 based on salary adjustments that actually occurred in 2003, thus resulting in modifications necessary in the Adopted 2004 Budget. Many changes are reductions; however, in some cases increases are necessary. (Net change is +\$6,392)

Central Charges:

- Elimination of the across-the-board (ATB) adjustments to the City's Pay Plan originally budgeted within Central Charges. Originally, a 2% ATB was projected within the 2004 budget but it was lumped together in Central Charges accounts in each fund with the intention that the funds would be distributed via the second year budget review and amendment process; \$231,539 was originally budgeted within 2004 in the Utility Fund. (Net change is -\$231,539)
- Health insurance increased in the medical/dental accounts \$90,017. In the Utility Fund alone, the City now pays approximately \$1 million annually in medical/dental benefits. However, the pension amount increases by a net of \$2,700. Therefore the total change to the benefits within the Utility Fund is a net increase of \$92,717. (Net change is +\$92,717)
- Elimination of the Utility Fund split results in the transfer payment being reflected in one location within Central Charges versus listing every department that has Utility Fund expenses. The department budgets that were previously split now reflect the full amount allocated, the funds impacted by the Utility Fund Split include the General and Property Liability/Workers Compensation Funds. Central Charges in the Utility Fund now reflects a transfer payment to each of these funds. (Net change to the Utility Fund = \$0)

Public Works & Utilities:

- A net increase of \$8,861 is proposed in the Utilities Operations and Water Resources & Treatment Divisions. The increase (+\$6,072) in the Utilities Operations Division is the result of a review of the internal alignment of the Utilities Operations Managers with the other Division Managers within PW&U. The increase (\$2,789) in the Water Resources & Treatment is proposed per the recommended reclassification of the Wastewater Operations Coordinator position to a Water Quality Specialist per an audit conducted this year. (Net change is +\$8,861)

Information Technology:

- A net increase of \$9,500 is proposed in the Information Technology Department. The increase of +\$5,210 is the result of a review of a salary survey of the Software Engineer II position that works with the J.D. Edwards financial/human resources management system and recommended reclassification, pay plan upgrade and title change to ERP Software Engineer. The increase of +\$4,290 is the result of a salary survey review of the Systems Analyst III position that works

with the J.D. Edwards financial/human resources management system and recommended reclassification, pay plan upgrade and title change to Lead ERP Systems Analyst. (Net change is +\$9,500)

Capital Improvement Program:

- Increase in cash funding a proportion of the Big Dry Creek Wastewater Treatment Facility expansion/renovation project in the Utility Fund Capital Improvement Program. The current project is anticipated to cost approximately \$19.5 million. The project currently has approximately \$4.3 million budgeted. Included within the Adopted 2004 Budget, \$14.5 million to be debt financed on this project. Staff is working to cash fund more of this project to minimize the debt service payments that will be needed for this project. The savings from the revised operating budget for 2004 and additional revenues projected for 2004 are recommended to help cash fund this major capital improvement project. (Net change is +\$668,144)

Drought Impact on the Utility Fund:

- During 2003, the Utility Fund experienced a significant drop off in water sales due to both mandatory and voluntary conservation measure put into place. Although this had a significant impact on revenue from water sales, this was offset by greater than anticipated water and sewer tap fee revenues. Housing starts have continued to outpace Staff projections, even during this difficult economic period.

Below is a summary chart of the net changes proposed to the Utility Fund department budgets.

Department	Net Change Proposed to Adopted Budget
All Departments (PW&U/IT)	+\$6,392
Central Charges	-\$138,822
Public Works & Utilities	+\$8,861
Information Technology	+\$9,500
Capital Improvement Program	+\$668,144
TOTAL	+\$554,075

Reserve Funds

- Both the General and Utility Reserve Funds for 2004 are projected to be higher than originally budgeted in the Adopted 2004 Budget. The increase is a result of higher than anticipated interest earnings from 2002 and projected increases in interest earnings in 2004. The result is an increase of \$213,330 in the General Reserve Fund and \$2,193,290 in the Utility Reserve Fund over the originally budgeted 2004 figures.
- Council will recall the Utility Fund Reserve has been increased by over four million dollars over the past two years to address any potential revenue shortfalls occurring because of the serious drought experienced in 2002. The good news is that the drought ended sooner than anticipated and the expected revenue shortfall has not materialized. Given this fact, Staff does not believe that maintaining a Utility Fund Reserve of over nine million dollars is warranted. Staff anticipates bringing a recommendation back to City Council during 2004 to expend a portion of the excess reserves on critical capital improvement needs.

Fund	Adopted 2004 Budget	Revised 2004 Budget	Net Change
General Reserve Fund	\$7,400,100	\$7,613,430	+\$213,330
Utility Reserve Fund	\$6,963,291	\$9,156,581	+\$2,193,290
TOTAL	\$14,363,391	\$16,770,011	+\$2,406,620

Property Liability/Workers Compensation Funds

- Elimination of the across-the-board (ATB) adjustments to the City’s Pay Plan originally budgeted within Central Charges. (Property Liability Fund net change is -\$2,414)
- Elimination of the Utility Fund split. The Self-Insurance budget that was previously split now reflects the full amount allocated, resulting in a net increase in the operating budget of +\$439,571 but no change in the Utility Fund since this is simply one transfer payment reflected. (Net change to Property Liability Fund is +\$292,859; net change to Workers Compensation Fund is +\$146,711; net change to combined Self-Insurance Funds is +\$439,570)
- An increase of \$150,000 to each fund (i.e., Property Liability and Workers Compensation Funds) is recommended to the claims’ accounts, for a total increase of \$300,000 to these combined funds. The number of claims experienced over the last two years has significantly impacted the City, between increased workers compensation injuries, increased property damage, and increased liability claims against the City. As a result, the renewal rates for the Property Liability Fund increased significantly with CIRSA. The City is self-insured for Workers Compensation. (Net combined change is +\$300,000)

Self-Insurance Funds	Net Change Proposed to Adopted Budget
Property Liability Fund	+\$440,445
Workers Compensation Fund	+\$296,711
TOTAL	+\$737,156
Without Utility Fund Split	+\$297,586

Fleet Maintenance Fund

- Elimination of the Utility Fund split. The Fleet Maintenance Fund budget was previously split now reflects the full amount allocated, resulting in a net increase in the Fleet Maintenance Fund’s operating budget of +\$342,357 but no change in the Utility Fund since this is simply one transfer payment reflected. (Net change is +\$342,357)
- Elimination of the across-the-board (ATB) adjustments to the City’s Pay Plan. \$21,859 was originally budgeted within 2004 in the Fleet Maintenance Fund. (Net change is -\$21,859)
- Reduction of \$17,994 made due to retirement of City’s Kawasaki motorcycles (\$16,800) (transitioning to Harley Davidsons thanks to a new lease program offered) and one vehicle previously utilized by the Organizational Support Services Division in General Services noted above (\$1,194) (Net change is -\$17,994)

Fund	Net Change Proposed to Adopted Budget
Fleet Maintenance Fund	+\$302,504
TOTAL	+\$302,504
Without Utility Fund Split	-\$39,853

Sales & Use Tax Fund

- Decreased Sales and Use Tax collections as a result of revised revenue projections. The down economy in 2002 and 2003 impacted sales and use tax revenues, which ripple forward into 2004. In the Adopted 2003 Budget, a 3.7% increase was projected for the year; 1.2% of which was associated with the capping of the Vendors’ Fee to permit the hiring of four additional police officers and three additional firefighters in 2003. As the table below reflects, the 2002 actual revenue collections were approximately 10.3% less than originally projected through the

Adopted 2002 Budget. Revised revenue projections for 2003 reflect approximately 7.4% below the projections included within the Adopted 2003 Budget. As such, Staff has revised the revenue projections for 2004, which is 8.7% less than originally projected in the Adopted 2004 Budget but reflects a modest 2.2% increase over the projected year-end collections in 2003. Staff believes this increase to be a reasonable projection given the last three months of sales and use tax collections that have reflected a subtle change in spending habits in the community as well as the benefits reaped from business assistance packages retiring.

Sales & Use Tax Fund Revenues

Fiscal Year	Budget	Actual/Projected/Revised	% Change
2002	\$54,767,000	\$49,142,000 Actual	-10.3%
2003	\$51,144,188	\$47,384,160 Projected	-7.4%
2004	\$53,035,009	\$48,434,143 Revised	-8.7%
Difference between 2003 & 2004	\$1,890,821 (+3.7%)	\$1,049,983 (+2.2%)	

As a result of these modified sales and use tax revenue projections for 2004, a reduction of \$4,600,866 is recommended. The reduction is proposed to the transfer payments to the General Fund and General Capital Improvement Fund (GCIF). The payment to the Debt Service Fund is recommended to remain at its originally budgeted amount since this is the primary source of funds to pay the principal and interest on the General Fund's debt obligations; not paying these debt obligations is not an option Staff recommends considering. The table below reflects the transfer payments made by the Sales and Use Tax Fund. (Net change is -\$4,600,866)

Sales & Use Tax Fund Expenditures

Expenditures	Adopted 2004 Budget	Revised 2004 Budget	Net Change
Transfer to Debt Service Fund	\$4,300,000	\$4,300,000	\$0
Transfer to General Fund	\$47,235,009	\$43,159,143	-\$4,075,866
Transfer to General Capital Improvement Fund	\$1,500,000	\$975,000	-\$525,000
TOTAL	\$53,035,009	\$48,434,143	-\$4,600,866

Open Space Sales & Use Tax Fund

- Elimination of the across-the-board (ATB) adjustments to the City's Pay Plan originally budgeted. Originally, a 2% ATB was projected within the 2004 budget; \$3,260 was originally budgeted in the Open Space Fund. (Net change is -\$3,260)
- Reduction of \$357,969 in costs due to lower than anticipated sales and use tax collections projected in 2004. The reduction is proposed to the land acquisition account (-\$175,725) and transfer payments to the General Capital Improvement Fund (GCIF) for parkland and trail development (-\$178,984). (Net change is -\$354,709)

Fund	Net Change Proposed to Adopted Budget
Open Space Fund	-\$357,969
TOTAL	-\$357,969

Golf Course Fund

- Health insurance increased in the medical/dental accounts \$17,637. In the Golf Course Fund alone, the City now pays approximately \$162,000 annually in medical/dental benefits. Reductions are being made elsewhere within the Golf Course Fund to offset the increase (Net change is +\$15,341)
- Elimination of the across-the-board (ATB) adjustments to the City’s Pay Plan originally budgeted within Central Charges. (Net change is -\$15,341)

Fund	Net Change Proposed to Adopted Budget
Golf Course Fund	\$0
TOTAL	\$0

General Capital Improvement Fund (GCIF)

- Elimination of two projects in the General Capital Improvements category. The 99th Avenue Improvements for the Big Dry Creek Trail (\$275,000) and the Microsoft Licensing (\$250,000) projects were eliminated for a total of \$525,000 due to reduced Sales and Use Tax revenues projected for 2004. Staff will be bringing back to City Council these two projects eliminated via this budget review process for funding consideration via the 2002 Carryover for the Capital Improvement Program later this fall. (Net change is -\$525,000)
- Reduction of one project’s budget in the Park Improvements category. The City Park Fitness Center Expansion Design (\$200,000) was reduced by \$128,984 due to reduced Open Space Sales and Use Tax revenues projected for 2004. A portion of the Open Space Sales and Use Tax is allocated to Park Improvement capital projects as provided for in the ballot measure approved by the voters. (Net change is -\$128,984)

Fund	Net Change Proposed to Adopted Budget
General Capital Improvement Fund	-\$653,984
TOTAL	-\$653,984

Summary of Modifications

The table below summarizes the proposed net changes to each of the funds discussed in this Staff Report. Please note that the General Fund figure appears high due to the elimination of the Utility Fund Split; without the proposed elimination of the Utility Fund Split, the total below would be -\$1,135,578.

Fund	Adopted 2004 Budget	Revised 2004 Budget	Net Change	Without Utility Fund Split
General	\$71,828,317	\$73,326,062	+\$1,202,521	-\$1,135,578
General Reserve	\$7,400,100	\$7,613,430	+\$213,330	+\$213,330
Utility	\$39,156,200	\$39,710,275	+\$554,075	+\$554,075
Utility Reserve	\$6,963,291	\$9,156,581	+\$2,193,290	+\$2,193,290
Property Liability/ Workers Compensation	\$781,613	\$1,518,769	+\$737,156	+\$297,586
Fleet Maintenance	\$1,161,081	\$1,463,585	+\$302,504	-\$39,853
Sales & Use Tax	\$53,035,009	\$48,434,143	-\$4,600,866	-\$4,600,866
Open Space	\$4,663,797	\$4,305,828	-\$357,969	-\$357,969
Golf Course	\$3,934,702	\$3,934,702	\$0	\$0
General Capital Improvement	\$9,036,000	\$8,382,016	-\$653,984	-\$653,984

PAY, CLASSIFICATION AND BENEFITS PLAN

Pay and Classification

Staff completed the biennial review of the pay and classification system in 2002 for the 2003 and 2004 Budgets. The pay and classification adjustment recommendations were based on the following:

- An extensive salary survey process of eight metro cities (Arvada, Aurora, Boulder, Englewood, Fort Collins, Lakewood, Littleton and Thornton), special districts and private sector information;
- Data collected from the Colorado Municipal League (CML) survey on 75 benchmarks;
- A special City survey of 18 benchmarks not included in CML;
- Direct contacts with other municipalities to verify or clarify survey data;
- Mountain States Employers Council private and public sector data; and
- Special surveys and audits of 33 department requested positions.

Staff continues to use a benchmark system whereby those City positions that are relatively similar among other Denver Metro area cities are surveyed. Examples of these positions include: Clerk Typist II, Police Officer/Senior Police Officer, Firefighter I/II, Parkworker I/II, Planner III and Accounting Manager. The salaries for non-benchmark positions are linked to the salaries of specific benchmark positions based on their relationship to a job group and relative value to the organization. An in-depth survey was conducted of all 93 benchmarks in 2002. Recommended range adjustments were based on a review of each benchmark position's minimum and maximum range value in comparison to the market. Generally, an adjustment is recommended when a position is more than 3.5% outside the market. This thorough market survey will be conducted on a biennial basis in conjunction with the 2-year budget process.

Per the 2002 review, the 2003 and 2004 pay plans included 70 classification change recommendations. A total of 87.9 full time equivalents (FTE) were affected by these Council approved changes. A 2% across-the-board increase was implemented for all full and part-time classifications mid-year 2003. Based on revised 2004 revenue projections, no across the board increase is being recommended for 2004. However, Staff is recommending that step and merit increases continue for 2004. As part of the 20004 Budget review process, 13 additional classifications changes are being recommended and will be discussed with City Council on September 29 at the Budget Review.

Mountain States Employers Council and a City survey of other organizations' anticipated across-the-board 2004 pay plan adjustments will be reviewed with City Council as well at the Budget Review.

Currently, the City has an authorized full-time equivalent (FTE) staffing level of 886.124. The 2003 pay plan reflects an increase of 8 FTE for 2003 and 1.5 FTE for 2004, bringing the total FTE in 2003 to 886.124 and 2004 to 887.624. It is important to point out that of these authorized FTE, 35.875 are currently frozen and are proposed to remain frozen through 2004 (29.575 FTE are in the General Fund; 3.9 FTE are in the Utility Fund; 2.4 FTE are in other funds).

Benefits

As Council is aware, General Services Department Staff conducts a survey of the benefits provided in selected cities and special districts on an every other year basis. Such a survey was conducted in 2002 on the following benefits: pension contributions, medical and dental benefits, life insurance

coverage, retiree medical benefits, prescription benefits, dental and orthodontic maximum benefits, leave benefits, special pay and education reimbursement programs.

Based on this comprehensive survey, no benefit changes were recommended. Council will remember that the full benefits survey was conducted in 2001. The 2001 and 2002 surveys confirm that the City benefit package is comparable or superior to other entities surveyed, keeping the City in a competitive position.

Staff would like to note that the City's benefit costs are significantly increasing for 2004. Initial cost increase estimates for health care coverage came in at 36%, whereas an 8% increase was projected within the Adopted 2004 Budget. Staff was able to work with the medical/dental insurance providers to refine the cost increase down to only 20% over 2003. This health insurance adjustment results in a \$564,752 increase citywide, which is reflected in the General, Utility and Golf Course Funds' budgets.

VENDORS' FEE CAP REVIEW

Licensed businesses are required to act as "agents" for the City, performing all functions necessary to charge and collect the proper amount of Westminster taxes from their customers. They must then account for the taxes on the reporting form and remit them to the City on a periodic basis. Businesses must also maintain adequate records for these taxes and make them available for City review in the event of an audit. The Westminster Municipal Code previously allowed taxpayers that file their Westminster Sales, Accommodations and Admissions tax returns on time to retain 2.5% of the tax as a "vendor's fee" for acting as a collection agent for the City. Westminster's vendor's fee had not changed since 1973.

With the adoption of the 2003 Budget, however, City Council placed a cap on the Vendors' Fee but agreed to revisit the cap with the Adopted 2004 Budget review this fall. The rationale behind the reduction was that the beneficiaries of the greatest portion of the Vendors' Fee are large businesses, and that the effort and expense of collecting the City tax are not commensurate to the amount of tax collected. An analysis of tax collections in 2000, the most recent for which actual figures were available at the time the analysis was done, revealed that approximately 300 taxpayers retained nearly three-fourths of the total Vendors' Fee, or \$810,000, during that year. The \$100 cap still allows over 3,900 businesses to keep the same Vendors' Fee that they were previously retaining. Thus, most of Westminster's "main street" businesses were unaffected by the cap.

Through August 31, 2003, the City has collected \$441,552 additional funds and it is projected that a total of \$670,000 will be collected by year-end. The reduction in the collection expense permitted to businesses has allowed these additional funds to flow from the Sales and Use Tax Fund to the General Fund. This additional funding was utilized in 2003 to address Public Safety staffing needs with the addition of four new Police Officers and three new Firefighters that otherwise would not have been possible in 2003.

Staff does not recommend eliminating the Vendors' Fee Cap. Given the current revenue shortfalls and the continued demand for public safety services, eliminating the Vendors' Fee Cap would require additional reductions in the General Fund.

HUMAN SERVICES BOARD RECOMMENDATIONS REVIEW

City Council received on September 8 the Human Services Board (HSB) recommendations via a Staff Report. The HSB reviewed the current budget and financial audits of all agencies that applied for funding. In the interview process, the HSB members were most concerned about the agency's service area and if the agency had applied for funds from other municipalities and counties where it provided services. The HSB strongly encourages that all groups apply for similar monies from local cities and counties, especially as it relates to their service areas.

The HSB received thirty-three applications for funding requests totaling \$285,578 for 2004. All thirty-three applicants were interviewed for 2004 funding. In 2003, thirty-one agencies were funded at \$190,375, including two new agencies; the adopted Human Services Board budget for 2004 was reduced by \$30,000 to \$160,000. To reflect this 16% budget reduction, the Human Services Board initially reduced funding to all agencies by 16%. At the conclusion of initial funding recommendations, overall funding reductions ranged from 0% to 70% to meet 2004 budget requirements. For the 2004 funding, five new agencies requested funds through the Human Services Board.

The agencies funded since 2002 are included on the attached spreadsheet, which also includes the list of agencies requesting funding and the requested dollar amount for 2004 (the five new agencies requesting funding in 2004 are in bold text). A brief description of the service(s) each agency provides Westminster residents is also attached.

The Yellow Ribbon/Light for Life Foundation and Westminster Sunrise Lions are two agencies that received funding from the City in prior years that the Human Services Board has recommended not be funded for 2004.

The Yellow Ribbon/Light for Life Foundation missed the application-filing deadline by a week; the only agency to miss the deadline. They requested to still be considered for funding and be interviewed by the Board and were declined. The Yellow Ribbon acknowledged receiving their application on April 1, 2003; the filing deadline was May 22, 2003.

The Human Services Board did not allocate the Westminster Sunrise Lions any 2004 funds. In reviewing the agency's application and during the interview process, the Board could not verify how the Westminster Sunrise Lions disbursed the \$500 in funds they received for 2003.

Funding to the Adams County Housing Authority has the greatest award amount difference between 2003 and its request for 2004. The Human Services Board reduced their recommended funding from \$19,500 to \$8,000. The \$11,500 reduction was due to the funds being proposed for support personnel in a new program that would have limited impact in assisting Westminster residents.

Additionally, in attempts to reduce the impact on the General Fund, the adopted budget allocates \$100,000 of funding through the City's allocation of Community Development Block Grant (CDBG) monies in 2004. This makes the amount covered in the General Fund only \$60,000 in 2004.

Staff is recommending that the agencies listed below be funded through the City's 2004 allocation of Community Development Block Grant (CDBG) monies. These agencies meet the requirements set by CDBG and have the financial resources to operate on a fiscal year of April 1, 2004, to March 31, 2005, which is the fiscal year for CDBG. These agencies received notification prior to the application and interview process that the City would be considering them for CDBG funding.

Agencies were asked if they believed they would have any difficulties in adhering to CDBG regulations and reporting prior to final consideration for CDBG funding. A copy of the information piece provided these agencies is attached. (The proposed CDBG funded agencies are noted with a check mark prior to the left column on the attached spreadsheet).

Access Housing	\$7,500
Adams County Housing Authority	\$8,000
Community Reach (formerly ADCO Mental Health)	\$24,000
Alternatives to Family Violence	\$15,000
Colorado Homeless Families	\$11,000
Family Tree, Inc.	\$13,000
Jefferson Center for Mental Health	\$10,000
<u>Senior Hub</u>	<u>\$11,850</u>
TOTAL	\$100,350

Staff will be in attendance at Monday's Study Session to answer any questions City Council may have about these agencies and the Human Services Board recommendations. Staff requests that City Council review the HSB recommendations and provide direction on changes, if any, for final approval.

CITIZEN REQUESTS REVIEW

On September 8, 2003 a public meeting was held to review the 2004 Adopted Budget and to collect any remaining citizen requests for funding. A Staff Report is attached that summarizes those requests for funding and provides Staff's research and recommendation on each issue. Staff requests that City Council review the Staff recommendations and provide direction on changes, if any, for final approval.

City Council is requested to bring their respective copies of the Adopted 2003/2004 Budget documents to the Study Session on Monday night. Staff will be in attendance at Monday night's Study Session to review these materials and answer any questions.

Respectfully submitted,

J. Brent McFall
City Manager

Attachments

2004 REVISED BUDGET SUMMARY BY FUND

	Beginning Balance (1/1/04)	+ Revenues	= Funds Available	- Expenses	= Contingencies
Operating Funds					
General	\$2,876,732	+ \$70,449,330	= \$73,326,062	- \$72,326,062	= \$1,000,000
Utility Enterprise	\$0	+ \$39,710,275	= \$39,710,275	- \$38,710,275	= \$1,000,000
Total Operating Funds	\$2,876,732	+ \$110,159,605	= \$113,036,337	- \$111,036,337	= \$2,000,000
Other Funds					
General Reserve	\$7,427,737	+ \$185,693	= \$7,613,430	- \$0	= \$7,613,430
Utility Reserve	\$8,982,030	+ \$174,551	= \$9,156,581	- \$0	= \$9,156,581
Golf Course Enterprise	\$0	+ \$3,934,702	= \$3,934,702	- \$3,934,702	= \$0
Fleet Maintenance	\$0	+ \$1,463,585	= \$1,463,585	- \$1,463,585	= \$0
Gen. Capital Outlay Replacement	\$486,481	+ \$570,000	= \$1,056,481	- \$638,900	= \$417,581
Sales & Use Tax	\$0	+ \$48,434,143	= \$48,434,143	- \$48,434,143	= \$0
Open Space	\$0	+ \$4,305,828	= \$4,305,828	- \$4,305,828	= \$0
Conservation Trust	\$0	+ \$625,000	= \$625,000	- \$625,000	= \$0
General Capital Improvement	\$0	+ \$8,382,016	= \$8,382,016	- \$8,382,016	= \$0
Debt Service	\$74,171	+ \$7,529,493	= \$7,603,664	- \$7,603,664	= \$0
Total Other Funds	\$16,970,419	+ \$75,605,011	= \$92,575,430	- \$75,387,838	= \$17,187,592
Total Operating Funds	\$2,876,732	+ \$110,159,605	= \$113,036,337	- \$111,036,337	= \$2,000,000
Total Other Funds	\$16,970,419	+ \$75,605,011	= \$92,575,430	- \$75,387,838	= \$17,187,592
(Less Transfers)	\$0	+ (\$57,256,337)	= (\$57,256,337)	- (\$57,256,337)	= \$0
GRAND TOTAL 2004	\$19,847,151	+ \$128,508,279	= \$148,355,430	- \$129,167,838	= \$19,187,592
Grand Total 2003	\$16,875,981	+ \$125,405,695	= \$142,281,676	- \$125,268,831	= \$17,012,845
Grand Total 2002	\$16,597,737	+ \$126,428,424	= \$143,026,161	- \$128,043,075	= \$14,983,086
Grand Total 2001	\$14,588,709	+ \$127,602,542	= \$142,191,251	- \$128,683,267	= \$13,507,984
Grand Total 2000	\$16,359,860	+ \$112,852,104	= \$129,211,964	- \$117,093,964	= \$12,118,000
Grand Total 1999	\$13,482,939	+ \$103,595,885	= \$117,078,824	- \$106,840,145	= \$10,238,679
Grand Total 1998	\$16,896,734	+ \$96,989,448	= \$113,886,182	- \$104,762,673	= \$9,123,509
Grand Total 1997	\$11,468,370	+ \$89,488,125	= \$100,956,495	- \$95,693,978	= \$5,262,517
Grand Total 1996	\$7,511,441	+ \$87,048,278	= \$94,559,719	- \$89,868,221	= \$4,691,498
Grand Total 1995	\$16,182,677	+ \$78,340,028	= \$94,023,920	- \$90,023,920	= \$4,498,785
Grand Total 1994	\$8,060,725	+ \$64,186,424	= \$72,247,149	- \$68,564,829	= \$3,682,320
Percent Change 2003-2004	15.0%	2.4%	4.1%	3.0%	11.3%

GENERAL FUND REVENUES

Source	2003 Budget	2003 Estimated	2004 Budget	2004 Revised
Property Tax				
Property Tax Adams	\$1,750,000	\$1,950,000	\$1,840,000	\$2,028,200
Property Tax Jeffco	\$1,450,000	\$1,700,000	\$1,522,500	\$1,790,109
Total	\$3,200,000	\$3,650,000	\$3,362,500	\$3,818,309
Business Tax				
Public Service Co	\$1,950,000	\$1,950,000	\$2,000,000	\$2,050,000
Qwest/US West Comm	\$200,000	\$175,000	\$200,000	\$185,000
New Franchise Fees	\$10,000	\$5,000	\$10,000	\$5,000
AT&T Cable	\$525,000	\$550,000	\$550,000	\$550,000
Total	\$2,685,000	\$2,680,000	\$2,760,000	\$2,790,000
Admissions Tax				
Movie Theaters	\$200,000	\$350,000	\$225,000	\$325,000
Bowling Alleys	\$35,000	\$35,000	\$50,000	\$40,000
Butterfly Pavillion	\$25,000	\$25,000	\$70,000	\$30,000
Cover Charges	\$3,000	\$3,500	\$3,000	\$4,000
Total	\$263,000	\$413,500	\$348,000	\$399,000
License Revenue				
Contractors	\$50,000	\$70,000	\$60,000	\$70,000
Beer & Liquor	\$50,000	\$60,000	\$50,000	\$65,000
Other Licenses	\$50,000	\$40,000	\$65,000	\$40,000
Total	\$150,000	\$170,000	\$175,000	\$175,000
Building Permit Revenue				
Adams County Commercial	\$300,000	\$300,000	\$400,000	\$300,000
Jefferson County Commercial	\$300,000	\$250,000	\$425,000	\$300,000
Adams County Residential	\$600,000	\$900,000	\$625,000	\$725,000
Jefferson County Residential	\$275,000	\$250,000	\$250,000	\$225,000
Total	\$1,475,000	\$1,700,000	\$1,700,000	\$1,550,000
Intergovernmental Revenue				
Cigarette Tax	\$320,000	\$320,000	\$375,000	\$340,000
Vehicle/Highway Taxes:				
HUTF	\$2,900,000	\$2,900,000	\$3,000,000	\$3,000,000
Ownership Adams	\$220,000	\$250,000	\$260,000	\$260,000
Ownership Jeffco	\$175,000	\$200,000	\$200,000	\$200,000
Vehicle Reg Adams	\$190,000	\$175,000	\$200,000	\$180,000
Vehicle Reg Jeffco	\$150,000	\$140,000	\$150,000	\$150,000



Source	2003 Budget	2003 Estimated	2004 Budget	2004 Revised
Road/Bridge Adams	\$290,000	\$290,000	\$300,000	\$300,000
Road/Bridge Jeffco	\$570,000	\$590,000	\$585,000	\$585,000
<i>Subtotal</i>	<i>\$4,495,000</i>	<i>\$4,545,000</i>	<i>\$4,695,000</i>	<i>\$4,675,000</i>
State/Fed Grants:				
CDOH Signal Reimb	\$24,000	\$24,000	\$24,000	\$24,000
<i>Subtotal Grants</i>	<i>\$24,000</i>	<i>\$24,000</i>	<i>\$24,000</i>	<i>\$24,000</i>
Total	\$4,839,000	\$4,889,000	\$5,094,000	\$5,039,000
Recreation Charges				
Swim Fitness Center	\$365,000	\$365,000	\$375,000	\$375,000
Ice Center Joint Venture	\$1,035,000	\$1,035,000	\$1,035,000	\$1,100,000
Countryside Pool	\$40,000	\$50,000	\$40,000	\$50,000
Kings Mill Pool	\$4,000	\$7,000	\$4,000	\$6,500
Standley Lake	\$390,000	\$375,000	\$390,000	\$375,000
General Recreation	\$750,000	\$825,000	\$775,000	\$850,000
Westminster Sports Center	\$60,000	\$60,000	\$60,000	\$60,000
City Park Rec Center	\$950,000	\$950,000	\$975,000	\$975,000
City Park Fitness Center	\$700,000	\$725,000	\$720,000	\$750,000
West View Recreation Center	\$300,000	\$340,000	\$320,000	\$350,000
General Fitness	\$10,000	\$10,000	\$10,000	\$10,000
Park Rentals	\$18,000	\$18,000	\$18,000	\$18,000
Senior Center	\$200,000	\$210,000	\$220,000	\$220,000
Total	\$4,822,000	\$4,970,000	\$4,942,000	\$5,139,500
Fines & Forfeitures				
Court Fines	\$1,800,000	\$1,700,000	\$1,800,000	\$1,750,000
Library Fines	\$100,000	\$150,000	\$125,000	\$125,000
Total	\$1,900,000	\$1,850,000	\$1,925,000	\$1,875,000
Interest Income	\$450,000	\$375,000	\$520,000	\$400,000
Total Reimbursement	\$50,000	\$50,000	\$50,000	\$50,000
General Miscellaneous				
EMS Billings	\$1,575,000	\$1,575,000	\$1,600,000	\$1,600,000
Concrete Program	\$145,000	\$145,000	\$145,000	\$145,000
Promenade CAM Billings	\$511,000	\$425,000	\$523,000	\$500,000
Housing Authority Billings	\$67,000	\$70,000	\$67,000	\$70,000
Conf Ctr Lease Payments	\$400,000	\$400,000	\$600,000	\$600,000

Source	2003 Budget	2003 Estimated	2004 Budget	2004 Revised
Lakeview Pavillion Lease	\$175,000	\$175,000	\$175,000	\$175,000
Recording & Filing	\$40,000	\$60,000	\$40,000	\$75,000
Sale of Assets	\$31,496	\$100,000	\$30,000	\$40,000
Weed Cutting Fee	\$0	\$0	\$12,500	\$12,500
Miscellaneous	\$176,748	\$300,000	\$153,308	\$154,866
Off Duty Police Reimbursements	\$375,000	\$375,000	\$385,000	\$385,000
Westminster Faire	\$20,000	\$14,000	\$20,000	\$20,000
Elevator Inpsection Fees	\$11,000	\$11,000	\$11,000	\$11,000
PD Training Reimb	\$10,000	\$10,000	\$10,000	\$11,000
Total	\$3,537,244	\$3,660,000	\$3,771,808	\$3,799,366
Contributions	\$5,000	\$5,000	\$5,000	\$5,000
Refunds	-\$65,000	-\$65,000	-\$75,000	-\$75,000
Transfer Payments				
From GIDs	\$15,000	\$15,000	\$15,000	\$25,000
From Sales & Use	\$44,250,000	\$40,489,972	\$47,235,009	\$43,159,143
From Utility Fund	\$0	\$0	\$0	\$2,300,012
Total	\$44,265,000	\$40,504,972	\$47,250,009	\$45,484,155
Total General Fund	\$67,576,244	\$64,852,472	\$71,828,317	\$70,449,330
Carryover	\$0	\$2,000,000	\$0	\$2,876,732
Total Funds Available	\$67,576,244	\$66,852,472	\$71,828,317	\$73,326,062

**GENERAL FUND EXPENDITURES**

Activity	2003 Budget	2003 Estimated	2004 Budget	2004 Revised
City Council	\$134,331	\$133,798	\$137,018	\$188,260
City Attorney's Office	\$681,427	\$660,988	\$713,972	\$867,089
City Manager's Office	\$737,372	\$684,813	\$756,963	\$1,035,082
Central Charges	\$16,534,910	\$14,016,056	\$16,975,583	\$16,238,839
General Services				
Administration	\$164,437	\$121,801	\$143,546	\$180,671
Human Resources	\$732,322	\$727,072	\$750,897	\$864,115
City Clerk's Office	\$278,918	\$278,918	\$292,661	\$386,949
Organizational Support Services	\$988,585	\$970,419	\$1,033,565	\$1,238,621
Municipal Court	\$1,153,904	\$1,112,504	\$1,189,673	\$1,178,370
Building Operations & Maint.	\$581,113	\$581,113	\$590,427	\$728,765
<i>Subtotal</i>	\$3,899,279	\$3,791,827	\$4,000,769	\$4,577,491
Finance				
Administration	\$152,765	\$116,904	\$159,898	\$208,613
Accounting	\$538,605	\$471,708	\$488,010	\$660,738
Treasury/Utility Billing	\$167,407	\$160,628	\$177,019	\$233,606
Sales Tax	\$387,389	\$383,484	\$392,688	\$389,162
<i>Subtotal</i>	\$1,246,166	\$1,132,724	\$1,217,615	\$1,492,119
Police				
Administration	\$407,267	\$365,585	\$377,560	\$413,578
Community Services	\$3,769,940	\$3,579,798	\$3,994,653	\$3,842,859
Investigation Services	\$2,535,272	\$2,632,503	\$2,593,899	\$2,728,268
Patrol Services	\$8,459,828	\$8,181,512	\$8,658,778	\$8,350,639
<i>Subtotal</i>	\$15,172,307	\$14,759,398	\$15,624,890	\$15,335,344
Fire				
Emergency Services	\$7,434,503	\$7,360,417	\$7,654,675	\$7,768,951
<i>Subtotal</i>	\$7,434,503	\$7,360,417	\$7,654,675	\$7,768,951
Subtotal Public Safety	\$22,606,810	\$22,119,815	\$23,279,565	\$23,104,295
Community Development				
Administration	\$361,708	\$321,424	\$370,889	\$468,523
Economic Development	\$273,829	\$260,026	\$294,321	\$370,713
Planning	\$772,767	\$660,948	\$681,411	\$885,551

Activity	2003 Budget	2003 Estimated	2004 Budget	2004 Revised
Building	\$961,363	\$939,210	\$1,023,875	\$1,069,083
Engineering	\$1,137,211	\$1,130,192	\$1,230,464	\$1,441,303
<i>Subtotal</i>	\$3,506,878	\$3,311,800	\$3,600,960	\$4,235,173
Public Works & Utilities				
Infrastructure Improvements	\$2,998,029	\$2,979,946	\$3,006,381	\$3,029,310
Street Maintenance	\$3,575,548	\$3,587,352	\$3,691,360	\$3,879,727
<i>Subtotal</i>	\$6,573,577	\$6,567,298	\$6,697,741	\$6,909,037
Parks, Recreation and Libraries				
Administration	\$703,861	\$672,924	\$696,577	\$697,691
Park Services	\$3,427,169	\$3,283,607	\$3,368,112	\$3,259,279
Library Services	\$2,345,973	\$2,260,913	\$2,394,543	\$2,430,152
Standley Lake	\$381,422	\$361,422	\$426,567	\$429,967
Design Development	\$389,024	\$380,274	\$426,181	\$426,418
Recreation Facilities	\$3,452,092	\$3,426,242	\$3,684,671	\$3,678,542
Recreation Programs	\$1,635,052	\$1,708,953	\$1,669,867	\$1,675,015
<i>Subtotal</i>	\$12,334,593	\$12,094,335	\$12,666,518	\$12,597,064
Subtotal Operating	\$68,255,343	\$64,513,454	\$70,046,704	\$71,244,449
Transfer Payments				
To Capital Replacement (GCORF)	\$345,644	\$0	\$0	\$0
To Property/Liability Self Insured	\$436,343	\$436,343	\$439,287	\$589,287
To Workers Compensation	\$402,018	\$402,018	\$342,326	\$492,326
To Capital Projects	\$233,000	\$233,000	\$0	\$0
<i>Total</i>	\$1,417,005	\$1,071,361	\$781,613	\$1,081,613
<i>Subtotal General Fund, including Transfers</i>	\$69,672,348	\$65,584,815	\$70,828,317	\$72,326,062
Contingency	\$1,180,000	\$1,180,000	\$1,000,000	\$1,000,000
TOTAL GENERAL FUND EXP	\$70,852,348	\$66,764,815	\$71,828,317	\$73,326,062
Less: CIP Transfers	\$233,000	\$233,000	\$0	\$0
TOTAL OPERATING EXP	\$70,619,348	\$66,531,815	\$71,828,317	\$73,326,062

*2003 Estimated figures include budget reduction funds that have been set aside in capital outlay "budget hold" accounts (76800) as part of the City's budget reduction process. These funds have been set aside and cannot be expended; each General Fund Department's Administration Division 2003 Estimated total includes these funds.

**UTILITY ENTERPRISE FUND REVENUES**

Source	2003 Budget	2003 Estimated	2004 Budget	2004 Revised
WATER REVENUES				
Contractor's License	\$70,000	\$70,000	\$70,000	\$70,000
Interest Income	\$700,000	\$700,000	\$900,000	\$900,000
Reimbursements	\$25,000	\$25,000	\$25,000	\$100,000
Miscellaneous Income	\$150,000	\$150,000	\$300,000	\$300,000
Water Sales				
Residential	\$8,986,672	\$8,028,702	\$9,480,939	\$9,480,939
Commercial	\$8,141,764	\$7,604,490	\$8,589,561	\$8,589,561
Wholesale	\$1,132,750	\$930,381	\$1,195,051	\$1,195,051
Water Reclamation	\$362,250	\$362,250	\$400,000	\$400,000
Meter Service Fee	\$1,575,000	\$1,825,000	\$1,630,125	\$1,630,125
Total	\$20,198,436	\$18,750,823	\$21,295,676	\$21,295,676
Water Tap Fees				
Residential	\$2,833,500	\$4,750,000	\$3,500,000	\$3,500,000
Commercial	\$600,000	\$650,000	\$775,000	\$775,000
Total	\$3,433,500	\$5,400,000	\$4,275,000	\$4,275,000
Total Water Revenue	\$24,576,936	\$25,095,823	\$26,865,676	\$26,940,676
WASTEWATER REVENUES				
Interest Income	\$550,000	\$475,000	\$690,000	\$690,000
Miscellaneous	\$4,498	\$15,000	\$4,139	\$10,000
Wastewater Sales				
Residential	\$4,869,200	\$4,835,209	\$5,015,276	\$5,134,294
Commercial	\$3,816,610	\$4,160,491	\$3,931,109	\$4,285,305
Total	\$8,685,810	\$8,995,700	\$8,946,385	\$9,419,599
Wastewater Tap Fees				
Residential	\$900,000	\$1,100,000	\$1,400,000	\$1,400,000
Commercial	\$300,000	\$300,000	\$375,000	\$375,000
Total	\$1,200,000	\$1,400,000	\$1,775,000	\$1,775,000
Total Wastewater Revenue	\$10,440,308	\$10,885,700	\$11,415,524	\$11,894,599



Source	2003 Budget	2003 Estimated	2004 Budget	2004 Revised
Total W/WW Operating Revenue	\$30,383,744	\$29,181,523	\$32,231,200	\$32,785,275
Total Tap Fee Income	\$4,633,500	\$6,800,000	\$6,050,000	\$6,050,000
Total Water/Wastewater Funds	\$35,017,244	\$35,981,523	\$38,281,200	\$38,835,275
Carryover Water	\$0	\$0	\$0	\$0
Carryover Wastewater	\$1,947,500	\$1,947,500	\$0	\$0
Carryover Total	\$1,947,500	\$1,947,500	\$0	\$0
Tap Fee & Carryover Revenue	\$6,581,000	\$8,747,500	\$6,050,000	\$6,050,000
<i>STORMWATER DRAINAGE REVENUES</i>				
Stormwater Fee	\$850,000	\$850,000	\$875,000	\$875,000
Total	\$850,000	\$850,000	\$875,000	\$875,000
Total Stormwater Revenue	\$850,000	\$850,000	\$875,000	\$875,000
TOTAL Utility Enterprise Fds Available	\$37,814,744	\$38,779,023	\$39,156,200	\$39,710,275

**UTILITY ENTERPRISE FUND EXPENDITURES**

Activity	2003 Budget	2003 Estimated	2004 Budget	2004 Revised
<u>WATER</u>				
<i>Water Portion of General Fund Expenses</i>				
City Council	\$33,815	\$33,815	\$34,771	\$0
City Attorney's Office	\$104,926	\$104,926	\$106,981	\$0
City Manager's Office	\$176,941	\$176,941	\$183,064	\$0
Property Liability	\$189,084	\$189,084	\$190,359	\$0
Workers Compensation	\$68,917	\$68,917	\$58,684	\$0
General Services				
Administration	\$27,028	\$27,028	\$28,597	\$0
Human Resources	\$44,081	\$44,081	\$44,883	\$0
City Clerk's Office	\$61,523	\$61,523	\$62,026	\$0
Organizational Support Services	\$116,430	\$116,430	\$116,918	\$0
Building Operations & Maint.	\$101,387	\$101,387	\$103,252	\$0
<i>Subtotal</i>	\$350,449	\$350,449	\$355,676	\$0
Finance				
Administration	\$32,876	\$32,876	\$34,927	\$0
Accounting	\$105,290	\$105,290	\$106,514	\$0
<i>Subtotal</i>	\$138,166	\$138,166	\$141,441	\$0
Fire				
Emergency Services	\$22,066	\$22,066	\$22,285	\$0
<i>Subtotal</i>	\$22,066	\$22,066	\$22,285	\$0
Community Development				
Administration	\$70,518	\$70,518	\$72,181	\$0
Economic Development	\$45,819	\$45,819	\$48,027	\$0
Planning	\$101,315	\$101,315	\$102,751	\$0
Building	\$36,611	\$36,611	\$39,055	\$0
Engineering	\$144,760	\$144,760	\$146,136	\$0
<i>Subtotal</i>	\$399,023	\$399,023	\$408,150	\$0
Public Works & Utilities				
Infrastructure Improvements	\$14,296	\$14,296	\$10,310	\$0
Street Maintenance	\$78,000	\$78,000	\$62,541	\$0
<i>Subtotal</i>	\$92,296	\$92,296	\$72,851	\$0



Activity	2003 Budget	2003 Estimated	2004 Budget	2004 Revised
Parks, Recreation and Libraries				
Park Services	\$53,457	\$53,457	\$37,281	\$0
<i>Subtotal</i>	\$53,457	\$53,457	\$37,281	\$0
Total Water Portion of General Fund Expenses	\$1,629,140	\$1,629,140	\$1,611,543	\$0
Water Department Expenses				
Finance				
Utility Billing	\$560,571	\$560,571	\$580,931	\$545,285
<i>Subtotal</i>	\$560,571	\$560,571	\$580,931	\$545,285
Information Technology				
	\$2,056,262	\$2,047,261	\$2,165,201	\$2,193,372
<i>Subtotal</i>	\$2,056,262	\$2,047,261	\$2,165,201	\$2,193,372
Public Works and Utilities				
Administration	\$405,892	\$403,773	\$417,860	\$422,716
Water Resources & Treatment	\$7,124,870	\$6,034,458	\$7,180,914	\$7,132,606
Utilities	\$3,699,444	\$3,552,444	\$3,870,737	\$3,867,175
<i>Subtotal</i>	\$11,230,206	\$9,990,675	\$11,469,511	\$11,422,497
Central Charges				
	\$6,122,742	\$6,122,742	\$7,400,263	\$8,992,352
<i>Subtotal</i>	\$6,122,742	\$6,122,742	\$7,400,263	\$8,992,352
Total Water Department Expenses	\$19,969,781	\$18,721,249	\$21,615,906	\$23,153,506
WATER TOTAL (excluding contingency)				
	\$21,598,921	\$20,350,389	\$23,227,449	\$23,153,506
Water Contingency	\$700,000	\$700,000	\$700,000	\$700,000
WATER TOTAL EXPENSES	\$22,298,921	\$21,050,389	\$23,927,449	\$23,853,506

WASTEWATER

Wastewater Portion of General Fund Expenses

City Council	\$16,017	\$16,017	\$16,471	\$0
City Attorney's Office	\$52,396	\$52,396	\$53,424	\$0
City Manager's Office	\$83,814	\$83,814	\$86,714	\$0
Property Liability	\$101,814	\$101,814	\$102,500	\$0



Activity	2003 Budget	2003 Estimated	2004 Budget	2004 Revised
Workers Compensation	\$103,376	\$103,376	\$88,027	\$0
General Services				
Administration	\$12,803	\$12,803	\$13,546	\$0
Human Resources	\$58,773	\$58,773	\$59,845	\$0
City Clerk's Office	\$29,142	\$29,142	\$29,381	\$0
Organizational Support Services	\$82,568	\$82,568	\$82,705	\$0
Building Operations & Maint.	\$40,554	\$40,554	\$41,301	\$0
<i>Subtotal</i>	\$223,840	\$223,840	\$226,778	\$0
Finance				
Administration	\$15,572	\$15,572	\$16,545	\$0
Accounting	\$49,875	\$49,875	\$50,453	\$0
<i>Subtotal</i>	\$65,447	\$65,447	\$66,998	\$0
Fire				
Emergency Services	\$14,711	\$14,711	\$14,856	\$0
<i>Subtotal</i>	\$14,711	\$14,711	\$14,856	\$0
Community Development				
Administration	\$33,403	\$33,403	\$34,191	\$0
Economic Development	\$21,704	\$21,704	\$22,749	\$0
Planning	\$46,760	\$46,760	\$47,424	\$0
Building	\$18,306	\$18,306	\$19,527	\$0
Engineering	\$67,555	\$67,555	\$73,068	\$0
<i>Subtotal</i>	\$187,728	\$187,728	\$196,959	\$0
Public Works & Utilities				
Infrastructure Improvements	\$12,253	\$12,253	\$10,310	\$0
Street Maintenance	\$66,856	\$66,856	\$56,244	\$0
<i>Subtotal</i>	\$79,109	\$79,109	\$66,554	\$0
Parks, Recreation and Libraries				
Park Services	\$67,926	\$67,926	\$62,134	\$0
<i>Subtotal</i>	\$67,926	\$67,926	\$62,134	\$0
Total Wastewater Portion of General Fund Expenses	\$996,178	\$996,178	\$981,415	\$0
Wastewater Department Expenses				
Finance				
Utility Billing	\$17,867	\$17,867	\$18,042	\$0
<i>Subtotal</i>	\$17,867	\$17,867	\$18,042	\$0

Activity	2003 Budget	2003 Estimated	2004 Budget	2004 Revised
Public Works and Utilities				
Water Resources & Treatment	\$3,792,120	\$3,557,863	\$3,916,466	\$3,929,132
Utilities	\$2,317,953	\$2,235,953	\$2,206,622	\$2,197,025
<i>Subtotal</i>	\$6,110,073	\$5,793,816	\$6,123,088	\$6,126,157
Central Charges	\$782,505	\$782,505	\$881,206	\$1,837,468
<i>Subtotal</i>	\$782,505	\$782,505	\$881,206	\$1,837,468
Total Wastewater Department Expenses	\$6,910,445	\$6,594,188	\$7,022,336	\$7,963,625
WASTEWATER TOTAL (excluding contingency)	\$7,906,623	\$7,590,366	\$8,003,751	\$7,963,625
Wastewater Contingency	\$300,000	\$300,000	\$300,000	\$300,000
WASTEWATER TOTAL EXPENSES	\$8,206,623	\$7,890,366	\$8,303,751	\$8,263,625
<u>STORMWATER</u>				
<i>Stormwater Department Expenses</i>				
General Services				
Organizational Support Services	\$100,000	\$100,000	\$100,000	\$100,000
<i>Subtotal</i>	\$100,000	\$100,000	\$100,000	\$100,000
Community Development				
Engineering	\$38,000	\$38,000	\$39,000	\$39,000
<i>Subtotal</i>	\$38,000	\$38,000	\$39,000	\$39,000
Public Works and Utilities				
Street	\$100,000	\$100,000	\$100,000	\$100,000
<i>Subtotal</i>	\$100,000	\$100,000	\$100,000	\$100,000
Total Stormwater Department Expenses	\$238,000	\$238,000	\$239,000	\$239,000
<u>TOTAL COMBINED</u>				
Water/Wastewater Capital Imp.	\$6,581,000	\$6,581,000	\$6,050,000	\$6,718,144
Stormwater Capital Improvements	\$612,000	\$612,000	\$636,000	\$636,000
Total Capital Improvements	\$7,193,000	\$7,193,000	\$6,686,000	\$7,354,144



Activity	2003 Budget	2003 Estimated	2004 Budget	2004 Revised
UTILITY ENTERPRISE FUND TOTAL (excluding contingency)				
	\$36,936,544	\$35,371,755	\$38,156,200	\$38,710,275
Water Contingency	\$700,000	\$700,000	\$700,000	\$700,000
Wastewater Contingency	\$300,000	\$300,000	\$300,000	\$300,000
<i>Contingency Subtotal</i>	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
TOTAL UTILITY ENTERPRISE FUND EXPENDITURES	\$37,936,544	\$36,371,755	\$39,156,200	\$39,710,275

GENERAL CAPITAL IMPROVEMENT FUND REVENUE

Source	2003 Budget	2003 Estimated	2004 Budget	2004 Revised
General Capital Improvements				
CIP Interest Income	\$884,812	\$884,812	\$966,000	\$861,000
ADCO Road Tax	\$1,700,000	\$1,700,000	\$1,745,000	\$1,850,000
Cash-in Lieu Future Capital	\$0	\$0	\$0	\$0
Development Assessment Pmnts	\$300,000	\$300,000	\$384,000	\$384,000
Sale of Assets	\$0	\$0	\$0	\$0
Transfer From General Fund	\$0	\$0	\$0	\$0
Transfer From Sales & Use Tax	\$1,544,188	\$1,344,188	\$1,500,000	\$975,000
Carryover	\$0	\$0	\$0	\$0
Subtotal General Capital Imp	\$4,429,000	\$4,229,000	\$4,595,000	\$4,070,000
Park Capital Improvements				
Park Development Fees	\$627,564	\$627,564	\$424,724	\$424,724
Accommodations Tax	\$950,000	\$950,000	\$1,000,000	\$1,000,000
Federal ISTEAs Funds	\$0	\$0	\$0	\$0
Cash-in Lieu Parks	\$0	\$0	\$0	\$0
Transfer From Open Space Fund	\$1,091,436	\$939,049	\$1,181,276	\$1,002,292
Transfer From Conservation Trust Fd	\$625,000	\$625,000	\$625,000	\$625,000
Business Contribution	\$0	\$0	\$0	\$0
Adco Open Space - Grants	\$0	\$0	\$0	\$0
Jeffco Open Space - Grants	\$0	\$0	\$0	\$0
Adco Open Space - City Share	\$200,000	\$200,000	\$210,000	\$210,000
Jeffco Open Space - City Share	\$1,000,000	\$1,000,000	\$1,000,000	\$1,050,000
Carryover	\$0	\$0	\$0	\$0
Subtotal Park Development	\$4,494,000	\$4,341,613	\$4,441,000	\$4,312,016
TOTAL GCIF REVENUES	\$8,923,000	\$8,570,613	\$9,036,000	\$8,382,016

**SALES & USE TAX FUND REVENUE**

Source	2003 Budget	2003 Estimated	2004 Budget	2004 Revised
Sales Tax				
Returns	\$41,309,188	\$37,749,160	\$42,755,010	\$38,504,143
Audit	\$500,000	\$550,000	\$500,000	\$550,000
Refunds	-\$60,000	-\$60,000	-\$65,000	-\$65,000
Audit Returns	<u>-\$5,000</u>	<u>-\$5,000</u>	<u>-\$5,000</u>	<u>-\$5,000</u>
Total	\$41,744,188	\$38,234,160	\$43,185,010	\$38,984,143
Use Tax				
Returns	\$2,000,000	\$1,700,000	\$2,100,000	\$2,000,000
Building	\$1,900,000	\$2,200,000	\$2,000,000	\$2,100,000
Auto	\$5,400,000	\$5,100,000	\$5,600,000	\$5,200,000
Audit	\$450,000	\$500,000	\$500,000	\$500,000
Refunds	-\$100,000	-\$100,000	-\$100,000	-\$100,000
Collection Fees	<u>-\$300,000</u>	<u>-\$300,000</u>	<u>-\$300,000</u>	<u>-\$300,000</u>
Total	\$9,350,000	\$9,100,000	\$9,800,000	\$9,400,000
Total Sales & Use	\$51,094,188	\$47,334,160	\$52,985,010	\$48,384,143
Interest Income	<u>\$50,000</u>	<u>\$50,000</u>	<u>\$50,000</u>	<u>\$50,000</u>
Total	\$51,144,188	\$47,384,160	\$53,035,010	\$48,434,143
Carryover	\$0	\$0	\$0	\$0
Total Funds Available	\$51,144,188	\$47,384,160	\$53,035,010	\$48,434,143

OPEN SPACE SALES & USE TAX FUND REVENUE

Source	2003 Budget	2003 Estimated	2004 Budget	2004 Revised
Sales Tax				
Returns	\$3,715,625	\$3,385,000	\$3,845,672	\$3,473,828
Audit	\$25,000	\$25,000	\$25,000	\$25,000
Refunds	-\$4,000	-\$4,000	-\$4,000	-\$4,000
Total	\$3,736,625	\$3,406,000	\$3,866,672	\$3,494,828
Use Tax				
Returns	\$172,500	\$165,000	\$181,125	\$170,000
Building	\$130,000	\$175,000	\$150,000	\$175,000
Auto	\$431,650	\$420,000	\$450,000	\$450,000
Audit	\$20,000	\$20,000	\$20,000	\$20,000
Refunds	-\$6,000	-\$6,000	-\$6,000	-\$6,000
Collection Fees	-\$23,000	-\$23,000	-\$23,000	-\$23,000
Total	\$725,150	\$751,000	\$772,125	\$786,000
Total Sales & Use	\$4,461,775	\$4,157,000	\$4,638,797	\$4,280,828
Interest Income	\$25,000	\$25,000	\$25,000	\$25,000
Total	\$4,486,775	\$4,182,000	\$4,663,797	\$4,305,828
Carryover	\$0	\$0	\$0	\$0
Total Funds Available	\$4,486,775	\$4,182,000	\$4,663,797	\$4,305,828

**MISCELLANEOUS FUNDS EXPENDITURES**

Fund	2003 Adopted	2003 Estimated	2004 Adopted	2004 Revised
Sales & Use Tax	\$51,144,188	\$47,384,160	\$53,035,009	\$48,434,143
Open Space Sales & Use Tax	\$4,486,775	\$4,182,000	\$4,663,797	\$4,305,828
General Reserve	\$7,290,745	\$7,427,737	\$7,400,100	\$7,613,430
Utility Reserve	\$6,860,385	\$8,982,030	\$6,963,291	\$9,156,581
Conservation Trust	\$625,000	\$625,000	\$625,000	\$625,000
General Capital Outlay Replacement	\$676,950	\$676,950	\$638,900	\$638,900
Debt Service	\$8,238,219	\$8,238,219	\$7,603,664	\$7,603,664
Golf Course Enterprise	\$3,721,675	\$3,707,775	\$3,934,702	\$3,934,702
Fleet Maintenance	\$1,176,138	\$1,209,438	\$1,161,081	\$1,463,585
Property & Liability/Workers Comp	\$838,361	\$838,361	\$781,613	\$1,518,769
TOTAL EXPENDITURES	\$85,058,436	\$83,271,670	\$86,807,157	\$85,294,602



WESTMINSTER

**ADOPTED 2004 CAPITAL IMPROVEMENT PROGRAM****General Fund Capital Improvement Projects**General Capital Improvements:

New Traffic Signals	\$100,000
New Development Participation	\$150,000
Neighborhood Traffic Mitigation	\$200,000
Sidewalk Connections	\$50,000
New Street Light Program	\$25,000
Community Development Project Manager	\$76,000
Huron St Improvements: 129 th to 144 th Aves (\$1.7 million cash, \$10 million financed)	\$11,700,000
Geographic Information System (GIS) Upgrades	\$65,000
Wolff Street: 114 th to 116 th Avenues	\$190,000
99 th Avenue: Wadsworth Boulevard to Burlington Northern/Santa Fe Railroad (Original Budget \$275,000, frozen due to revenue shortfalls)	\$0
Lowell Boulevard Corridor Enhancement	\$100,000
South Lowell Gateway Redevelopment	\$100,000
Arterial Roadway Profiling, Rehabilitation, and Drainage Improvements	\$400,000
Savory Farm Water Tower Restoration	\$25,000
80 th Avenue and Federal Boulevard Intersection Improvements	\$35,000
Fire Station Major Maintenance	\$50,000
City Facilities Parking Lot Maintenance Program	\$200,000
City Hall Major Maintenance	\$50,000
CEP Master Plan Implementation	\$50,000
Building Operations Major Maintenance	\$200,000
800 MHz Radio System Upgrade/Microwave System	\$120,000
CMO Project Management	\$59,000
Facelift Program	\$50,000
Microsoft Software Licensing (General Fund portion) (Original Budget \$250,000, frozen due to revenue shortfalls)	\$0
Replacement of Voicemail System (General Fund portion)	<u>\$75,000</u>
2004 General Capital Improvements Total	\$14,070,000

Park Improvements:

Community Enhancement Program	\$1,000,000
Median Rehabilitation	\$200,000
Greenbelt and Drainage Improvements	\$50,000
Trail Development	\$100,000
Landscape Architect II/Project Manager	\$66,000
City Park Maintenance Facility	\$300,000
Westfield Village Park	\$600,000
Carroll Butts Park Master Plan & Minor Rehabilitation	\$300,000
City Park Fitness Center Expansion Design (Portion of original Budget of \$200,000, frozen due to revenue shortfalls)	\$71,016
Irving Street Park	\$250,000
Recreation Facilities Improvements	\$200,000
Park Maintenance (JCOS)	\$450,000

<u>Park Improvements Continued:</u>	
Open Space Land Acquisition	\$125,000
Park Renovation Program	<u>\$600,000</u>
2004 Park Improvements Total	\$4,312,016
2004 GENERAL FUND Total	\$18,382,016

Utility Enterprise Fund Capital Improvement Projects

<u>Wastewater and Water Capital Improvements:</u>	
Big Dry Creek Wastewater Treatment Facility Expansion/Renovation (Debt-financed)	\$14,500,000
(Revised from original Adopted Budget of \$14,500,000 financed to proposed \$13,831,856 financed and \$668,144 cash)	
Sewer Line: Old Wadsworth from 98 th to 100 th Avenues	\$320,000
Little Dry Creek Inflow & Infiltration Improvements	\$300,000
Big Dry Creek Inflow & Infiltration Improvements	\$400,000
Strasburg Natural Resource Farm Property Purchase	\$170,000
Major Wastewater Management System Repairs and Replacements	\$50,000
Replacement of Utility Billing Software	\$250,000
Semper Water Treatment Facility Optimization/Renovation	\$400,000
Raw Water System Improvements	\$100,000
PW&U Project Inspection	\$150,000
Raw Water Purchases	\$500,000
Utility Projects Landscaping	\$50,000
Waterline Maintenance/Replacements/Additions	\$800,000
Additional Northwest Water Storage Tank	\$1,000,000
Northeast Water Storage Tank	\$1,000,000
Reclaimed Plant Expansion Study	\$50,000
Reclaimed Water User Connections	\$300,000
Replacement of Voicemail System (Utility Fund portion)	\$35,000
Microsoft Software Licensing (Utility Fund portion)	<u>\$175,000</u>
2004 Wastewater and Water Capital Improvements Total	\$20,550,000

<u>Stormwater Capital Improvements:</u>	
Stormwater Drainage System Improvements	\$36,000
Quail Creek Channel Improvements	\$250,000
Lowell Boulevard and 92 nd Avenue Drainage Improvements	<u>\$350,000</u>
Stormwater Capital Improvements Total	\$636,000

2004 UTILITY FUND Total **\$21,186,000**

REVISED 2004 CAPITAL IMPROVEMENT PROGRAM GRAND TOTAL **\$39,568,016**

(Original Adopted 2004 CIP Grand Total \$40,222,000)



ADOPTED 2003 AND 2004 CAPITAL PROJECT DESCRIPTIONS**General Fund Capital Improvement Projects****General Capital Improvements:****New Traffic Signals (80175030143)****Adopted 2004 = \$100,000**

This project provides funding for traffic signal installations. As traffic volumes increase on streets that intersect the City's arterial roadways, those intersections may qualify for the installation of a traffic signal. These requests are frequently made by citizens in neighborhoods with heavy traffic flow. This level of funding will provide for one full four-way traffic signal in 2004.

New Development Participation (80175030011)**Adopted 2004 = \$150,000**

This project provides funding for the City's share of certain public improvements installed by private developers. At this time, Staff is uncertain of the development projects scheduled for 2004.

Neighborhood Traffic Mitigation (80175030064)**Adopted 2004 = \$200,000**

This project provides funding for traffic mitigation measures (e.g., traffic control signs, traffic circles, medians, speed humps) that may be identified in select residential neighborhoods where there is speeding on residential and collector streets. An extensive neighborhood participation process is utilized in identifying the location and types of mitigation devices for installation.

Sidewalk Connections (80175030151)**Adopted 2004 = \$50,000**

This project is to fund "missing links" of sidewalks at various locations throughout the City in which private development (and the possibility of private funding for the sidewalks) is not anticipated in the foreseeable future.

New Street Light Program (80175030149)**Adopted 2004 = \$25,000**

This project provides funding to pay Xcel Energy for the installation of isolated street lights that may be requested by citizens on occasion. This project does not relieve developers of new subdivisions within the City of their responsibilities to pay for the installation of those street lights required for their developments.

Community Development Project Manager (80175030037)**Adopted 2004 = \$76,000**

This position was approved by City Council in June of 1994 to address the large number of capital projects being pursued in the Community Development Department. It is classified as a full-time position and is indexed with the construction activity level. The Department continues to be assigned a great number of projects and the position remains vital to assist with the management of those projects as can be seen by the number of projects adopted in the 2004 General Capital Improvement Fund.

Huron Street Improvements: 129th Avenue to 144th Avenue (80175030069)**Adopted 2004 = \$11,700,000**

This project would provide for the design and construction of widening Huron Street between 129th and 144th Avenues to full arterial street standards, 2 through lanes in each direction plus auxiliary turning lanes with a median. (2004 = \$1.7 million cash, \$10 million debt financed).

Geographic Information System (GIS) Upgrades (80175030017)**Adopted 2004 = \$65,000**

This ongoing project will allow for the enhancement of the City's GIS. Specific enhancements include a new scanner, spatial analyst software, employee training and consulting services for web development and database migration.

Wolff Street: 114th Avenue to 116th Avenues (80375030301)**Adopted 2004 = \$190,000**

In 2004, two lanes of asphalt, with no curb and gutter, will be installed to connect the Weatherstone and Westfield subdivisions and provide access to the L.I.F.E. Fellowship ball fields, which is scheduled to be constructed by Hyland Hills Recreation District in 2003. The cost of the creek vehicle crossing near 116th Avenue is also included in this project.

99th Avenue: Wadsworth Blvd to Burlington Northern/Santa Fe Railroad (80275030503) (FROZEN)**(Adopted 2004 = \$275,000****Revised 2004 = \$0)**

This project involves the realignment and movement of 99th Avenue to one side within the existing right-of-way in order to accommodate the construction of a connection in the Big Dry Creek trail system between Wadsworth Boulevard and the railroad track. Construction of this project would provide safe passage for users of the Big Dry Creek trail system through an urbanized portion of the trail. This project was frozen as part of the 2004 Budget Amendment.

Lowell Boulevard Corridor Enhancement (80475030600)**Adopted 2004 = \$100,000**

Funds for this project will be used for the partial construction of new curb and gutter and sidewalks, asphalt repaving, undergrounding of overhead utility wires, and installation of landscaping. In addition future phases of this project will fund user amenities including decorative lighting, benches, bicycle racks, and trash receptacles.

South Lowell Gateway Redevelopment (80475030601)**Adopted 2004 = \$100,000**

Given the City's participation in the Environmental Protection Agency Brownfields project and designation of a commuter rail station in the immediate vicinity of Federal and Lowell along the Burlington Northern/Santa Fe Railroad rails, the Department of Community Development will embark on the preparation of a redevelopment plan for 100-200 acres of land. The plan will include preparation of a land use plan, infrastructure needs study, rail station design, and development of financing options. The process and plan will be used to attract developers into the area.

Arterial Roadway Profiling, Rehabilitation, & Drainage Improvements (80475035602)**Adopted 2004 = \$400,000**

This is a new project adopted in 2004. It is intended to supplement arterial street maintenance in the Public Works & Utilities Department operating budget. Funding for this project will be used for improvements to the existing pavement on major arterials to extend the life of the pavement and offset the high cost of repairs. This will be an ongoing funding request, with the anticipation of completing one major arterial per year.

Savory Farm Water Tower Restoration (80275030536)**Adopted 2004 = \$25,000**

There are three phases to the renovation of the Savory Farm Water Tower located at Federal Boulevard and 107th Avenue. The first phase in this project, under construction in 2002, will firmly anchor the supporting structure to the ground. Phase two, scheduled for 2003, removed the rust and caulk the joints and painted the supporting structure, and phase three, scheduled for 2004, will sandblast the tank and repaint it to recreate the historic lettering and design.

**80th Avenue and Federal Boulevard Intersection Improvements (80475030603)****Adopted 2004 = \$35,000**

This project will fund the widening of Federal Boulevard and 80th Avenue to provide for northbound double left turn lanes, and southbound right turn lane and pedestrian facilities. This intersection is quite congested during peak traffic times and does not have adequate pedestrian facilities, creating a safety concern. This first year of funding is for the initial design work; additional funding will be requested in subsequent years.

Fire Station Major Maintenance (80175025012)**Adopted 2004 = \$50,000**

These funds will be used for both the remodeling of Fire Station 6 as well as the remodel of Fire Station 2. With the heavy 24-hour use sustained by the Fire Stations, a remodel is generally recommended every 10-12 years. In 2003, this funding was used for the remodel of Fire Station 6. In 2004, this funding will be used for the remodel of the existing Fire Station 2. With the completion of the construction of the new Fire Station 2, the existing Fire Station 2 will become vacant. This funding will be used to remodel the old Fire Station 2 to be used as a storage facility. The building will be redesigned for this use, and will have several upgrades to conserve energy, such as window replacements and HVAC upgrades.

City Facilities Parking Lot Maintenance Program (80375035015)**Adopted 2004 = \$200,000**

Funding for this on-going program will be used for the cracksealing, resurfacing, reconstruction, sealcoating and concrete replacement at 79 municipal sites, 44 of which have pavement requiring regular maintenance. Projects for 2003 and 2004 include parking areas at the Swim & Fitness Center, the Municipal Service Center and Semper Water Plant.

City Hall Major Maintenance (80175012023)**Adopted 2004 = \$50,000**

Funds for this project will be used for the first of two phases for the resealing of the exterior of City Hall. The resealing will include the large window units and re-grouting of a large amount of the masonry block work. In addition, there are also several pieces of polished granite that need to be replaced. Additional funding will be requested in subsequent years for phase two completion of this project.

Career Enrichment Park (CEP) Master Plan Implementation (80175030010)**Adopted 2004 = \$50,000**

This project provides funding for the construction of a public park and "history" plaza along Lowell Boulevard at the Adams County (ADCO) School District 50 Career Enrichment Park. This project will also involve construction of an extension of the access drive from 72nd Avenue and the reconstruction of the soccer field. This project is part of the City's joint partnership with ADCO School District 50.

Building Operations Major Maintenance (80375012312)**Adopted 2004 = \$200,000**

This on-going project is for the maintenance and repair of City facilities that are larger in scope than the projects funded in the operating budget. These funds are will be used in 2003 and 2004 for the replacement of the roof at the City's Municipal Court Facility as well as other major facility repairs.

800 MHz Radio System Upgrade/Microwave System (80475020604)**Adopted 2004 = \$120,000**

Funding for this project will replace a leased telephone line link with a dedicated radio antenna (microwave hop) between the Public Safety Center and the radio system satellite receiver site at 95th Avenue and Hooker Street. In the current Police Department Building, it is not possible to connect a dedicated line due to line-of-sight limitations. In the new Public Safety Center, there is a line-of-sight which enables the City to install a more cost-effective radio antenna.



Facelift Program (80275030507)

Adopted 2004 = \$50,000

This project provides funds in the form of matching grants to existing businesses for façade improvements in areas chosen for redevelopment. Funds have not been requested in several years because of existing funding still available; however, those funds will be depleted by 2004. With increased activity in south Westminster and new focus on the Westminster City Center area, it is anticipated that additional funding may be needed over the next few years.

CMO Project Management (80375005300)

Adopted 2004 = \$59,000

The 0.5 FTE Special Project Director position supervises and coordinates major capital construction projects within the City. This position is currently in the General Fund operating budget in the City Manager’s Office. Since this position works primarily on Capital Improvement Program (CIP) projects, charging this position’s salary to the General Capital Improvement Fund is a more accurate reflection of this position’s duties.

Microsoft Software Licensing (80475060605) (FROZEN)

(Adopted 2004 = \$250,000

Revised 2004 = \$0)

This project will be funded jointly between the General Fund and the Utility Fund (GF = \$250,000, UF = \$175,000) for a total of \$425,000. Funds for this project will be used to purchase and install upgraded Microsoft software products for all City Personal Computers (PC’s). By the first quarter of 2004, the City will be using Microsoft operating systems and software that is five years old. These upgrades are important because the existing software will no longer be supported by Microsoft after June 2003. This project was frozen as part of the 2004 Budget Amendment.

Replacement of Voicemail System (80475060606)

Adopted 2004 = \$75,000

Funding for this project will be used for the replacement of the Citywide voicemail system. The current system is fourteen years old and no longer has the technical capabilities of newer systems. In addition, repair parts for the existing system will soon no longer be available. Funds are allocated in both the General Fund (\$75,000) and the Utility Fund (\$35,000) for a total project cost of \$110,000.

2004 General Capital Improvements Total—REVISED

\$14,070,000

Park Improvements:

Community Enhancement Program (80175050132)

Adopted 2004 = \$1,000,000

This is a continuation of the Citywide enhancement program that is funded solely by earmarked Accommodations Tax Revenue for enhancement projects. This fund provides for a wide variety of projects throughout the City. Anticipated projects include: landscaping the US 36/Federal Interchange, banners at City Center and south Westminster, median maintenance, Neighborhood Enhancement Grants, contributions to the Westminster Artists Series and sculpture gardens, illuminated street signs, and phasing of decorative lighting. A community enhancement development plan will be developed in 2003.

Median Rehabilitation (80475050607)

Adopted 2004 = \$200,000

This project is to rehabilitate and maintain medians throughout the City. Medians will be evaluated including needs such as landscaping, irrigation, and visibility.

Greenbelt and Drainage Improvements (80175050134)

Adopted 2004 = \$50,000

These funds will provide for additional right-of-way improvements in greenbelt and drainage areas along with mandated Corps of Engineers wetland mitigation sites. Examples of these areas scheduled for improvement in 2003 and 2004 include Airport Creek (Sheridan Green), Countryside wetland mitigation site (108th Avenue and Countryside Drive), Walnut Creek, Big Dry Creek wetland mitigation site (City Park), the Mushroom Pond (108th Avenue and Federal Boulevard) and Quails Creek (134th Avenue and Huron).

**Trail Development (80175050135)****Adopted 2004 = \$100,000**

This project will complete trail connections, including bridges where applicable, throughout the City. Anticipated projects in 2003 and 2004 include: Mushroom Pond, Walnut Creek, Big Dry Creek, Farmer's High-line Canal, and Airport Creek.

Landscape Architect II/ Project Manager (80175050037)**Adopted 2004 = \$66,000**

This position/project concentrates on trail development, grant acquisition, grant administration and park development. This position reports to the Park Service Manager.

City Park Maintenance Facility (80175050092)**Adopted 2004 = \$300,000**

Funding for this project will go towards the construction of a maintenance and office facility at City Park to relocate Park Services Staff from the overcrowded Municipal Service Center. This move will allow for the expansion of other departments into the space Park Services is currently occupying. This project will be constructed in phases, and Staff anticipates completing design study and initiating construction in late 2003.

Westfield Village Park (80375050302)**Adopted 2004 = \$600,000**

This park, located at 113th Avenue and Wolff Street, will serve as a community park, but will also have a buffer park for the residences of Green Acres subdivision. This is adjacent to the existing L.I.F.E. Fellowship Church ballfields and would allow access to the open space trail system. This park is anticipated to include such items as trails, a playground, a multi-purpose shelter and soccer fields.

Carroll Butts Park Master Plan & Minor Rehabilitation (80175050032)**Adopted 2004 = \$300,000**

This project includes the master plan of the 33-acre park, its buildings and its features such as the ballfields, pond, trails, playground, shelter and drainage. This project would be jointly conducted with Hyland Hills Recreation District, which co-owns the park with the City of Westminster.

City Park Fitness Center Expansion Design (80475050608)**(Adopted 2004 = \$200,000****Revised 2004 = \$71,106)**

Funding for this project will be used to construct an expansion of the City Park Fitness Center facility to increase the studio space, construct an indoor track, and expand the weight room area. At this time, multiple fitness activities are sharing the same studio space, requiring continuous shuffling of fitness equipment. The funding adopted in 2004 will provide for initial design work. Additional funds will be requested in subsequent years. This project's initial funding was reduced as part of the 2004 Budget Amendment.

Irving Street Park (80175050180)**Adopted 2004 = \$250,000**

A new library and park is currently being designed at 74th and Irving Street. The Irving Street Park will be approximately 3.5 acres when complete and is anticipated to include a plaza, parking areas, play areas, shelter and stage area, and informal fields.

Recreation Facilities Improvements (80175050027)**Adopted 2004 = \$200,000**

Funds will be used at various recreation facilities for improvements that will enhance customer service, such as pool attractions, a complete video security system, an improved video I.D. system, gym equipment, and weightroom equipment.

Park Maintenance (JCOS) (80275050512)**Adopted 2004 = \$450,000**

Jefferson County attributable share funds will be used to fund crewleader and parkworker positions in the Park Services Division for park construction maintenance and repair. These positions will be working in parks and open space on the Jefferson County side of the City.

Open Space Land Acquisition (80375030304) Adopted 2004 = \$125,000

The funds will be utilized for the acquisition of additional open space lands in Westminster. These funds are a portion of the open space sales tax revenue received from Adams County from the 2001 voter-approved tax. The Open Space Advisory Board prepares and utilizes a list of priority lands to acquire for open space throughout the City. The list of priority lands to be purchased will be utilized when expending these funds. Due to the negotiated prices for land acquisitions, no specific lands are identified for 2003 or 2004.

Park Renovation Program (80375050305) Adopted 2004 = \$600,000

This program seeks to combine the existing Parks Major Maintenance Program and the Park Improvement Program into one consolidated source of funds. Funds in this program will serve the purposes of the two previous programs to fund improvement projects that are needed to update the safety and quality of Westminster parks. Improvements anticipated at this time include renovation and repair to Ranch, Torri Square, Trailside, and Squires Parks.

Adopted 2004 Park Improvements Total \$4,312,016

Adopted 2004 GRAND TOTAL General Capital Improvement Fund \$18,382,016

Utility Fund Capital Improvement Projects

Wastewater and Water Capital Improvements:

**Big Dry Creek Wastewater Treatment Facility Expansion/Renovation (80121035044) Adopted 2004 = \$14,500,000 financed
Revised 2004 = \$13,831,856 financed, \$668,144 cash)**

This project will expand and renovate the Big Dry Creek Wastewater Treatment Facility to increase the plant capacity from 7.5 to 10 million gallons per day (mgd). Several treatment processes will also be modified to improve biological and nutrient removal efficiency. In addition, ultraviolet light disinfection will be added to replace the gas chlorine disinfection system to eliminate the risk of chlorine gas release (the project will be debt-financed). Adopted 2004 Budget project costs were \$14,500,000. This project's budget was revised as Staff is now able to cash fund a greater portion of the project due to \$114,069 in Utility Fund operating savings and \$554,075 in additional Utility Fund revenues (\$668,144 in cash).

Sewer Line - Old Wadsworth from 98th to 100th Avenues (80421035609) Adopted 2004 = \$320,000

Funds for this project will be used to replace the sanitary sewer line on Old Wadsworth from 98th to 100th Avenues. The existing sewer line is suspected of being under capacity and possibly contributing excess inflow and infiltration into the Big Dry Creek Interceptor sewer. The existing sewer line will be inspected, metered, and its capacity evaluated before a replacement sewer is designed.

Little Dry Creek Inflow & Infiltration Improvements (80121035041) Adopted 2004 = \$300,000

The Wastewater Master Plan indicates that the Little Dry Creek Interceptor is currently at capacity in several areas. This project will provide for improvements to the Little Dry Creek sewer line and to reduce inflow and infiltration into the Little Dry Creek sewer basin.

Big Dry Creek Inflow & Infiltration Improvements (80321035306) Adopted 2004 = \$400,000

Funds for this project will be used to reduce the infiltrations and inflow into the Big Dry Creek sewer basin. This will reduce the number of customer sewer backups in the event of a severe rain. This project will require a mix of sewer replacement, sewer rehabilitation and source reduction.



Strasburg Natural Resource Farm Property Purchase (80221035516) **Adopted 2004 = \$170,000**
Funding for this project is going towards the purchase of an additional parcel of land adjacent to the Strasburg Natural Resource Farm (SNRF). This 320-acre parcel is being added to the 2,600 acres held by the City for the application of biosolids. The land being offered is surrounded on three sides by the SNRF. City Council agreed to this purchase in July of 2002; payments are expected on an annual basis until the final payment in 2006.

Major Wastewater Management System Repairs & Replacements (80221035519) **Adopted 2004 = \$50,000**

This funding will go towards several smaller projects designed to improve the City's wastewater management system. Projects include replacing 6-inch sewer lines where flow or condition requires, or where high value pavements will be constructed over the sewer. These 6-inch lines cannot be effectively lined or otherwise rehabilitated and therefore must be replaced. In addition, these funds will be used for additions, extensions, or oversizing of developer projects to allow the City to achieve improvements to the overall infrastructure system.

Replacement of Utility Billing Software (80420015610) **Adopted 2004 = \$250,000**
The current system was developed in-house and is operating beyond its capabilities. The City has received auditor management letter comments for three years with concerns over the existing system. Utility rates have become more complex than when the system was originally developed with the tiered rate structure, storm drainage, variable meter service charges, etc., that put additional stress on the system and staff resources. This project will allow for the selection and implementation of a new Utility Billing software system.

Semper Water Treatment Facility Optimization/Renovation (80120035079) **Adopted 2004 = \$400,000**

This project will enable the Semper Water Treatment Facility to be renovated, existing treatment processes to be upgraded and additional treatment capacity gained by optimizing the overall plant performance. The project will consist of renovating filters and sedimentation basins and modifying treatment processes as recommended by the Environmental Protection Agency and American Water Works Association to optimize water treatment. This will be a multi-year project that will require additional funding in future years.

Raw Water System Improvements (80120035159) **Adopted 2004 = \$100,000**
The Farmers Highline Canal, Croke Canal, and Church Ditch are earthen structures and have areas that require cleaning and/or lining. Canals intercept a significant amount of storm drainage in the form of non-point source runoff. Funding for this project would enable Westminster to share the cost with the Cities of Northglenn and Thornton for bypass structures at storm water inflow points, which would greatly improve the water quality of the canals and Standley Lake.

Public Works & Utilities Project Inspection (80120035117) **Adopted 2004 = \$150,000**
The City currently contracts with the engineering firm designing a particular project for inspecting that same project during construction. The engineering consulting firm assists in the preparation of RFP's (request for proposals), selecting consultants, managing consultants, contract interpretation, recommendations for change orders, monitors the budget, and schedules and addresses various capital project management issues. It is anticipated that with this amount of funding, the City can contract with a single firm to do a variety of project inspections and therefore save significant costs paid to various engineering firms.

Raw Water Purchases (80120035039)**Adopted 2004 = \$500,000**

Water acquisition is critical for the City to provide adequate water supplies for new development and continued economic growth. These funds will allow the City to maintain a buffer of water supply, as water demand is increasing with the City approaching build-out. The City must continue to actively pursue irrigation company water shares to accommodate growth projections and to protect its interest in Standley Lake. The City will pursue the purchase of Farmer's Reservoir and Irrigation Company (FRICO), Church and Farmers' High Line Canal and Reservoir Company stock for direct supply purposes and other Clear Creek or South Platte ditch rights for augmentation and exchange purposes.

Utility Projects Landscaping (80120035177)**Adopted 2004 = \$50,000**

These funds will provide for the re-vegetation and landscaping improvements needed at various utility sites. Several sites have seen recent construction and follow-up re-vegetation is needed. At other sites, landscaping improvements are needed to enhance the project site to meet current development landscaping standards within the City.

Waterline Maintenance/Replacements/Additions (80120035108)**Adopted 2004 = \$800,000**

The Water Master Plan recognizes deficiencies in the water distribution system that requires attention to keep the overall system operating as efficiently as possible. These funds are for the reconstruction and maintenance of various large waterlines (15" and larger) throughout the water distribution system using outside contractors.

Additional Northwest Water Storage Tank (80420035611)**Adopted 2004 = \$1,000,000**

Funding for this project will be used to construct a new 2 million gallon (MG) concrete water storage tank (hydro-pillar type) at a site to be determined at a later date. In the City's Master Plan, an increase in storage for the northwest area of the City was recommended. A new water storage tank would allow the treatment plants to operate at a more constant rates and use the storage tank to fill peaks and valleys in demand.

Northeast Water Storage Tank (80320035308)**Adopted 2004 = \$1,000,000**

Funds for this project will be used for the construction of a new "hydro-pillar" style storage tank at 114th Avenue and Cherokee. The project includes piping to hook up existing lines and added costs for electrical and Supervisory Control and Data Acquisition (SCADA) controls. This will also allow the treatment plants to operate at a more constant rate and use the storage tank to fill peaks and valleys in demand.

Reclaimed Plant Expansion Study (80420035612)**Adopted 2004 = \$50,000**

This project will fund a study for northern City service options and Citywide final service alternatives. This study will incorporate information from the Reclaimed Water Master Plan and will be based on the existing plant design that was prepared to be expanded from 6.5 million gallons a day (MGS) to a final 10 MGD.

Reclaimed Water User Connections (80120035097)**Adopted 2004 = \$300,000**

Due to increased demand for service from the Reclaimed Water Treatment Facility, this project proposes increasing the number of connection lines and service vaults to the existing Reclaimed Water Distribution System. Projects for the additional user connections include both new and existing facilities and commercial as well as residential users.

Microsoft Software Licensing (80420060605)**Adopted 2004 = \$175,000**

This project will be funded jointly between the General Fund and the Utility Fund (GF = \$250,000, UF = \$175,000) for a total of \$425,000. Funds for this project will be used to purchase and install upgraded Microsoft software products for all City personal computers (PC's). By the first quarter of 2004, the City will be using Microsoft operating systems and software that is five years old. These upgrades are important because the existing software will no longer be supported by Microsoft after June 2003. (The General Fund's contribution to this project was as part of the 2004 Budget Amendment process.)



Replacement of Voicemail System (80420060606) Adopted 2004 = \$35,000

Funding for this project will be used for the replacement of the Citywide voicemail system. The current system is fourteen years old and does not have the technical capabilities of newer systems. In addition, repair parts for the existing will no longer be available. Funds are allocated in both the General Fund (\$75,000) and the Utility Fund (\$35,000) for a total project cost of \$110,000.

Adopted 2004 Wastewater and Water Projects Total \$20,550,000

Stormwater Capital Improvements:

Stormwater Drainage System Improvements (80125030082) Adopted 2004 = \$36,000

This funding will provide several smaller storm drainage improvements throughout the City as necessary. Some of the smaller projects may include Master Plan revisions for the Outfall Streams Plan for Big Dry Creek, rehabilitation of the North Cotton Creek channel, an evaluation of the Shaw Boulevard/Allen Ditch crossing and a survey and planning of the Airport Creek outfall to Big Dry Creek. Funding will include design and evaluation efforts that will help determine the importance of each project for future funding in subsequent years.

Quail Creek Channel Improvements (80425030613) Adopted 2004 = \$250,000

Funding for this project will be used to rehabilitate the existing Quail Creek channel upstream of Huron Street to improve flow. The low slope of the existing channel has caused standing water, creating a mosquito, vegetation, and trash problem for the adjoining residential neighborhood. Construction is planned to coincide with construction along Huron Street.

Lowell Boulevard and 92nd Avenue Drainage Improvements (80125035100) Adopted 2004 = \$350,000

Funding for this project will be used to modify and augment the existing storm sewers near the site of the new Fire Station No. 2. The current storm sewers in the upstream reach of South Hylands Creek are inadequate, resulting in a floodplain that impacts properties in the surrounding area.

Adopted 2004 Stormwater Capital Improvements Total \$636,000

Adopted 2004 GRAND TOTAL Utility Capital Improvement Fund \$21,186,000

ADOPTED 2004 CAPITAL IMPROVEMENT PROGRAM GRAND TOTAL \$39,568,016
(Original Adopted 2004 CIP Grand Total \$40,222,000)



2003 –2007 CAPITAL IMPROVEMENT PROGRAM

	FUND SOURCE	ADOPTED 2004	REVISED 2004	REC 2005	REC 2006	REC 2007
GENERAL CAPITAL IMPROVEMENT FUND						
STREETS & TRAFFIC IMPROVEMENTS:						
New Traffic Signals	GCIF	\$100	\$100	\$100	\$100	\$100
New Development Participation	GCIF	\$150	\$150	\$200	\$200	\$200
Neighborhood Traffic Mitigation	GCIF	\$200	\$200	\$300	\$200	\$200
Sidewalk Connections	GCIF	\$50	\$50	\$50	\$50	\$50
New Street Light Program	GCIF	\$25	\$25	\$25	\$25	\$25
Comm Dev/Project Manager	GCIF	\$76	\$76	\$80	\$84	\$86
Old Wadsworth Improvement: 92nd-108th Ave	GCIF	\$0	\$0	\$200	\$2,000	\$2,000
Huron Street Improvements: 129th-144th	GCIF	\$1,700	\$1,700	\$0	\$0	\$0
	Debt	\$10,000	\$10,000	\$0	\$0	\$0
	<i>Subtotal</i>	<i>\$11,700</i>	<i>\$11,700</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>
78th & Lowell Intersection	GCIF	\$0	\$0	\$75	\$0	\$0
Geographic Information System Upgrades	GCIF	\$65	\$65	\$50	\$60	\$60
Wolff Street 114th - 116th Avenues	GCIF	\$190	\$190	\$0	\$0	\$0
100th Ave & Simms St Intersection	GCIF	\$0	\$0	\$200	\$0	\$0
99th Avenue: Wadsworth to Burlington/Santa Fe Rail	GCIF	\$275	\$0	\$0	\$0	\$0
Lowell Blvd Corridor Enhancement	GCIF	\$100	\$100	\$200	\$0	\$0
76th Ave. Corridor Enhancement	GCIF	\$0	\$0	\$200	\$200	\$200
South Lowell Gateway Redevelopment	GCIF	\$100	\$100	\$100	\$0	\$0
Arterial Roadway Profiling/Rehabilitation/Drain. Imp.	GCIF	\$400	\$400	\$500	\$500	\$500
112th Avenue (Federal to Huron)	GCIF	\$0	\$0	\$1,000	\$0	\$0
Savory Farm Water Tower Restoration	GCIF	\$25	\$25	\$0	\$0	\$0
80th Ave/Federal Blvd Intersection Improvements	GCIF	\$35	\$35	\$180	\$240	\$0
Subtotal Streets & Traffic	GCIF	\$3,491	\$3,216	\$3,460	\$3,659	\$3,421
Subtotal Streets & Traffic Debt Projects	COP/DEBT	\$10,000	\$10,000	\$0	\$0	\$0
Total Streets & Traffic		\$13,491	\$13,216	\$3,460	\$3,659	\$3,421
OTHER CAPITAL IMPROVEMENTS:						
Court Complex Improvements (Security Remodel)	GCIF	\$0	\$0	\$100	\$100	\$0
Fire Station Major Maintenance	GCIF	\$50	\$50	\$0	\$0	\$0
City Facilities Parking Lot Maintenance Program	GCIF	\$200	\$200	\$100	\$100	\$100
City Hall Major Maintenance	GCIF	\$50	\$50	\$100	\$50	\$50
CEP Master Plan Implementation	GCIF	\$50	\$50	\$50	\$50	\$50
South Westminster Revitalization Projects	GCIF	\$0	\$0	\$400	\$200	\$200
Building O&M Major Maintenance	GCIF	\$200	\$200	\$200	\$200	\$200
800 MHz Radio System Upgrade/Microwave System	GCIF	\$120	\$120	\$0	\$0	\$0



OTHER CAPITAL IMPROVEMENTS (Continued):

	FUND SOURCE	ADOPTED 2004	REVISED 2004	REC 2005	REC 2006	REC 2007
CMO Project Management	GCIF	\$59	\$59	\$61	\$61	\$63
Facelift Program	GCIF	\$50	\$50	\$50	\$50	\$50
Wesley Chapel Cemetary	GCIF	\$0	\$0	\$0	\$0	\$150
Microsoft Software Licensing	GCIF	\$250	\$0	\$0	\$0	\$0
Replacement of Voice Mail System	GCIF	\$75	\$75	\$0	\$0	\$0
Fire Station Concrete/Asphalt Replacement Program	GCIF	\$0	\$0	\$50	\$50	\$50
Total Other Capital Projects		\$3,108	\$854	\$3,116	\$2,867	\$2,920
Subtotal Streets/Traffic/Other	GCIF	\$6,599	\$4,070	\$6,576	\$6,526	\$6,341
Subtotal Streets/Traffic/Other Debt	COP/DEBT	\$10,000	\$10,000	\$0	\$0	\$0
Total All Non Park Projects		\$16,599	\$14,070	\$6,576	\$6,526	\$6,341

PARK IMPROVEMENTS:

Community Enhancement Program	ACTx	\$1,000	\$1,000	\$1,050	\$1,100	\$1,100
Median Rehabilitation	JCOS/CTF	\$200	\$200	\$100	\$125	\$150
Greenbelt & Drainage Improvements	OSS/ACOS	\$50	\$50	\$50	\$50	\$50
Trail Development	CTF	\$100	\$100	\$100	\$125	\$125
Landscape Architect II/Project Manager	CO	\$66	\$66	\$70	\$73	\$75
City Park Maintenance Facility	JCOS	\$300	\$300	\$0	\$0	\$0
City Park Phase IV	JCOS	\$0	\$0	\$500	\$500	\$600
Westfield Village Park	PDF	\$600	\$600	\$400	\$0	\$0
128th & Huron Park	PDF	\$0	\$0	\$200	\$500	\$0
Carol Butts Park Master Plan & Minor Rehab	OSS	\$300	\$300	\$0	\$0	\$0
City Park Fitness Center Expansion	CO	\$200	\$71	\$400	\$200	\$700
Walnut Creek Trail	OSS	\$0	\$0	\$200	\$0	\$0
Irving Street Park	OSS	\$250	\$250	\$0	\$0	\$0
Oakhurst Park	JCOS	\$0	\$0	\$0	\$100	\$0
Recreation Facilities Improvements	OSS	\$200	\$200	\$100	\$200	\$200
Park Maintenance(JCOS)	JCOS	\$450	\$450	\$450	\$450	\$450
Open Space Land Acquisition	ACOS	\$125	\$125	\$125	\$125	\$125
Park Renovation Program	OSS/CTF	\$600	\$600	\$500	\$500	\$600

Park Improvements Funding Sources:

OSS/CTF/PDF/CO/ACOS	\$2,691	\$2,562	\$2,245	\$1,898	\$2,025
Accommodation Tax Rev	\$1,000	\$1,000	\$1,050	\$1,100	\$1,100
Jeffco OS Attributable Share (JCOS)	\$750	\$750	\$950	\$1,050	\$1,050
Total Park Projects	\$4,441	\$4,312	\$4,245	\$4,048	\$4,175

Subtotal Streets & Traffic	GCIF	\$3,491	\$3,216	\$3,460	\$3,659	\$3,421
Subtotal Other Capital Projects	GCIF	\$3,108	\$854	\$3,116	\$2,867	\$2,920
Subtotal Park Projects	GCIF	\$4,441	\$4,312	\$4,245	\$4,048	\$4,175
GENERAL FUND TOTAL - ALL PROJECTS		\$11,040	\$18,382	\$10,821	\$10,574	\$10,516

Funding Source Key:

GCIF-General Capital Improvement Fund	OSS-Open Space Split	JCOS-Jefferson County Open Space
PDF-Park Development Fees	CTF-Conservation Trust Fund	ACOS-Adams County Open Space
COP/DEBT-Certificates of Participation or Bonded Debt	CO-Carryover	SWTR-Stormwater Fees

	FUND SOURCE	ADOPTED 2004	REVISED 2004	REC 2005	REC 2006	REC 2007
UTILITY ENTERPRISE FUND						
WASTEWATER SYSTEM IMPROVEMENTS:						
BDWCR Facility Expansion/Renovation - 10.0 MGD	DEBT	\$14,500	\$13,832	\$0	\$0	\$0
	WWFd	\$0	\$668	\$0	\$0	\$0
	<i>Subtotal</i>	<i>\$14,500</i>	<i>\$14,500</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>
Sewerline - Old Wadsworth: 98th to 100th Ave	WWFd	\$320	\$320	\$0	\$0	\$0
Little Dry Creek Inflow & Infiltration Improvements	WWFd	\$300	\$300	\$400	\$0	\$0
Big Dry Creek Inflow & Infiltration Improvements	WWFd	\$400	\$400	\$500	\$500	\$500
Strasburg Natural Resource Farm Property Purchase	WWFd	\$170	\$170	\$170	\$170	\$0
Major Wastewater Mgmt System Repairs & Replmnt	WWFd	\$50	\$50	\$50	\$50	\$50
Replacement of Utility Billing Software	WWFd	\$250	\$250	\$500	\$0	\$0
Subtotal Wastewater	WWFd	\$1,490	\$2,158	\$1,620	\$720	\$550
Subtotal Wastewater Debt	DEBT	\$14,500	\$13,832	\$0	\$0	\$0
Total Wastewater Projects		\$15,990	\$15,990	\$1,620	\$720	\$550

WATER SYSTEM IMPROVEMENTS:

Semper Water Treatment Optimization/Renovation	WTRFd	\$400	\$400	\$500	\$2,000	\$2,000
Raw Water System Improvements	WTRFd	\$100	\$100	\$500	\$1,000	\$1,000
PW&U Project Inspection	WTRFd	\$150	\$150	\$170	\$170	\$170
Raw Water Purchases	WTRFd	\$500	\$500	\$500	\$500	\$500
Utility Projects Landscaping	WTRFd	\$50	\$50	\$50	\$50	\$50
Waterline Maintenance/Replacements/Additions	WTRFd	\$800	\$800	\$1,000	\$1,000	\$1,000
Signal Reservoir Dam	WTRFd	\$0	\$0	\$0	\$0	\$0
Countryside Storage Tank Capacity & Opt. Study	WTRFd	\$0	\$0	\$0	\$0	\$0
Additional Northwest Water System Storage	WTRFd	\$1,000	\$1,000	\$1,000	\$0	\$0
Northeast Water Storage Tank	WTRFd	\$1,000	\$1,000	\$0	\$0	\$0
Gravel Lakes Storage - Wattenberg	WTRFd	\$0	\$0	\$0	\$3,191	\$0
74th Ave. Waterline-Federal to Irving	WTRFd	\$0	\$0	\$0	\$0	\$0
Water System Major Maint. & Repair	WTRFd	\$0	\$0	\$75	\$75	\$75
Maintenance Management Program for PW/U	WTRFd	\$0	\$0	\$0	\$0	\$0
Microsoft Software Licensing	WTRFd	\$175	\$175	\$0	\$0	\$0
Replacement of Voice Mail System	WTRFd	\$35	\$35	\$0	\$0	\$0
Reclaimed Plant Expansion	WTRFd	\$50	\$50	\$400	\$400	\$2,000
Reclaimed Water Project User Connections	WTRFd	\$300	\$300	\$300	\$300	\$300
Total Water Projects		\$4,560	\$4,560	\$4,495	\$8,686	\$7,095



	FUND SOURCE	ADOPTED 2004	REVISED 2004	REC 2005	REC 2005	REC 2005
STORMWATER IMPROVEMENTS:						
Storm Drainage Improvements	SWTR	\$36	\$36	\$400	\$675	\$675
Quail Creek Channel Improvements	SWTR	\$250	\$250	\$0	\$0	\$0
Lowell Blvd/92nd Ave. Drainage Improvements	SWTR	\$350	\$350	\$250	\$0	\$0
Total Stormwater Projects		\$636	\$636	\$650	\$675	\$675
Total Utility Fund	WW/WFd/SWTR	\$6,686	\$7,354	\$6,765	\$10,081	\$8,320
Total Utility Fund Debt	DEBT	\$14,500	\$13,832	\$0	\$0	\$0
UTILITY FUND TOTAL - ALL PROJECTS		\$21,186	\$21,186	\$6,765	\$10,081	\$8,320
Total GCIF - Pay as You Go	GCIFd	\$11,040	\$8,382	\$10,821	\$10,574	\$10,516
Total GF Debt	DEBT	\$10,000	\$10,000	\$0	\$0	\$0
Total Utility Fund - Pay as You Go	WW/WFd/SWTR	\$6,686	\$7,354	\$6,765	\$10,081	\$8,320
Total Utility Fund Debt	DEBT	\$14,500	\$13,832	\$0	\$0	\$0
GRAND TOTAL CIP - ALL FUNDS - ALL PROJECTS		\$42,226	\$39,568	\$17,586	\$20,655	\$18,836



WESTMINSTER



WESTMINSTER

Staff Report

City Council Study Session Meeting
September 29, 2003



SUBJECT: Citizen Requests for 2004 Budget

PREPARED BY: Emily Moon, Management Analyst

Recommended City Council Action:

Review the 2004 Budget funding requests submitted by Westminster residents during the Public Meeting on September 8, 2003 and provide direction to Staff as to whether these requests should be accommodated in the amendment to the 2004 Adopted Budget.

Summary Statement

On September 8, 2003 a public meeting was held to review the 2004 Adopted Budget and to collect any remaining citizen requests for funding. This Staff Report summarizes those requests for funding and provides Staff's research and recommendation on each issue.

Expenditure Required: \$0

Source of Funds: N/A

Policy Issue

Should City Council review citizen funding requests for the Adopted 2004 Budget?

Alternative

City Council could choose not to review the requests at this time and direct Staff to send letters to these citizens encouraging them to submit their requests during the 2005/2006 budget development process next fall.

Background Information

Residents made the following requests during the public meeting on the Adopted 2004 Budget. Staff researched each request and recommendations on each item are provided below. If City Council concurs with the recommendations, these items will be incorporated into the amended 2004 Budget for approval by City Council in October.

1. **72nd Avenue Noise Wall/Crash Barrier (on the north side from Pierce Street to Depew Street and on the south side from Harlan Street to Depew Street)**

Request:

Mayor Ed Moss read a request for funding on behalf of eighty-three residents who live in the vicinity of this section of 72nd Avenue. The submitted petition asked the City to “erect sound walls on west 72nd Avenue along the north side, from Pierce Street east to Depew Street, and on the south side from Harlan Street east to Depew Street. These walls should be similar in height and appearance to the walls that have been previously installed by the City of Westminster on Westminster Boulevard north from 92nd Avenue.”

Staff Research:

The City of Arvada completed construction of 72nd Avenue between Pierce Street and Wadsworth Boulevard. Traffic on the existing portion of 72nd Avenue that is located within Westminster has increased.

Arvada installed a masonry wall along the portions of 72nd Avenue that are located within its jurisdiction. The type of wall installed by the City of Arvada along the frontage of their 72nd Avenue extension project is not crash resistant and cost at least \$400 per linear foot with an estimated 5,000 linear feet of sound wall. Using this unit price as a minimum anticipated cost, the total cost of a similar wall along the entire frontage of the Westminster residences mentioned above is \$2,000,000. It is estimated that a wood fence with masonry columns (which is the type depicted in a picture that accompanied the petition) at this location would cost in the range of \$400,000 to \$475,000. In addition, the wood fence depicted in the request is not a sound-reduction fence and would likely result in minimal reductions in noise to the abutting property owners.

Staff believes that the City is under no legal or moral obligation to mitigate the noise and property devaluation that might be associated with an increase in traffic on arterial streets, especially when the increase in traffic is due to a roadway extension project performed by a neighboring jurisdiction. In the past, the City Council has been careful to not set such a precedent for the use of public funds for these purposes.

Council was, however, concerned about the relatively high number of single vehicle accidents that occur on this portion of 72nd Avenue and directed Staff to install guardrails at strategic locations (e.g., along the curve in the roadway that is located to the east of Ingalls Street). Staff allocated \$50,000 from 2002 Capital Improvement Program project savings for the installation of guardrails along portions of the City of Westminster frontage of 72nd Avenue. The guardrail was installed in March 2003.

During a neighborhood meeting in 2002, the residents indicated to Staff that they did not want to request the installation of guardrails due to their fear that such an expenditure might cause a reduction in future funding for the desired wall.

Staff Recommendation:

Staff is recommending that the City's 2004 General Capital Improvement Program (GCIPF) be reduced by \$500,000. To build the fence residents are requesting, the GCIPF would need to be reduced by another \$500,000 and projects that had previously been deemed a higher priority would need to be cut. Staff recommends that City Council not make adjustments to the GCIPF for the purpose of building a fence for 72nd Avenue.

Staff is currently analyzing an "Aurora" type fence replacement program that would allow residents to pay for the installation of a masonry fence if there is neighborhood support to do so.

2. Human Services Board Funding for Yellow Ribbon Suicide Prevention Program

Request:

Dale Emme, Executive Director, represented Yellow Ribbon and requested funding for 2004. Mr. Emme said that he was unable to meet the Human Services Board (HSB) application deadline. Mr. Emme presented a funding application for consideration and stated that Yellow Ribbon would submit future funding requests to HSB on time. Mr. Emme stated that Yellow Ribbon would like to expand services to Westminster youth and seniors in 2004.

Staff Research:

The Yellow Ribbon/Light for Life Foundation missed the HSB application-filing deadline by one week. They were the only previously funded agency to miss the deadline. Yellow Ribbon staff subsequently requested to be considered for funding and to be interviewed by the HSB Board, which was declined by the Board. The Yellow Ribbon organization acknowledged receiving their application on April 1, 2003 and missing the May 22, 2003 deadline.

The HSB received thirty-three applications for funding totaling \$285,578. All thirty-three applicants were interviewed for 2004 funding. In 2003, thirty-one agencies were funded at \$190,375, including five new agencies; the adopted Human Services Board budget for 2004 was reduced by \$30,000 to \$160,000. To reflect this 16% budget reduction, the Human Services Board initially reduced funding to all agencies by 16%. At the conclusion of initial funding recommendations, overall funding reductions ranged from 0% to 70% to meet 2004 budget requirements.

In 2003, Yellow Ribbon was allocated \$1,500 in funding. Yellow Ribbon's belated request for 2004 funding was for \$5,000.

Staff Recommendation:

The Human Services Board (HSB) spent a great deal of time reviewing each application and conducting interviews prior to making their recommendations to City Council. Per the HSB's recommendation, Staff would encourage Yellow Ribbon to apply for 2005 funding in accordance with the HSB's finding that Yellow Ribbon did not meet the application-filing requirement and is therefore not eligible for 2004 funding.

If City Council wishes to fund Yellow Ribbon, funding for the other non-Community Development Block Grant (CDBG) agencies that are slated to receive 2004 HSB allocations would have to be reduced. In 2004, the General Fund includes \$60,000 in total funding for the twenty-five non-CDBG agencies that applied for HSB funding.

3. Cheyenne Ridge Park

Request:

Heather Brown and her son Hunter requested that the City install a playground on the undeveloped Cheyenne Ridge park site in 2004.

Staff Research:

The five-acre Cheyenne Ridge park site was purchased in 1996 and has remained a lower park improvement priority due to projected use and other factors. The park is not currently listed on the five-year Capital Improvement Program.

During the 2000 City budget development process, residents from the Cheyenne Ridge subdivision requested that funds be earmarked for Cheyenne Ridge Park site improvements. The 2000 budget included \$24,000 in the General Capital Improvement Fund to be used for immediate minor site improvements at the future park site. Council directed that additional financial contributions and/or physical labor on the part of area residents be a part of the project. The Cheyenne Ridge Homeowners Association (HOA) contributed the labor necessary to plant perimeter trees and install drip irrigation in 2001. The City also completed a loop trail within the park.

The Cheyenne Ridge park improvement project was closed in the fourth quarter of 2002 when all of the park improvements that had been directed by City Council had been completed.

Staff Recommendation:

In the past, Staff has not installed a playground structure on undeveloped park sites due to safety concerns, opposition from neighbors and apprehension that such an improvement will lead to a false expectation that further developments will follow. As is the case with Cheyenne Ridge, full development and on-going maintenance of this large park site will be very costly. Staff estimates that construction and installation of a playground structure would be at least \$100,000.

Staff Report – Citizen Requests for 2004 Budget

September 29, 2003

Page 5

Staff recommends that Ms. Brown request funding for improvements at Cheyenne Ridge park during the 2005/2006 budget development process and that Staff continue to review the priority level of development of the park in concert with other Parks Division projects.

Respectfully submitted,

J. Brent McFall
City Manager



WESTMINSTER

Staff Report

Information Only Staff Report
September 29, 2003



SUBJECT: Delivery of *Take a Closer Look: How Performance Measures Build a Better City*

PREPARED BY: Emily Moon, Management Analyst

Summary Statement:

This report is for City Council information only and requires no action by City Council. Staff is pleased to submit to City Council the City's annual performance measurement report, *Take a Closer Look*.

Background Information

Prior to 2003, Staff published tables of performance measurement goals and statistics for each Division within each Department's section of the budget document. *Take a Closer Look* reflects Staff's desire to share meaningful information regarding the City's service efforts and accomplishments in an easy-to-read format. *Closer Look organizes performance measurement data in a broad, Citywide fashion according to the Strategic Plan goals.* In addition, *Closer Look* presents data in a more visual and graphic manner and provides a useful synthesis of the information being reported.

The City's performance measurement program consists of two parts. One part of the program includes the City of Westminster's internal performance measures that describe City goals and shows year-to-year trends for City programs, divisions and projects. The second part of the program is the City's participation in the International City/County Management Association's (ICMA) Center for Performance Measurement (CPM), which gives the City an opportunity to compare its operations to governmental entities nationwide. Citywide and service area comparison cities are chosen according to key criteria such as population, square miles or General Fund operating budget.

City Council will receive a year-end assessment of the City's internal performance measurement achievements for 2003 when it holds its 2004 Strategic Planning Retreat in the spring of 2004. The next edition of *Take a Closer Look*, focusing on the City's 2003 Center for Performance Measurement data, will be distributed to City Council in December 2004. CPM will release 2003 data in August 2004.

The City's performance measurement results will be posted on the City's Website, on public information poster boards to be posted in City facilities and in *City Edition*.

Respectfully submitted,

J. Brent McFall
City Manager

Attachment