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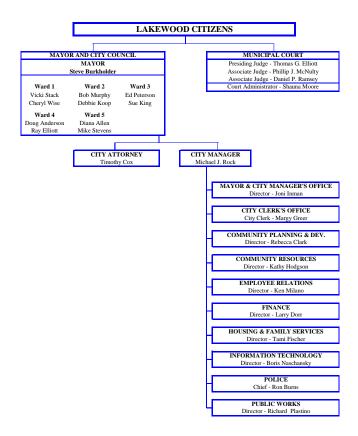
Additional budget information is presented in the City of Lakewood's budget document which is available in the Finance Department or is available for viewing at either of the Lakewood libraries and on the City's web site at <a href="https://www.lakewood.org">www.lakewood.org</a>. Any questions regarding the budget can be directed to the Finance Department at (303) 987-7600.

#### FORM OF GOVERNMENT

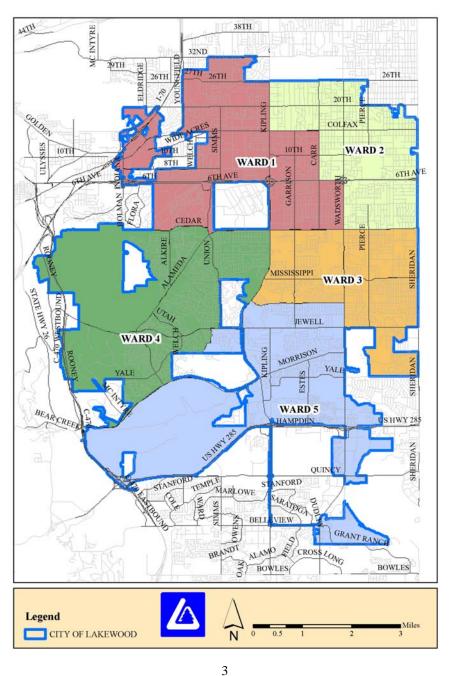
The City of Lakewood was incorporated in 1969, and on November 1, 1983 became a home-rule municipality under the Colorado Constitution Article XX and further defined by Colorado Statute Title 31. The City Charter, originally adopted November 1, 1983 and last amended November 2, 2004, provides for a Council-Manager form of government. The executive power is vested in the City Council who appoints the City Manager to run the daily affairs of the City. The City Council is composed of eleven members, two from each of five wards, who are elected to serve staggered four-year terms. The Mayor is elected at-large.

The City Manager is responsible to the City Council for the proper administration of all affairs of the City and is required to bring forward the City's annual budget.

#### CITY ORGANIZATIONAL CHART



#### LAKEWOOD'S FIVE GEOGRAPHICAL WARDS



**CITY OFFICIALS CITY OFFICIALS** 

### **OFFICIALS OF THE CITY**



# City Government

#### CITY OF LAKEWOOD ELECTED OFFICIALS:



Mayor Steve Burkholder (303) 987-7040 sburkholder@lakewood.org

Mayor Steve Burkholder was re-elected to a second term as mayor in November 2003 after serving a previous term on City Council.

#### WARD 1



Vicki Stack (303) 233-2574 svstack@aol.com



Cheryl Wise (303) 232-2097 cjjwise@att.net

Councilor Vicki Stack was elected to a four-year term in November 2005.

Councilor Cheryl Wise was re-elected to a second four-year term in November 2003.

#### WARD 2



Debbie Koop (303) 374-3223 councilwomankoop@aol.com



Bob Murphy (303) 234-1137 Gourmark@msn.com

Councilor Debbie Koop was re-elected to a second four-year term in November 2005.

Councilor Bob Murphy was re-elected to a second four-year term in November 2003.

## WARD 3



Sue King (303) 202-2225 SusanEKing@msn.com



Ed Peterson (303) 988-8045 edpetersonward3@juno.com

## Councilor Sue King was elected to a fourvear term in November 2005.

Councilor Ed Peterson was elected to a four-year term in November 2003.

#### WARD 4



Doug Anderson (303) 988-1616



Ray Elliott (303) 986-2787 doug@councilmananderson.com relliott@controlledproducts.com

Councilor Doug Anderson was elected to a four-year term in November 2005.

Councilor Ray Elliott was re-elected to a second four-year term in November 2003.

#### WARD 5



Diana Allen (303) 942-0895 dallenward5@yahoo.com



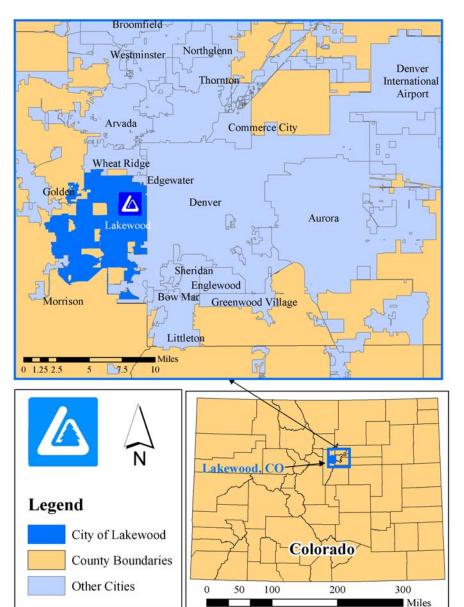
Mike Stevens (303) 988-2483 jmsmcz@aol.com

Councilor Diana Allen was elected to a four-year term in November 2005.

Councilor Mike Stevens was re-elected to a second four-year term in November 2003.

Note: Term limitations equal two terms of four years each.

#### STATE AND METRO AREA





# City Manager's Budget Message

October 1, 2007

Honorable Mayor and Members of City Council:



I am pleased that this 2008 Budget enhances services, increases the fund balance, and reflects a decrease in expenditures from the 2007 All-Funds budget of 2.4 percent.

While unstable economic conditions persist throughout the national and local economies, the increase in the City's sales and use tax rate has helped to stabilize the level of service that citizens have come to expect in Lakewood. For the second consecutive year, during 2007, the City has been able to maintain consistent service levels, while remaining cautious and conservative in spending new revenues. In this year's budget, in addition to stabilizing services, a few substantial capital projects are now possible that are in keeping with preserving City assets and promoting economic development. Finally, this proposed budget reflects an increase in the City's emergency reserves and a positive strategic plan.

## **Operating Overview**

During 2007, the City has been able to fill many of the more than 70 vacant positions that resulted from a hiring freeze that was discontinued in 2006. This has been critical in the City's ability to maintain appropriate service levels. This budget also provides for additional police academies in 2007 and 2008; two academies with 25 recruits each and two academies with 15 recruits each, respectively. In addition to public safety, the new revenues are being used to provide park and recreation opportunities as well as maintenance and construction of streets. These priorities were reflected in the ballot question authorizing the new revenues and this is in keeping with both the priorities of the City Council and its short-term and long-term goals.



The City has undertaken a number of communications related enhancements for 2007 and 2008. Traditionally, the City's KLTV-8 government access television channel has only been available to cable television subscribers within the City. In an effort to reach more citizens, the City is now making available some KLTV-8 content, including live and pre-recorded City Council meetings, over the City's internet website. In addition, the City has increased the number of "Looking at Lakewood" newsletters that are published per year from four to seven. "Looking at Lakewood" is distributed throughout the year to every business and residential address in the City. The City has also filled the Citizen Response Coordinator position, which previously had been eliminated due to budget constraints, in an effort to better manage all citizen comments and complaints. As a result, citizens are now able to make comments, suggestions and complaints in person, by telephone and over the internet. Finally, in response to citizen input, the Municipal Court and the Information Technology Department have implemented an on-line payment option for court fees and fines.

At the beginning of 2007, the Denver-metro area, including the City of Lakewood, experienced the most significant barrage of snowstorms in its history. In the span of just a few weeks, a three-storm event dropped between four and five feet of snow on the City, bringing nearly all activities to a standstill. The City's entire fleet of snowplows (21) was needed to make the nearly 485 lane-miles of streets passable for vehicular traffic. To accomplish this snow removal effort, crews worked for 19 straight days, including eight, 24-hour-per-day shifts. Further complicating the snow removal was the speed at which the snow was falling. Because the snow was falling so fast, vehicle traffic was compacting the snow on the streets before it could be removed, creating a six-inch to 12-inch ice pack that could not be removed by the City's snow plows. As a result of the storms, the City has spent \$400,000 more on snow removal than was originally budgeted for all of 2007, with the winter of 2007/2008 yet to come. At the same time, the City was successful in balancing an additional citizen expectation for snow removal. Some of the City's extraordinary costs have been reimbursed by the Federal Emergency



# City Manager's Budget Message

Management Agency. This Revised 2007 Budget reflects an adjustment to snow plow expenditures related to the storms.

#### **General Fund Revenues**

During 2006, total sales and use tax collections increased significantly due to a change in the City's tax rate. However, the general Lakewood economy continues to experience some volatility due to the adverse effects of increasing energy costs and higher interest rates, as base economic growth is occurring slowly in the City and throughout the country. During 2006, when adjusting for the new tax rate, General Fund revenues as a whole grew only 1.5 percent. The City Council has discussed estimated future growth rates and this budget incorporates the Council's conservative estimated levels of growth.

As fuel prices have increased, consumers have not replaced their automobiles as frequently. When they have replaced them, they are buying less expensive, more fuel efficient vehicles. As a result of this, and other factors, taxable motor vehicle sales within Lakewood have dropped 25 percent over the last four years, including 13 percent last year. This is visible in the national economy as this year has seen the sale of the Chrysler Corporation, and the continued struggles of General Motors and the Ford Motor Company. Given economic challenges in both the City and the country, this budget plans for conservative revenue growth along with cautious spending, while increasing the City's economic base.

The City has experienced continued success in new economic development, which has enhanced our economic base. In the fall of 2006, Home Depot Incorporated opened its new home improvement retail location on West Colfax Avenue, and now operates two retail stores in the City. In addition, Wal-Mart Stores Inc. completed a year-long renovation of its 440 Wadsworth Boulevard super store. It opened for business in January of this year. Wal-Mart now has two locations open in the city. Both of these retail outlets have created new and renewed shopping opportunities for Lakewood citizens and



visitors. The substantial investments made by these retailers are generating additional economic activity in the surrounding areas. Neither development required incentives.

### **General Fund Expenditures**

For the City, as with nearly every other organization in the country, basic operating costs continue to increase significantly. The 2007 Revised and 2008 Budgets plan for significant increases in the cost of diesel fuel, electricity, fleet vehicle parts and workers' compensation insurance. For 2008, increases in just these few basic costs account for a recurring increase of over \$920,000.

As a result of the sales and use tax initiative and available funding, this budget provides for some new positions and infrastructure projects. All of the revenues from the increased rate of tax are accounted for in the City's General Fund. As some of the new revenues have been planned for capital projects, funds have been transferred from the General Fund to the Capital Improvement Fund so as to account for capital projects accordingly. This budget plans for additional transfers from the General Fund to the Capital Improvement Fund for projects that are described below in the Capital Improvement Fund Overview.

During 2008, this budget provides for relatively few new positions as the City is adding new costs with caution. Each new position, as proposed by the respective departments, must be approved by an internal committee that includes the Finance Director, Employee Relations Director and the Director of the Mayor and City Manager's Office. The new positions for 2008 are as follows:

- Advisory Commission Coordinator/Advisor
  - This position will manage the newly revamped "Citizens Advisory Commission for an Inclusive Community," which replaces and enhances the former advisory commission structure.



# City Manager's Budget Message

- Purchasing Contract Administrator
  - As the City has taken on new programs and projects in recent years, the impact on purchasing oversight and management has increased. This position is partially funded by increasing rebates earned by the City on related procurement card purchases.
- Burglary Technician
  - o This civilian position will relieve sworn police agents from managing certain tasks, allowing them to return to other duties.

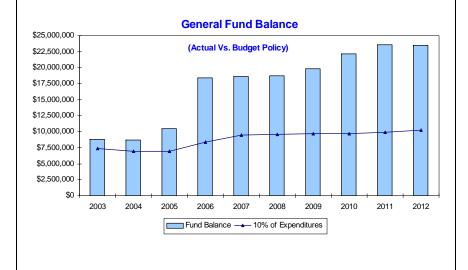
During Council's budget study session and public hearings there were a few adjustments to expenditures and transfers that are worth noting. As mentioned above, snow removal in the City has continued to be an area of interest to citizens. As such, the City will begin testing the efficiency and effectiveness of a liquid de-icing program during the coming winter. In addition, the City Council has authorized lease payment expenditures for the acquisition of a new police evidence storage facility. The City's crime evidence has been stored in a leased space that can no longer accommodate the current amount of evidence, plus future growth. As such, the City has analyzed moving to another leased facility or purchasing property for the City's long-term needs. The City plans to acquire a new facility in 2007 using lease-purchase financing in the Capital Improvement Fund, with annual lease payments paid from the General Fund. At the end of the 15 year lease term, the City will own this new facility outright. Finally, in an effort to better synchronize project expenditures with project transfers, there was an adjustment to planned transfers from the General Fund, to the Capital Improvement Fund for 2008.

#### **General Fund Balance**

At the end of 2003, the General Fund balance as a percent of expenditures, and operating transfers out, was 11.9 percent with \$8.8 million. The same calculation for the 2008 ending General Fund balance is anticipated to be 19.5



percent with \$18.7 million. City Council's Budget Policy requires a minimum General Fund Balance of 10 percent, and the 2008 Budget exceeds this requirement. It is the strength in General Fund balance that offers the City the flexibility to adjust with economic cycles and to plan its service delivery and cost structures without dramatic fluctuations from year to year. The following chart reflects the General Fund balance from 2003 through 2012 and compares the Fund balance to 10 percent of expenditures plus operating transfers out. The economic challenges that the City experienced just a few years ago were partially mitigated by the use of General Fund Balance. This budget plans for increasing the General Fund balance to provide flexibility to the City in delivering a consistent level of service during short economic downturns. In all circumstances, the City has exceeded the State Constitution requirement of 3 percent (commonly referred to as the TABOR requirement) and the Council mandated 10 percent General Fund balance minimum. Maintaining an adequate fund balance in the coming years will remain a priority. An adequate fund balance helps the City weather financial ups and downs and, if special circumstance warrant, the use of the General Fund balance to address other needs.





# City Manager's Budget Message

#### **TABOR**

In 1999, the citizens of Lakewood voted to allow the City to keep and spend all revenues above the TABOR (Colorado Taxpayers' Bill of Rights) limitation through 2006. As this exemption has now expired it is important to recognize how this will impact the City's financial position. In analyzing the historical growth allowed by TABOR, alongside the estimated economic growth of the city in the coming years, it does not appear that TABOR will have a significant impact. This will continue to require additional analysis in the coming years. The potential impacts have been mitigated significantly due to a recent City election that has permanently exempted certain City revenues from TABOR limitations.

As the general exemption was set to expire at year-end 2006, the City Council conducted an in-depth analysis of TABOR revenues and potential impacts. As a result, a ballot question was presented to voters in the fall of 2006. The ballot question was approved and now permanently exempts certain grant revenues and all Open Space revenues from TABOR limitations. Open Space revenues are used to acquire and maintain parks and other open spaces, which has continually been a high priority of the City Council. And while other revenues of the City are also exempt from TABOR limitations, it is important to note that the majority of City revenues are now subject to the TABOR limitations.

## **Capital Improvement Fund Overview**

The Capital Improvement Fund has experienced the same economic effects described above in the General Fund. However, no new revenue from the tax initiative is credited to the Capital Improvement Fund. Given the current economic environment, the Capital Improvement Fund (CIF) has added only a few new projects from its base revenues. Given the financial environment, adding new projects to the CIF will continue to be challenging. However, circumstances will warrant some new projects, such as federal highway and



Community Development Block Grant opportunities that generate outsidematch funding.

The addition of several new projects related to the passage of the tax increase will help sustain property values, public safety and quality of life which continue to be a top priority and is reflected in the City's long-term and short-term goals. As mentioned above, while the CIF does not directly receive revenues from the increased rate of tax, this budget provides for funds to be transferred to the CIF to complete certain capital projects. The City Council will continue to monitor revenues and the progress of projects to determine the feasibility of future projects. The following is a list of items funded in the Capital Improvement Fund with General Fund transfers and other funding for 2007 and 2008:

Sidewalk Replacements	\$2,100,000
Signal Intersection Countdowns	\$375,000
<ul> <li>Intersection Battery Backups</li> </ul>	\$300,000
<ul> <li>Street Resurfacing Catch Up</li> </ul>	\$689,000
Kipling & Colfax Intersection	\$2,000,000
<ul> <li>Communications Center Move</li> </ul>	\$1,180,000
<ul> <li>Alameda Parkway &amp; C-470 Interchange</li> </ul>	\$3,000,000
Belmar Park Water Well Rehabilitation	\$400,000
<ul> <li>Public Safety Center Concrete Rehabilitation</li> </ul>	\$462,000

#### **All Funds Overview**

In all, this 2008 Budget appropriates \$153,316,200 for municipal services, a decrease from 2007 of 2.4 percent. This includes appropriations for both governmental and enterprise expenditures and both operating and project related expenditures. Project initiatives vary from year-to-year and are reflective of the decrease in the All Funds Budget for 2008.

The long-term debt of the City continues to decline. In 2006, the City retired \$3.7 million in long-term debt obligations. This budget will appropriate funds to retire additional debt in the amount of \$3.4 million in 2007 and \$3.9



# City Manager's Budget Message

million in 2008. Presently, the City is in the process of closing a new \$3,450,000 loan from the U.S. Department of Housing and Urban Development to fund park improvements and a new Head Start children's facility. In 2007, the City plans to use a lease-purchase agreement for a \$1.2 million acquisition of a Police Evidence Storage Facility. This substantial retirement of debt contributes to the positive overall financial health of the City, its very high credit ratings and demonstrates conservative fiscal policy. In the fall of 2006, Standard & Poor's upgraded its rating of the City's Sales & Use Tax Revenue bonds from AA to AAA.

## **Core Community Values and City Accomplishments**

The City Council has established its Core Community Values and related policies for the purpose of guiding the allocation of the City's resources to meet community values and expectations. While every department of the City participates in meeting the Council's Core Community Values, listed below are a few of the more visible results and practices related to the Core Values and associated policies.

#### **Safe Community**

- o 209 police agents, 34 sergeants, eight commanders, all with four-year college degrees
- Revised vicious animal ordinance and participating in new county-wide dog licensing initiative
- o Created Gang Interdiction Team and increased emphasis on graffiti removal
- o Effectively managed the most significant snowstorm in city history
- o Response to over 4,000 code violation complaints per year
- o Execution of a Citywide Emergency Preparedness Program
- o Maintenance of over 7,600 street lights
- o Entry and completion of over 2,000 warrants and 22,000 Municipal Court summonses per year



### **Open and Honest Communication**

- o Quality KLTV-8 government access television programming
- o New "State of the City" report from Mayor Burkholder
- o Publication of a Comprehensive Annual Financial Report (CAFR)
- o Production of a user friendly Budget In Brief
- o Increased issues of "Looking at Lakewood"
- Video-streaming of City Council meetings live on the City of Lakewood website

#### **Education and Information**

- o Staff works daily with news media in providing information on operations and Council policy decisions
- o Quality information on the City's website, <a href="www.Lakewood.org">www.Lakewood.org</a> and in "Looking at Lakewood"
- o Businesses are educated and informed about the tax laws, procedures, and requirements of the City

### **Internal Staffing and Technology Infrastructure**

- o Conducting a comprehensive compensation and classification study on all City positions
- o Maintenance and improvements to the City's 911-Emergency and police dispatch systems and technology
- o Maintenance and improvements to the City's Enterprise Resource System (Oracle)
- o Employee training on new software and hardware technologies
- o Providing employee training programs in Sexual Harassment, Workplace Violence and Cultural Diversity

## **Transportation**

- o Maintenance of over 490 miles of streets
- o Completed the largest street resurfacing program in City history
- o Signal upgrades at four major City intersections

# Lakewood

# City Manager's Budget Message

- o Maintenance and repair of 2,400 traffic signs and 185 traffic signals
- o Operation of Citywide computerized traffic management system

## **Quality Economic Development**

- o Second Annual Colfax Marathon
- o January 2007 Re-Opening of the Wal-Mart on South Wadsworth Boulevard
- o Creation of the West Colfax Urban Renewal Project Area
- o Continued completion and expansion of Phase 1 of the Belmar Downtown
- Annexation of the Federal Center and coming ground breaking on the St. Anthony's West Hospital
- o Continued work with RTD on the coming light rail in Lakewood

## **Physical Infrastructure**

- o Management of 700,000 square feet in 155 City buildings, 8 swimming pools, and 45 holes of golf
- o Managed Citywide Stormwater Utility serving every property owner in Lakewood
- o Responding to over 300 development review requests
- o Over 2,000 building permits were issued
- o Reviewed residential permit applications within 24 hours

# **Quality Living Environment**

- o Homestead Golf Course was selected as a Top 10 Short Course in North America by "Range" Magazine
- o Learning opportunities and other children's programs that served over 700 children per day
- o Completion of the Residences at Creekside, a 119 unit senior housing facility
- o Maintaining 98 parks, comprising over 7,000 acres, and four recreation centers



- o Completed development of both Aviation Park and McDonnell Park
- o Maintenance of over 56,000 trees throughout the community and Tree City USA award winner

## **Significant Legislative Activities**

The City Council Legislative Committee, with the assistance of the Director of the Mayor and City Manager's Office, reviewed 779 proposed statewide bills during the 2007 Legislative Session. The Committee, which consists of one member of City Council from each of five wards, took positions on just over 20 bills and conveyed those positions to State legislators. The 2007 session was light on municipal issues compared with previous years. Transit and telecommunications issues remain in the forefront and likely will lead the pack in the 2008 session.

# **Budget Management**

The City Council has an active Budget and Audit Committee that continues to evaluate the City's financial practices. The Committee has been charged with reviewing the City's quarterly financial position as well as previewing the initial budget and any potential changes. In addition, the City's Management Team and City Council have formal and informal budget policies. Each City department has the responsibility for creating and documenting its own portion of the City's budget. Departments are not allowed any increases to their respective budgets, unless a budget exception is approved. Budget exceptions are approved by a team with members from the City Manager's Office, Department of Finance and Department of Employee Relations. By policy, the budget includes specific listings of all fund transfers and a description of all single purchases of \$50,000 or greater. In addition, at Council's direction, the City's fund balances, other than the General Fund must be maintained at a minimum of 5 percent, which is inclusive of the State Constitution (TABOR) minimum requirement of 3 percent.



# City Manager's Budget Message

During 2005, the City Council adopted Resolution 2005-48 establishing certain budget policies that have been in effect since 2006. These budget policies are intended to guide the preparation, review and adoption of the annual City budget. The policies are referred to frequently throughout this annual budget.

- A. The annual draft budget submitted by the City Manager for the City Council consideration will be "balanced," i.e. revenues will exceed expenditures.
- B. If special circumstances warrant the use of General Fund reserves, the City Manager will submit a memorandum to Council outlining those special circumstances, the amount requested, the impact on City services, and alternatives to the use of General Fund reserves.
- C. The annual draft budget will include a five-year estimate for costs and revenues for any proposed new program.
- D. Any proposal for the City of Lakewood to acquire property will include a five-year estimate of maintenance and operations costs.
- E. The City Council Budget and Audit Committee will consist of three City Council members and three citizen representatives appointed by the Mayor, with the concurrence of City Council.
- F. Thirty percent of the General Fund reserve will be set aside for public safety purposes.
- G. Public safety shall be defined as police, municipal courts, municipal prosecution, and related support services.
- H. The 2005 General Fund audit will be used to establish a "base" for public safety expenditures. The utilization of new sales tax revenues, as identified in ballot question 2A, will be in addition to the "base."
- I. The annual draft budget shall reflect a minimum 10 percent General Fund balance.



### **Budgetary Requirements of the City Charter**

The budget process for the City of Lakewood is not an annual procedure but is a daily, continuous progression that is conducted throughout the year. The City continually monitors its sources of revenue and its expenditures so as to enable frequent and thorough analysis of the City's overall financial condition. This has proven valuable to both the City Council and the City's Management Team. Throughout this process it bears repeating that the budget must also work within the requirements of the City's Charter. Listed below are a few of the more significant budget related requirements in the Charter:

- The City Manager shall submit the proposed budget to Council on or before the 15th of September for the following fiscal year.
- There shall be at least two public hearings on the proposed budget before it is adopted by the City Council.
- On or before the first day of November of each year the City Council shall adopt a budget for the ensuing fiscal year.

## **Conclusion and Acknowledgements**

This budget represents the best use of the City's resources in executing the City Council's Core Community Values within the policy frameworks that have been established. This budget employs both fiscal prudence and realistic projections that reflect a continued commitment to the strategies that have made Lakewood a success. While an uncertain economic environment challenges the City, along with other cities and counties in Colorado, the City continues to deliver quality municipal services wherever possible while maintaining a strong foundation for its future. The City works to align the expectations of our citizens, our administration, and our employees, within available resources.



# City Manager's Budget Message

The following activities were conducted on the dates listed to comply with the City Charter requirements.

August 20, 2007 City Manager Submits the Budget

September 10, 2007 1st Reading of the Ordinance & Public Hearing September 24, 2007 2nd Reading of the Ordinance & Public Hearing

(Budget Adopted)

In closing, it should be noted that the 2007 Budget received the Distinguished Budget Presentation Award as presented by the Government Finance Officers' Association of the United States and Canada. This marks the seventh consecutive year in which the City has received this award which is particularly noteworthy given that only 23 cities among Colorado's 270 received the award. Preparation of this document was accomplished through a team effort. I would like to sincerely thank the City Council Budget and Audit Committee, all of the City staff that contributed, including the Finance Department, the Employee Relations Department, department budget coordinators, and department directors for their contributions to the budget process.

Sincerely,

Michael J. Rock City Manager

COMMUNITY PROFILE DEMOGRAPHICS

#### **COMMUNITY PROFILE**

Bustling at the base of the Rocky Mountains, Lakewood is part of the Denver Metropolitan area. With a heritage stretching back to Colorado's earliest Gold Rush days in the 1860s, Lakewood incorporated on June 24, 1969. Since then, Lakewood has grown to become Colorado's fourth-largest city, yet still retains much of its small-town flavor and open space. With more than 7,190 acres of parkland and about 146,000 residents, the City has one of the highest ratios of parks and recreation facilities per capita in the country.



From the Lakewood Civic Center, residents can see the sun gleaming off the gold dome of the Colorado State Capitol in nearby Denver to the east, or off the year-round snowfields of 14,258-foot Mt. Evans to the west, symbolizing Lakewood's position as a gateway to the Rocky Mountain West. Recreational opportunities, from fishing to camping to hiking to boating, abound for any level of enthusiast in our local parks or the nearby mountains.

Lakewood completed construction of the new Civic Center, including a new cultural arts facility in 2000. The Lakewood Cultural Center features a 300-seat auditorium for local plays and musical events, as well as an art gallery showcasing a variety of exhibits.



Lakewood's Fox Hollow Golf Course has consistently been rated as one of the finest public courses in Colorado by a variety of golf publications and players. It is one of the first courses in the country built to be 100 percent accessible for people with disabilities and received national recognition for its environmentally sensitive design. Fox Hollow provides play for golfers of all abilities on 27 challenging holes. The City opened the new Homestead Golf Course in the spring of 2002. This course provides fantastic views and is very beautiful and challenging for golfers of all abilities. The Homestead is also handicapped accessible and both courses offer a very enjoyable golfing experience.

Lakewood is home to one of the largest concentrations of Federal Government offices outside of Washington, D.C. Other major employers include medical equipment manufacturers, health care, energy, insurance and financial services, industrial engineering, and more.

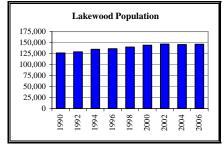
The Lakewood Police Department has been accredited under the standards for the National Commission on Accreditation of Law Enforcement Agencies. Every three years the department must go through the rigorous accreditation process. Lakewood has achieved accreditation repeatedly since 1986.

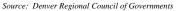
#### **DEMOGRAPHICS**

#### **Lakewood Population Forecasts and Growth Rate**

	1990ª	2000 <sup>a</sup>	2006	2010	2020	% Change 2000-2010
Jefferson County	438,430	527,056	536,748 <sup>b</sup>	555,345 <sup>b</sup>	607,417 <sup>b</sup>	5.4%
Denver Metro Area	1,859,008	2,415,042	2,377,194 <sup>b</sup>	2,542,784 <sup>b</sup>	2,974,441 <sup>b</sup>	5.3%
Colorado	3,294,394	4,301,261	4,804,353 <sup>b</sup>	5,209,892 <sup>b</sup>	6,257,281 <sup>b</sup>	21.1%
Lakewood	126,481	144,126	146,364°	148,300 <sup>d</sup>	156,100 <sup>d</sup>	2.9%

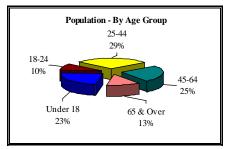
Sources: <sup>a</sup>U.S. Census Bureau, Census 2000, <sup>b</sup>Colorado Department of Local Government, State Demography Office, <sup>c</sup>Denver Regional Council of Governments, <sup>d</sup>City of Lakewood, Economic Development









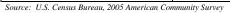


Source: U.S. Census Bureau, 2005 American Community Survey

DEMOGRAPHICS

# Diversity

White	81.6%
Black or African American	1.2%
American Indian and Alaska Native	0.6%
Asian	4.4%
Other	12.2%
Hispanic or Latino	21.1%
Not Hispanic or Latino	78.9%





#### **Educational Attainment**

Population 25 Years and Older	Number	Percent
High School Graduate	25,435	26.6
Some College, No Degree	22,282	23.3
Associate's Degree	6,276	6.6
Bachelor's Degree	20,506	21.5
Graduate or Professional Degree	11,351	11.9
Percent High School Graduate or Higher		89.9
Percent Bachelor's Degree or Higher		33.3

Source: U.S. Census Bureau, 2005 American Community Survey





# **Employment by Industry**



Industry	Number	Percent
Agriculture, Forestry, Fishing, Hunting, Mining	385	0.5%
Construction	5,673	7.6%
Manufacturing	6,065	8.1%
Wholesale Trade	2,390	3.2%
Retail Trade	11,168	14.9%
Transportation, Warehousing, Utilities	2,843	3.8%
Information	2,028	2.7%
Finance, Insurance, Real Estate, Rental & Leasing	7,160	9.5%
Professional, Scientific, Management,	10,161	13.5%
Administrative, Waste Management Services		
Educational Services, Health Care, Social	12,268	16.3%
Assistance		
Arts, Entertainment, Recreation, Accommodation,	6,834	9.1%
Food Services		
Other Services, Except Public Administration	3,924	5.2%
Public Administration	4,200	5.6%

Source: U.S. Census Bureau, 2005 American Community Survey





Major Employers in Lakewood (2007)

Company	Product/Service	Employment
Denver Federal Center	Federal Government	6,200
Jefferson County R-1 School District	Education	3,930
Gambro	Medical	1,654
City of Lakewood	City Government	933
First Bank	Banking	704
AON Innovative	Insurance	490
Moneygram International	Financial	430
Integer	Marketing	390
Jacobs Engineering	Engineering	350
Kinder Morgan	Energy	347
Service Magic	Construction	325
Lockheed Martin	Engineering	300
Red Rocks Community College	Education	262
Veteran Benefits Administration, Dept of Veterans Affairs	Federal Government	254
Colorado Christian University	Education	245
Martin and Martin	Engineering	180
Qwest	Telecom	150

Source: City of Lakewood, Economic Development, June 2007

ECONOMICS

#### **ECONOMICS**

American Chamber of Commerce Research Association (ACCRA) Cost of Living Index, Third Quarter 2006

City	Comp osite Index	Grocery	Housing	Utilities	Transportation	Health Care	Misc. Goods & Services
Kansas City, MO - KS	94.4	90.2	88.5	95.4	99.9	97.0	98.5
Spokane, WA	97.4	101.1	87.7	84.8	102.4	109.7	104.5
Austin, TX	97.8	93.8	89.9	92.2	100.2	99.1	106.5
Atlanta, GA	98.2	97.2	94.9	97.5	105.3	108.8	98.0
Salt Lake City, UT	101.0	103.7	100.5	89.6	99.2	95.1	104.8
Denver, CO	102.5	99.2	110.8	108.1	96.6	102.3	97.1
Phoenix, AZ	115.0	119.9	145.9	95.7	95.7	96.5	101.6
Portland, OR	119.7	119.5	135.5	107.3	108.8	112.2	114.6
Boston, MA	139.5	122.7	173.2	131.8	114.4	137.6	128.2
San Francisco, CA	169.2	143.7	275.7	88.5	115.6	128.6	136.5
New York, NY (Manhattan)	210.7	144.1	392.7	155.5	125.1	130.5	139.3

Note: Index measures relative price levels for consumer goods and services in participating cities, as compared with the national average of 100 for all participating cities (metropolitan and non-metropolitan).





# Median Effective Buying Income (after tax income):

Lakewood \$51,442 Denver Metro Area \$56,758 Colorado \$54,531

Source: SRC Demographics Now





#### **Housing Costs in Lakewood:**

Median Home Value (owner-occupied ): \$237,10 Median Monthly Gross Rental Rate: \$78

Source: U.S. Census Bureau, 2005 American Community

# MILL LEVIES: 2006 TAXES PAYABLE IN 2007

Jefferson County 24.346 mills

Jefferson County Schools 49.028 mills

West Metro Fire District 13.588 mills

Urban Drainage/ Flood Control Dist. 0.542 mills

CITY OF LAKEWOOD 4.711 mills

# **MORE ABOUT LAKEWOOD...**

Altitude: 5,375 feet above sea level Precipitation\*: 16.3 inches per year

Snowfall\*: 53.9 inches per year

Area in Square Miles: 44.933 Miles of Streets: 533 Number of Street Lights: 7,861

Fire Districts: West Metro Fire District & Wheat Ridge Fire District Number of Parks: 109 parks with 7,194.2 acres

\*Source: Western Regional Climate Center, Reno, NV

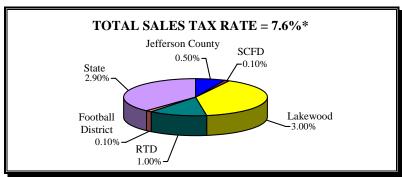








ECONOMICS CITIZEN SURVEY RESULTS



\*Portions of Lakewood also have the Southeast Jefferson County Transportation Tax

# Sales Tax Rates Denver Metro Area and Neighboring Communities

City	Sales Tax Rate
Arvada	3.46
Aurora	3.75
Boulder	3.56
Brighton	3.75
Broomfield	4.15
Castle Rock	3.60
Centennial	2.50
Cherry Hills Village	3.50
Colorado Springs	2.50
Commerce City	3.50
Denver	3.62
Edgewater	3.50
Englewood	3.50
Federal Heights	4.00
Fort Collins	3.00
Glendale	3.75
Golden	3.00

City	Sales Tax Rate
Greeley	3.46
Greenwood Village	3.00
Lafayette	3.50
Lakewood	3.00
Littleton	3.00
Lone Tree	1.50
Longmont	3.275
Louisville	3.375
Loveland	3.00
Morrison	3.00
Northglenn	4.00
Parker	3.00
Sheridan	3.50
Superior	3.46
Thornton	3.75
Westminster	3.85
Wheat Ridge	3.00

Source: Colorado Department of Revenue

## LAKEWOOD CITIZEN SURVEY RESULTS

		Percent of Respondents					
Quality of Community Ratings	Very Good	Good	Neither Good nor Bad	Bad	Very Bad	Total	Average Rating (100=Very Good, 0=Very Bad)
Overall Quality of Life	24%	65%	10%	1%	0%	100%	78
Quality of Neighborhoods	20%	53%	22%	4%	1%	100%	72
Quality of Service Ratings							
Maint. of Existing Parks/Open Space/Trails	24%	56%	14%	4%	1%	100%	75
Recreation Programs	22%	55%	19%	2%	1%	100%	74
Recreation Facilities	22%	56%	18%	4%	1%	100%	73
Cultural Facilities	21%	56%	20%	2%	1%	100%	73
Police Services	20%	53%	19%	6%	2%	100%	70
Looking at Lakewood (City newsletter)	13%	57%	27%	2%	2%	100%	69
Street Cleaning	13%	53%	28%	5%	1%	100%	68
Snow Removal	15%	51%	23%	10%	1%	100%	67
Programs for Senior Citizens	12%	51%	32%	5%	0%	100%	67
City's Web Site 'www.lakewood.org'	13%	47%	36%	2%	2%	100%	67
Government Access Television KLTV8	14%	45%	36%	2%	2%	100%	67
Community Service Police Programs	14%	46%	32%	6%	2%	100%	66
Street Repair / Condition	11%	52%	35%	2%	0%	100%	65
Enforcing Traffic Laws	12%	47%	26%	11	5%	100%	63
Municipal Court	9%	43%	42%	3%	3%	100%	63
Building Permits /Inspections	9%	37%	42%	9%	3%	100%	60
City Code Enforcement	8%	35%	36%	16%	5%	100%	56

Source: 2006 Lakewood Citizen Survey, National Research Center, Inc., Boulder, CO

#### SCOPE OF SERVICES

The City of Lakewood provides the following major services:

Public Safety Transportation

Parks, Recreation, Cultural Environmental Services

Housing and Family Services City Facilities

City Management and Economic and Community

Public Representation Development

Support Services Water Utility

Stormwater Utility Sewer Utility

#### **EMPLOYEES AND BENEFITS**

The City currently has approximately 870 authorized regular full-time positions (exempt and non-exempt) for 2008. In addition, a varying number are employed on a part-time (regular and temporary/seasonal) basis. Lakewood neither recognizes nor bargains with any employee union.

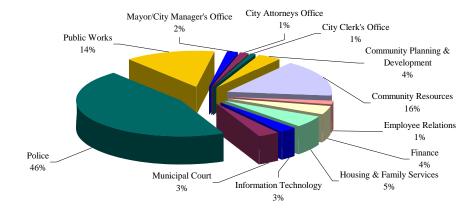
The City is under a Performance-Based Pay System. A benchmark survey is conducted each year using a variety of resources to establish salary adjustments. Employees are evaluated annually and are eligible at that time to receive salary increases based on their performance. Actual salaries and benefits are calculated into the budget system assuming that each authorized position is filled for the entire budget period.

Other benefits provided City employees include vacation leave, sick leave, and paid holidays. Health care benefits include medical, dental and vision, disability plans, and life insurance. The City also offers pre-tax options on health premiums, flexible spending accounts under Section 125 of the Internal Revenue Code, and a Retirement Health Savings Plan that allows employees to realize substantial tax savings.

A significant part, 51 percent, of the City's total budget is funding for personnel who in turn provide service to the community. Detail on staffing changes are provided within each Departmental section. The following graph identifies full-time positions by department stated as full-time equivalents (FTE).

## 2008 Staffing by Department

#### Percent of Total



Department	FTE Positions
Mayor & City Council	1.00
City Manager's Office	13.00
City Attorneys Office	12.00
City Clerk's Office	8.00
Community Planning & Development	31.35
Community Resources	143.00
Employee Relations	13.00
Finance	34.56
Housing and Family Services	45.15
Information Technology	23.50
Municipal Court	29.00
Police	395.00
Public Works	121.31
Total FTE	869.87
Part-Time Hours	477,416
<b>Anticipated Police Recruits</b>	24

#### **BUDGET PHILOSOPHY**

The budget is the long-range plan by which financial policy is implemented and controlled. The City Charter, Colorado Constitution, and Colorado State Budget Law provide the basic legal requirements and time lines for the City's budget process. Council goals, ordinances, and resolutions provide policy direction that respond to the needs and desires of the community.

Municipal services are funded through a variety of taxes, fees, charges for service, and intergovernmental assistance. Generally, the City:

- Utilizes conservative growth and revenue forecasts.
- ❖ Appropriates the budget in accordance with the City Charter, the Colorado Constitution, and Colorado laws.
- ❖ Adopts financial management policies that establish guidelines for financial plans.
- **Section** Establishes budgets for all funds based on adopted policies and practices.
- Adjusts the budget to reflect changes in the local economy, changes in priorities, and receipt of unbudgeted revenues.
- Organizes the budget so that revenues are related to expenditures, as much as possible.
- Prepares a multi-year financial plan for capital improvements.
- ❖ Allows staff to manage the operating and capital budgets, with City Council approval.
- ❖ Provides department managers with immediate access to revenue and expenditure information to assist their efforts in controlling annual expenditures against appropriations.

#### **BUDGET PROCESS**

The budget has been structured and prepared using the guidelines of the National Council on Governmental Accounting (NCGA) and the Governmental Finance Officers Association (GFOA). Two sources, Governmental Accounting, Auditing and Financial Reporting (GAAFR) and the Governmental Accounting Standards Board (GASB) guide the financial reporting and annual budget process. The City of Lakewood prepares its budget on a calendar-year basis as required under City Charter. The budget must be balanced or show a revenue surplus. "Balanced Budget" is defined by the City Charter as a "balance between total estimated expenditures and total anticipated revenues, including surpluses." This means that the appropriated expenditures cannot exceed the sum of the revenues and beginning fund balance.

#### REVENUE OVERVIEW

The City strives to maintain a strong, diverse revenue base recognizing that a dependence upon any individual revenue source would make revenue yields more vulnerable to economic cycles. All revenues are conservatively projected and are monitored and updated as necessary. The City utilized the Colorado Legislative Council's Economics Staff's "Economic and Revenue Forecast, 2007-2013" dated March 20, 2007 as the primary source for forecasted Denver-Boulder-Greeley Consumer Price Index (CPI). In conjunction with the Economics Staff's report, other methodologies used were historical trends and unique adjustments (i.e. new retail, new fees, data from a specific source, etc.). Additionally, the City considers reports published by economists in the Colorado State Office of Planning and Budgeting. City Council reviewed the various forecasting methods and devised a rate supported by the Economic and Revenue Forecast in conjunction with the City's historical trends. The methodology used for each revenue type is further explained under each revenue type. The following table identifies the CPI and City Council's Rate for each year from 2007 to 2012 that were used in forecasting:

Year	2007	2008	2009	2010	2011	2012
Consumer Price Index (CPI)	3.50%	3.40%	3.20%	3.20%	3.30%	3.30%
City Council Rate	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%

The following table identifies the changes to revenues from year to year. In 2007, increases are primarily from intergovernmental revenues or grants for streets and traffic engineering (\$8.9 million), charges for services (\$3.7 million), and sales tax (\$2.2 million) with all other revenues remaining basically flat with 2006 actuals. For 2008, the increases are primarily from charges for services (\$1.5 million) and sales and use taxes (\$1.2 million) partially offset by a reduction in intergovernmental revenues (\$6.7 million). The voters approved a sales and use tax rate increase on November 1, 2005 effective January 1, 2006. The sales and use tax rate changed from two percent (2%) to three percent (3%) excluding Colorado Mills, Belmar, and Creekside due in part to existing public improvement fees currently at these locations. The volatility of the recent trend makes forecasting difficult for the City's budget planners. As a result, the budget planners rely heavily on the State's professional economists for guidance. Overall revenues are projected to increase as follows:

Year	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Revenue	9%	.6%	3.3%	19.6%	13.4%	-2.0%	.1%	.6%	2.0%	2.6%
Increases										

Sales Tax - The City of Lakewood began collecting a 3 percent (3%) tax as of January 1, 2006 on sales of tangible personal property and specific services. Sales taxes are collected by the retailer and are reported directly to the City on either a monthly, quarterly, or annual basis. The City sales tax rate was 2 percent (2%) from 1971 through 2005. The voters approved a 1 percent (1%) sales and use tax rate increase on November 1, 2005 to go directly to the General Fund. Unlike the original 2 percent (2%), this 1 percent (1%) increase does not apply to food for home consumption as defined by the City Code.

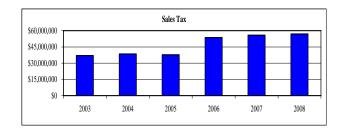
The City's sales tax totals 3 cents on every dollar with 1 cent going directly to the General Fund and the remaining 2 cents is distributed as follows, except in the areas where a Public Improvement Fee (PIF) for capital improvements exist:

75% General Fund

25% Capital Improvement Fund

Sales Taxes represent approximately 51 percent (51%) of the City's general operating revenues and 72 percent (72%) of the capital projects revenues. Lakewood's economy is diverse and businesses are relatively stable and continue to provide a strong base for sales tax revenues.

Sales taxes are forecasted using historical trends adjusted for the sales tax rate increase for 2006 and 2007. The City Council Rate of 2 percent (2%) increase plus unique adjustments based on approved new retail development was used for 2008 through 2012. For the 2007 Revised, the City has the benefit of analyzing approximately six months of sales tax receipts and for the 2007 year only, relies more heavily on this current activity. Estimated revenues for 2008 are \$56,976,561.



	Sales	
Year	Taxes	% Chg
2003	\$36,997,678	
2004	\$38,436,714	3.89%
2005	\$37,734,652	-1.83%
2006	\$53,617,304	42.09%
2007	\$55,859,374	4.18%
2008	\$56,976,561	2.00%

*Use Taxes* - A use tax is levied as a complement to the City sales tax at 3 percent (3%) and is imposed upon taxable purchases where a sales tax was not legally imposed. The Use Tax consists of three (3) types, General Use for all tangible personal property (e.g., furniture, fixtures, supplies, and equipment) not included in the Building Material Use Tax or the Motor Vehicle Use Tax. Depending upon the type of transaction, the use tax may be paid upon issuance of a building permit, upon purchase/registration of a motor vehicle, or on a sales/use tax return.

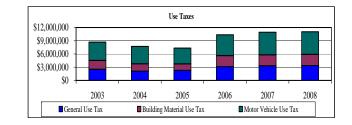
All use tax totals 3 cents on every dollar and is distributed in the same manner as the sales tax. Use taxes represent approximately 10 percent (10%) of the City's general operating revenues and 16 percent (16%) of the capital projects revenues.

General Use Taxes are forecasted for 2007 with a 7.3 percent (7.3%) increase over prior year actuals. A City Council rate of two percent (2%) is applied for 2008 through 2012.

Building Materials Use Taxes are expected to be at the same level as the 2006 actuals for 2007 and a two percent (2%) increase applied for 2008 through 2012.

Motor Vehicle Use Tax is forecasted for 2007 using a unique adjustment based on current year activity. The Motor Vehicle Use Tax remains flat for 2008. A two percent (2%) increase was applied for 2009 through 2012.

Estimated revenues of the combined three (3) use taxes for 2008 are \$11,034,670.



	Use	
Year	Taxes	% Chg
2003	\$8,714,226	
2004	\$7,706,409	-11.579
2005	\$7,350,758	-4.629
2006	\$10,356,896	40.909
2007	\$10,918,680	5.429
2008	\$11,034,670	1.069

#### DEBT SERVICE AND FINANCIAL OBLIGATIONS

All of the City of Lakewood's debt service and financial obligations are appropriated for each budget year, whether or not they are legally classified as debt. Generally in Colorado, certificates of participation (COP) and lease purchase agreements are not considered debt. This was determined through the court case of Gude vs. City of Lakewood 636 P.2d 691.

The City's bond ratings were reviewed by Standard & Poor's during 2006. The Sales & Use Tax Revenue Refunding Bond rating from Standard & Poor's was upgraded to AAA from prior years at AA. Standard & Poor's defines AAA as "The obligor's capacity to meet its financial commitment on the obligation is extremely strong". The ratings for current financial obligations are as follows:

Sales & Use Tax Revenue Refunding Bond, Series 1998	AAA
Certificates of Participation, 1998	AA-
Certificates of Participation, 2000	AA-
Certificates of Participation, 2006A	AA-
Certificates of Participation, 2006B	AA-
Total	

The City of Lakewood is a home rule city. The Colorado Revised Statues provides that general obligation indebtedness for all purposes shall not at any time exceed 3 percent (3%) of the actual value, as determined by the County Assessor, of the taxable property in the City. The exception is debt that may be incurred in supplying water. As of December 31, 2006, the City has no general obligation debt outstanding. The City currently does not have and does not intend to issue any general obligation debt. The City's debt is within the legal debt limit as demonstrated by the table below:

Assessed Value	\$1,696,495,620
Actual Value	\$14,047,963,775
Debt Limit: 3 Percent of Actual Value	\$421,438,913
Less: Assets in Debt Service	0
Legal Debt Margin	\$421,438,913
Amount of Bonded Debt Applicable to Debt Limit	0

The City also has a number of lease purchase agreements for equipment, land, and improvements. In general, the agreements were entered into because of the relatively low amounts borrowed, the estimated life of the equipment, and the low cost of capital. The payments are made as part of various capital budgets.

Outstanding bonds as of December 31, 2006 totaled \$7,055,000. The entire amount of \$7,055,000 is the Sales and Use Tax Revenue Refunding Bonds, Series 1998. As of December 31, 2006, capital leases outstanding amount to \$2,196,029, and certificates of participation amount to \$56,085,000. In March 2006, the City and the Library District refinanced the certificates of participations for a net savings of \$3,444,393 after market costs to refinance.

The following table is a list of outstanding bonded debt and lease purchases as of December 31, 2006:

Long-Term Debt / Lease Payments	Balance
Sales and Use Revenue Refunding Bonds, Series 1998	\$ 7,055,000
Green Mountain Land Lease Purchase	1,361,037
Traffic Light Lease Purchase	192,917
Lago Land Lease Purchase	68,302
Office Condo Lease Purchase	573,773
2007 Section 108 Loan	3,724,000
Harlan Facility Lease Purchase	1,793,261
Total	\$14,768,290

The following table is a list of the City's portion of outstanding Certificates of Participation as of December 31, 2006:

Long-Term Debt / Lease Payments	Balance
Certificates of Participation, 1998	\$ 3,750,000
Certificates of Participation, 2000	4,365,000
Certificates of Participation, 2006A	26,180,000
Certificates of Participation, 2006B	26,155,000
Total	\$56,085,000

# 2008 ESTIMATED FINANCIAL SOURCES AND USES

	Governmental Funds				
		Special	Debt		
	General	Revenue	Service		
	Fund	Funds	Funds		
REVENUES					
Property Tax	\$ 7,905,260	\$ -	\$ -		
Sales Tax	48,870,303	-	-		
General Use Tax	2,819,744	-	-		
Building Material Use Tax	2,100,220	-	-		
Motor Vehicle Use Tax	4,302,525	-	-		
Specific Ownership Tax	716,258	-	-		
Tobacco Products Tax	471,070	-	-		
Business & Occupation Tax	1,479,125	-	-		
Franchise Charges & Other Taxes	6,036,705	-	-		
Hotel Accommodation Tax	-	975,000	-		
Licenses & Permits	2,271,227	-	-		
Intergovernmental Revenue	6,054,117	7,806,938	-		
Charges for Services	9,445,259	2,868,161	-		
Fines & Forfeits	1,393,774	-	-		
Investment Income	1,000,370	146,915	-		
All Other Revenues	1,368,229	2,307,237	-		
Total Revenues	\$96,234,186	\$14,104,251	\$ -		
EXPENDITURES					
Mayor and City Council	515,736	-	-		
City Manager's Office	1,547,379	241,211	-		
City Attorneys Office	1,429,522	-	-		
City Clerk's Office	658,518	-	-		
Community Planning & Development	2,078,617	1,607,679	-		
Community Resources	11,934,013	3,047,116	-		
Employee Relations	1,168,581	-	-		
Finance	2,893,665	28,003	-		
Housing and Family Services	3,338,640	2,252,996	-		
Information Technology	2,806,112	2,481,313	-		
Municipal Court	2,560,564	-	-		
Police	37,781,698	554,123	-		
Public Works	13,107,607	8,353,758	-		
Non-Departmental	7,391,842	-	1,377,793		
Total Expenditures	\$89,212,494	\$18,566,199	\$1,377,793		
OTHER FINANCING SOURCES (USES)					
Capital Lease Proceeds	-	-	-		
Operating Transfers In	-	4,165,725	1,382,793		
Operating Transfers Out	(6,813,546)	(500,000)	-		
Total Other Financing Sources (Uses)	\$(6,813,546)	\$ 3,665,725	\$1,382,793		
Excess (Deficiency) of Financial					
Sources over Financial Uses	208,146	(796,223)	5,000		
FUND BALANCES, BEGINNING OF YEAR	\$18,526,627	\$ 6,677,899	\$ 16,075		
FUND BALANCES, END OF YEAR	\$18,734,773	\$ 5,881,676	\$ 21,075		

Fund Balance as a percent of Expenditures and Operating Transfers Out

19.51% 30.85% 1.53%

# 2008 ESTIMATED FINANCIAL SOURCES AND USES

Gvmtl Funds (cont'd)	Propriet	ary Funds		
Capital Projects	Enterprise	Internal	Fiduciary	
Funds	Funds	Service Funds	Funds	Total All Funds
\$ -	\$ -	\$ -	\$ -	\$ 7,905,260
8,106,258	-	-	-	56,976,561
563,949	-	-	-	3,383,693
431,540	-	-	-	2,531,760
816,692	-	-	-	5,119,217
-	-	-	-	716,258
-	-	-	-	471,070
-	-	-	-	1,479,125
-	-	-	-	6,036,705
-	-	-	-	975,000
-	-	-	-	2,271,227
5,896,204	-	-	-	19,757,259
-	10,682,696	8,951,447	-	31,947,563
<del>-</del>		-	<del>-</del>	1,393,774
252,568	378,000	225,573	151,154	2,154,580
-	44,674	_	378,727	4,098,867
\$16,067,211	\$11,105,370	\$9,177,020	\$ 529,881	\$147,217,919
-	-	-	-	515,736
-	-	-	-	1,788,590
-	-	-	-	1,429,522
120.000	-	-	-	658,518
130,000	4 000 012	-	-	3,816,296
7,135,490	4,822,813	-	-	26,939,432
52.106	-	-	-	1,168,581
52,196 1,242,000	-	-	-	2,973,864 6,833,636
1,242,000	-	-	-	5,287,425
-	-	-	-	2,560,564
180,000	-	-	72,000	38,587,821
12,736,618	7,320,205	-	72,000	41,518,188
1,256,601	37,513	8,999,278	175,000	19,238,027
\$22,732,905	\$12,180,531	\$8,999,278	\$ 247,000	\$153,316,200
\$22,732,903	\$12,160,331	\$6,999,276	\$ 247,000	\$133,310,200
_	_	_	_	_
2,570,000	_	_	_	8,118,518
(409,274)	(395,698)	_	_	(8,118,518)
\$ 2,160,726	\$ (395,698)	\$ -	\$ -	\$ -
Ψ 2,100,720	\$ (575,676)	Ψ	¥	¥
(4,504,968)	(1,470,859)	177,742	282,881	(6,098,281)
\$ 7,060,915	\$28,523,481	\$6,245,034	\$2,682,397	\$ 69,732,428
\$ 2,555,947	\$27,052,622	\$6,422,776	\$2,965,278	\$ 63,634,147
:				<u> </u>

71.37%

1,200.52%

38

11.04%

215.11%

BUDGET SUMMARY

BUDGET SUMMARY

# 2008 BUDGETED EXPENDITURES BY PROGRAM

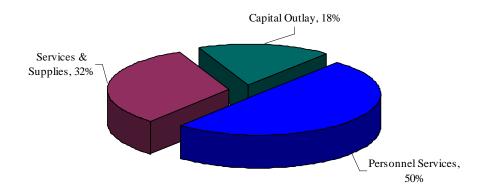
City Department by Program	General Fund	ecial Rev/ ebt Service Funds	Capital Projects Funds	P	roprietary Funds	duciary Funds	City Total
Mayor and City Council	\$ 515,736	\$ -	\$ -	\$	-	\$ -	\$ 515,736
City Manager's Office	\$ 1,547,379	\$ 241,211	\$ -	\$	-	\$ -	\$ 1,788,590
City Attorneys Office	\$ 1,429,522	\$ -	\$ -	\$	-	\$ -	\$ 1,429,522
City Clerk's Office	\$ 658,518	\$ -	\$ -	\$	-	\$ -	\$ 658,518
Community Plan. & Dev.	\$ 2,078,617	\$ 1,607,679	\$ 130,000	\$	-	\$	\$ 3,816,296
Comm. Plan. & Dev. Admin.	252,396	-	-		-	-	252,396
Community Code Enforcemt	497,374	51,483	-		-	-	548,857
Comprehensive Planning	582,137	710,866	130,000		-	-	1,423,003
Development Review	746,710	-	-		-	-	746,710
Economic Development Op.	-	845,330	-		-	-	845,330
Community Resources	\$ 11,934,013	\$ 3,047,116	\$ 7,135,490	\$	4,822,813	\$ -	\$ 26,939,432
Admin. & Resource Develop	658,951	-	-		-	-	658,951
Golf Course Operations	-	-	-		4,822,813	-	4,822,813
Heritage, Cultural & the Arts	-	1,789,213	-		-	-	1,789,213
Planning & Construction	3,850,956	1,257,903	3,707,054		-	-	8,815,913
Recreation	4,080,262	-	-		-	-	4,080,262
Regional Parks Operations	397,211	-	789,510		-	-	1,186,721
Urban Park Operations	2,946,633	-	2,638,926		-	-	5,585,559
Employee Relations	\$ 1,168,581	\$ -	\$ -	\$	-	\$ -	\$ 1,168,581
Finance	\$ 2,893,665	\$ 28,003	\$ 52,196	\$	-	\$	\$ 2,973,864
Finance Administration	456,809	-	-		-	-	456,809
Accounting	553,438	28,003	-		-	-	581,441
Property & Purchasing Svcs.	1,056,033	-	52,196		-	-	1,108,229
Revenue	827,385	-	-		-	-	827,385
Housing & Family Services	\$ 3,338,640	\$ 2,252,996	\$ 1,242,000	\$	-	\$ -	\$ 6,833,636
Housing & Family Admin.	320,248	1,164,541	1,242,000		-	-	2,726,789
Family & Children's Prog.	1,797,970	1,088,455	-		-	-	2,886,425
Older Adult Programs & Svc	1,220,422	-	-		-	-	1,220,422

# 2008 BUDGETED EXPENDITURES BY PROGRAM

City Department by Program	General Fund	Debt S	l Rev/ Service nds		Capital Projects Funds		prietary Funds		ıciary ınds		City Total
Information Technology	\$ 2,806,112	\$ 2,4	81,313	\$	-	\$	-	\$	-	\$	5,287,425
Municipal Court	\$ 2,560,564	\$	-	\$	-	\$	-	\$	-	\$	2,560,564
Municipal Court Admin.	191,234		-		-		-		-		191,234
Court Marshal	690,498		-		-		-		-		690,498
Probation Services	655,362		-		-		-		-		655,362
Public Defender	49,900		-		-		-		-		49,900
Violations Bureau	973,570		-		-		-		-		973,570
Police	\$37,781,698	\$ 5	54,123	\$	180,000	\$	-	\$ 7	2,000	\$	38,587,821
Office of the Chief	3,474,308	4	28,017		-		-	7	2,000		3,974,325
Investigations	8,277,139	!	97,412		-		-		-		8,374,551
Patrol Services	20,579,908	:	28,694		-		-		-		20,608,602
Support Services	5,450,343		-		180,000		-		-		5,630,343
Public Works	\$13,107,607	\$ 8,3	53,758	<b>\$</b> 1	12,736,618	\$ 7	,320,205	\$	-	\$	41,518,188
Public Works Admin.	293,544	2	81,946		-		-		-		575,490
Engineering	2,970,086	4,3	91,812		4,861,501		-		-		12,223,399
Environmental Services	204,038	2	30,000		-		-		-		434,038
Fleet Management	3,317,921	2,8	00,000		1,452,636		-		-		7,570,557
Public Works Maintenance	2,992,428		-		5,533,447		-		-		8,525,875
Sewer Utility	-		-		-	3	,908,463		-		3,908,463
Stormwater Mgmt. Utility	-		-		-	2	,494,786		-		2,494,786
Traffic Engineering	3,329,590	6	50,000		889,034		-		-		4,868,624
Water Utility	-		-		-		916,956		-		916,956
Non-Departmental	\$ 7,391,842	\$ 1,3	77,793	\$	1,256,601	\$ 9	,036,791	\$17	5,000	\$	19,238,027
City-Wide Employee Benef.	1,923,223		-		-		37,513	17	5,000		2,135,736
Debt Oblig./Special Projects	3,068,619	1,3	77,793		1,256,601		-		-		5,703,013
Self-Insurance Funding	2,400,000		-		-	8	3,999,278		-		11,399,278
TOTAL BY FUND	\$89,212,494	\$19,9	43,992	\$2	22,732,905	\$21	,179,809	\$24	7,000	\$1	53,316,200

### 2008 ALL FUNDS BUDGETED EXPENDITURES BY CLASSIFICATION

City Department	Personnel Services	Services & Supplies	Capital Outlay	Total
Mayor and City Council	\$ 315,110	\$ 200,626	\$ -	\$ 515,736
City Manager's Office	1,278,637	496,953	13,000	1,788,590
City Attorneys Office	901,744	527,778	-	1,429,522
City Clerk's Office	493,054	130,464	35,000	658,518
Community Planning & Dev	2,507,041	1,181,755	127,500	3,816,296
Community Resources	12,825,281	10,168,490	3,945,661	26,939,432
Employee Relations	1,008,081	160,500	-	1,168,581
Finance	2,428,014	543,700	2,150	2,973,864
Housing & Family Services	3,688,817	1,899,819	1,245,000	6,833,636
Information Technology	2,322,653	2,163,895	800,877	5,287,425
Municipal Court	2,335,522	205,042	20,000	2,560,564
Police	35,247,516	2,785,305	555,000	38,587,821
Public Works	9,213,939	11,671,026	20,633,223	41,518,188
Non-Departmental	1,929,346	17,296,681	12,000	19,238,027
TOTALS	\$76,494,755	\$49,432,034	\$27,389,411	\$153,316,200



## FIVE-YEAR CAPITAL IMPROVEMENT AND PRESERVATION PLAN (CIPP)

#### **CIPP Budget Overview**

The 2007 Revised through 2012 Five-Year Capital Improvement and Preservation Plan (CIPP) continues implementing several additions to the Capital Improvement Fund (CIF) portion of the plan that were initiated in 2006 attributable to the sale tax increase. The Capital Improvement Fund (CIF) does not receive any new revenue from the 2006 sale tax increase. One time and recurring additions to the CIF as a result of the sales tax increase are accomplished by transferring money from the General Fund to the CIF.

Approximately \$8.7 million dollars worth of new Capital Improvement Fund (CIF) project expenditures were added by using available CIF money and by transferring money from the General Fund, Economic Development Fund and Community Development Block Grant (CDBG) loan proceeds into the CIF while still presenting a budget maintaining the required five percent (5%) fund balance.

The following sections describe (1) new projects included in the proposed CIPP, (2) the funding sources available to the CIPP, and (3) the desired project selection process as established by City Council guidance.

## **New Projects**

Eleven new projects are to be added to the CIPP this year as noted below. More detailed information about each new project as well as all other projects in the CIPP can be found on the individual project information sheets found later in this section of the budget document.

- Kipling/Colfax Intersection This project will complete the intersection to provide for double left turns in all directions. City Council approved this project in September 2006. Approximately 50% of the project's funding is from a federal grant.
- C-470/Alameda Interchange This project will provide an interchange to serve the Rooney Valley. City Council approved this project in September 2006. Approximately 86% of the project's funding is from Jefferson County and the area metro district. Transfers of General Funds and Economic Development Funds into the CIF covers the City share.

- Kipling/20th and Colfax/Newland Traffic Signal Upgrades This project will rebuild traffic signals at these locations to enhance safety. City Council approved this project in May 2006. Approximately 77% of the project's funding is from a federal grant.
- Colfax/Youngfield Intersection This project will rebuild the traffic signal and re-align the intersection to enhance safety. City Council approved this project in May 2006. Approximately 80% of the project's funding is from a federal grant.
- Public Safety Center Sidewalk Repairs This work is included in the Building Infrastructure Program and is funded by a transfer from the General Fund into the CIF.
- Heritage Center Phone System This work is included in the Building Infrastructure Program and is funded by a transfer from the General Fund into the CIF.
- Belmar Park Well Rehabilitation A restoration of a well that is used to irrigate Belmar Park. Funded by a transfer from the General Fund into the CIF.
- Head Start Center A Community Development Block Grant (CDBG) fund Section 108 loan is being used to build a new facility to serve northeast Lakewood. Proceeds from the loan have been transferred to the CIF to fund the project.
- Charles Whitlock Recreation Center Site Improvements Community Development Block Grant (CDBG) funds, Open Space, and Conservation Trust funds are being used to build new site improvements.
- Ray Ross Park Renovation A Community Development Block Grant (CDBG) fund Section 108 loan and Open Space funds are being used to renovate this park facility.
- Harlan Facility This property acquisition is for a Police evidence storage facility and is funded by a lease-purchase agreement.

#### CAPITAL IMPROVEMENT FUND

PROJECT NAME	2007	2008		2009	- 1	2010	2011	2012
Annual Programs								
Compreh. Plan Corridor Implem	\$ 10,000	\$ 10,00	0 \$	10,000	\$	10,000	\$ 10,000	\$ 10,000
Building Infrastructure	1,171,704	625,00	0	625,000		625,000	625,000	625,000
Neighbrhd Entry Treatmt Maint	5,000	5,00	0	5,000		5,000	5,000	5,000
Neighbrhd Participation Progrm	120,000	120,00	0	120,000		120,000	120,000	120,000
Roadside Safety Improvements	60,000	165,00	0	165,000		165,000	165,000	165,000
Traffic Safety Improvements	186,746	189,04	3	190,660		942,392	944,253	944,253
Signal Safety Improvements	68,276	76,55	3	77,149		77,778	78,444	79,149
Long Life Pavement Markings	204,847	208,63	8	211,492		214,554	217,847	221,539
Development Participation	50,000	50,00	0	50,000		50,000	50,000	50,000
Street Resurface/Concrete Rehab	4,750,281	5,533,44	7	5,542,472	5.	,552,087	5,562,355	5,573,348
CIPP Support Services	273,189	301,60	3	316,071		331,621	348,376	366,477
City Parking Garage Maint	50,000	50,00	0	50,000		50,000	50,000	50,000
Vehicle Replacement	872,794	1,452,63	6	1,461,241	1,	,470,484	1,480,440	1,491,198
Subtotals	\$7,822,837	\$ 8,786,92	0 \$	\$8,824,085	\$ 9	,613,916	\$ 9,656,715	\$ 9,700,964
Debts and Other Long Term Obligations								
1998/2006B COP Payments	\$ 283,357	\$ 286,00	0 \$	336,000	\$	386,000	\$ 386,000	\$ 386,000
2000/2006A COP Payments	823,551	970,60	1	954,346		904,019	924,282	924,124
Green Mountain Acquisition	116,000	116,00	0	116,000		116,000	116,000	116,000
West Metro Repurchase Agrmt	127,260	127,26	0	127,260		127,260	127,260	-
Subtotals	\$ 1,350,168	\$ 1,499,86	1 \$	1,533,606	\$ 1.	,533,279	\$ 1,533,542	\$ 1,426,124
City Facilities								
Head Start Center	\$ 100,000	\$ 1,242,00	0 \$	-	\$	-	\$ -	\$ -
Belmar Park Well Rehabilitation	-	400,00	0	-		-	-	-
ADA Building Improvements	277,895	100,00	0	-		-	-	-
E911/Emergency Operations Ctr	2,264,140	200,00	0	-		-	-	-
Courts Remodel	594,655		-	-		-	-	-
Harlan Facility	1,020,000	180,00	0	-		-	-	-
Subtotals	\$ 4,256,690	\$ 2,122,00	0 \$	-	\$	-	\$ -	\$ -

# **CAPITAL IMPROVEMENT FUND (CONTINUED)**

PROJECT NAME	2007	2008	2009	2010	2011	2012
Transportation						
Bike Paths/Sidewalks	\$ 555,000	\$ 1,600,000	\$ -	\$ -	\$ -	\$ -
Wadsworth/Colfax Intersection	70,000	-	-	-	-	-
Old Kipling Bridge Replacement	20,000	-	-	-	-	-
Wadsworth at Ohio	196,866	-	-	-	-	-
Union Boulevard, 4th to 6th	409,644	-	-	-	-	-
Kipling/Colfax Intersection	100,000	850,000	925,000	-	-	-
Colfax/Simms Intersection	300,000	361,812	-	-	-	-
Weir Gulch Trail Crossing Under Wadsworth Blvd.	285,510	-	-	-	-	-
Kipling/20th and Colfax/ Newland Intersections	-	150,000	-	-	-	-
Colfax/Youngfield Intersection	5,000	200,000	-	-	-	-
Kipling Light Rail Bike Path Overpass	100,000	390,000	-	-	-	-
Wadsworth Light Rail Bike Path Overpass	100,000	-	500,000	-	-	-
C-470 Interchange at Alameda	2,000,000	1,000,000	-	-	-	-
C-470 Bike Path Extension to Indiana Street	100,000	-	-	-	-	-
Traffic Signal Battery Backups	300,000	-	-	-	-	-
Traffic Signal Pedestrian Countdown Displays	125,000	250,000	-	-	-	-
Subtotals	\$ 4,667,020	\$ 4,801,812	\$ 1,425,000	\$ -	\$ -	\$ -
Total Capital Improvement Fund	\$18,096,715	\$17,210,593	\$11,782,691	\$11,147,195	\$11,210,257	\$11,127,088

# CONSERVATION TRUST AND OPEN SPACE FUNDS

PROJECT NAME	2007	2008	2009	2010	2011	2012
Annual Programs						
Parks Infrastructure	\$ 225,000	\$ 125,000	\$ 125,000	\$ 125,000 \$	125,000	\$ 125,000
Subtotals	\$ 225,000	\$ 125,000	\$ 125,000	\$ 125,000 \$	125,000	\$ 125,000
Debts and Other Long Term Obligations						
2000/2006A COP Payments	\$ 824,691	\$ 981,172	\$ 980,994	\$ 980,652 \$	978,651	\$ 978,485
Green Mountain Acquisition	98,000	98,000	98,000	98,000	98,000	98,000
Subtotals	\$ 922,691	\$ 1,079,172	\$ 1,078,994	\$ 1,078,652 \$	1,076,651	\$ 1,076,485

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# CONSERVATION TRUST AND OPEN SPACE FUNDS (CONTINUED)

PROJECT NAME		2007	2008	2009	2010	2011	2012
Capital Preservation & Improvement							
Site & Facility Improvements	\$ 1	,026,250	\$ 520,000	\$ 520,000	\$ 520,000	\$ 520,000	\$ 520,000
Subtotals	\$ 1	,026,250	\$ 520,000	\$ 520,000	\$ 520,000	\$ 520,000	\$ 520,000
Development Projects							
Bear Creek Lake Park	\$	632,500	\$ -	\$ -	\$ -	\$ -	\$ -
Lakewood Heritage Center		257,000	-	-	-	-	-
McDonnell Park Improvements		22,000	-	-	-	-	-
Aviation Park		6,500	-	-	-	-	-
Arts in the Park		20,000	20,000	20,000	20,000	20,000	20,000
Charles Whitlock Recreation Ctr		200,600	-	-	-	-	-
Ray Ross Park Improvements	1	,400,000	1,000,000	-	-	-	-
Subtotals	\$ 2	2,538,600	\$ 1,020,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Acquisitions							
Land Acquisition	\$	300,880	\$ 20,000	\$ -	\$ -	\$ -	\$ -
Subtotals	\$	300,880	\$ 20,000	\$ -	\$ -	\$ -	\$ -
Total Conservation Trust and Open Space Funds	\$ 5	5,013,421	\$ 2,764,172	\$ 1,743,994	\$ 1,743,652	\$ 1,741,651	\$ 1,741,485

### **GOLF COURSE FUND**

PROJECT NAME	2007	2008	2009	2010	2011	2012
2000/2006A COP Payments	\$ 454,464 \$	608,817	\$ 723,500	\$ 774,209 \$	815,542	\$ 815,403
<b>Total Golf Course Fund</b>	\$ 454,464 \$	608,817	\$ 723,500	\$ 774,209 \$	815,542	\$ 815,403

## COMMUNITY DEVELOPMENT BLOCK GRANT FUND

PROJECT NAME	2007	2008	2009	2010	2011	2012	
Charles Whitlock Recreation Ctr	\$ 40,000 \$	-	\$ -	- \$	- \$	- \$	-
Surfside Pool	5,000	-	-	-	-	-	-
Sheridan Blvd. Sidewalks	405,302	-	-	-	-	-	-
Total Community Developmt Block Grant Fund	\$ 450,302 \$	-	\$ -	- \$	- \$	- \$	-

# SEWER ENTERPRISE FUND

PROJECT NAME	2007	2008	2009	2010	2011	2012
Sewer Lining	\$ 350,000 \$	350,000 \$	350,000 \$	350,000 \$	350,000 \$	350,000
13th Avenue Sewer Line	1,750,000	-	-	-	-	-
Sewer Replacements	-	500,000	500,000	500,000	500,000	500,000
Total Sewer Enterprise Fund	\$ 2,100,000 \$	850,000 \$	850,000 \$	850,000 \$	850,000 \$	850,000

# STORMWATER ENTERPRISE FUND

PROJECT NAME	2007	2008	2009	2010	2011	2012
West Corridor Drainage Improvements	\$ 50,000	\$ 550,000 \$	-	\$ - \$	- \$	
26th & Youngfield Drainage Improvements	180,000	-	-	-	-	-
Total Stormwater Enterprise Fund	\$ 230,000	\$ 550,000 \$	-	\$ - \$	- \$	-

# EQUIPMENT REPLACEMENT FUND

PROJECT NAME	2007	2008	2009	2010	2011	2012
Permits/Inspection/Addressing System	\$ - \$	49,000 5	\$ 102,041 \$	182,716 \$	- \$	-
Recreation System Replacement	-	200,000	-	-	-	-
Telecommunication Network Switch	100,000	400,000	1,000,000	-	-	-
Revenue System Replacement	10,000	-	-	-	-	-
Fleet System Replacement	-	100,000	-	-	-	-
Total Equipment Replacement Fund	\$ 110,000 \$	749,000 5	\$ 1,102,041 \$	182,716 \$	- \$	-