

2012 Annual Budget

In Brief



City of Lakewood
480 South Allison Parkway
Lakewood, Colorado 80226-3127

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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 www.lakewood.org. Any questions regarding the budget can be directed to the Finance Department at (303) 987-7600.

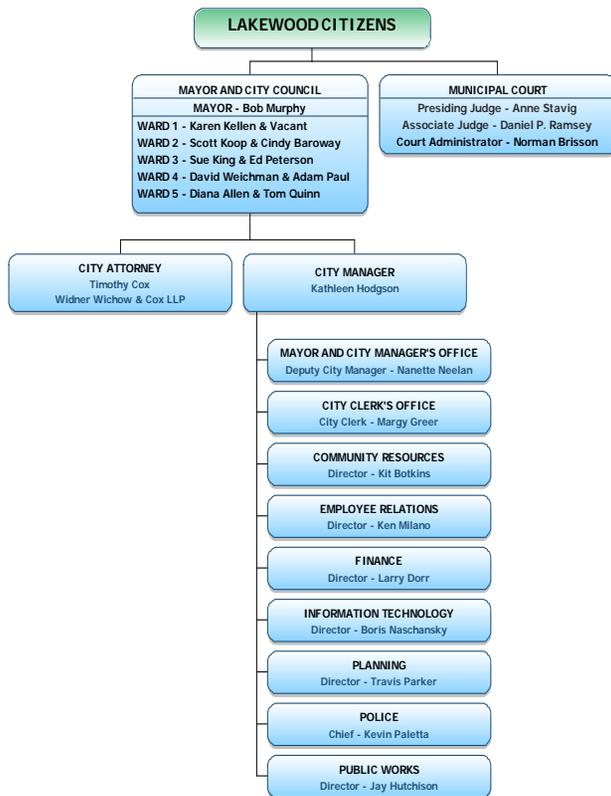


FORM OF GOVERNMENT

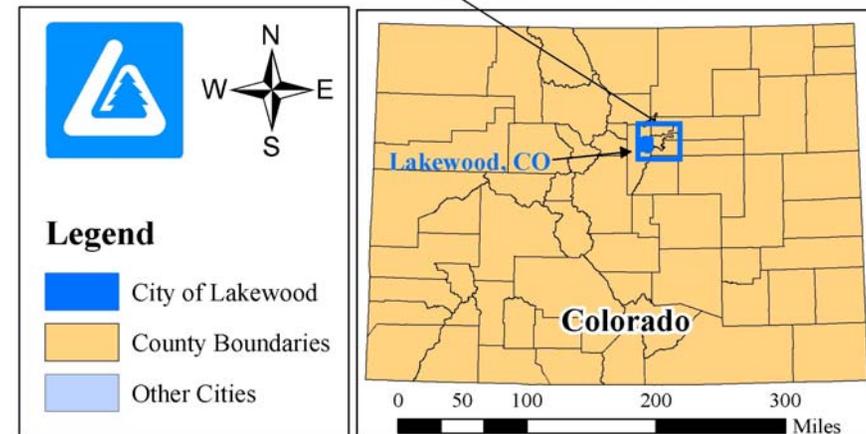
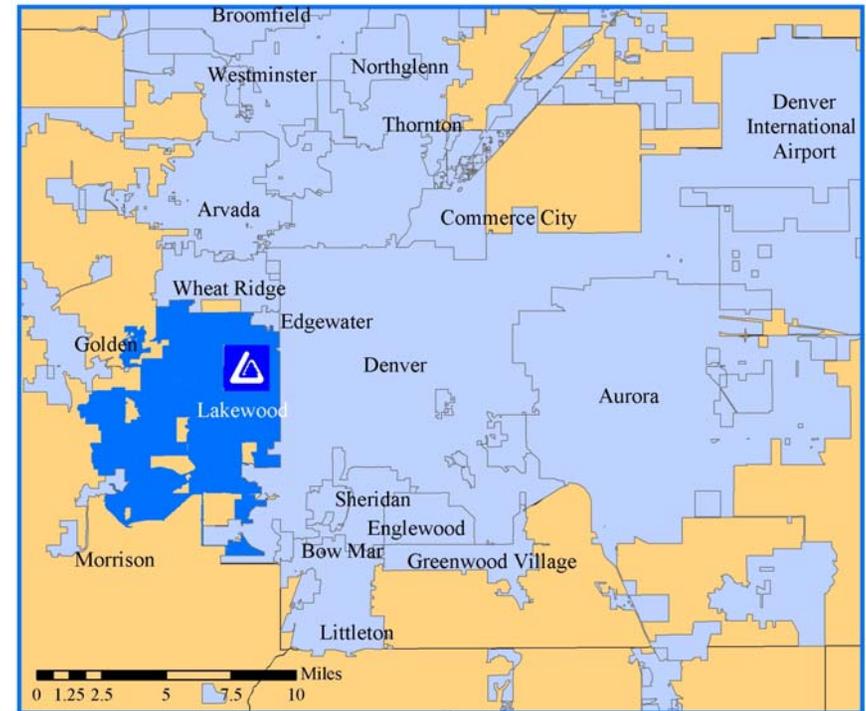
The City of Lakewood was incorporated in 1969, and on November 1, 1983 became a home-rule municipality under the Colorado Constitution Article XX and further defined by Colorado Statute Title 31. The City Charter, originally adopted November 1, 1983 and last amended November 2, 2004, provides for a Council-Manager 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



STATE AND METRO AREA



OFFICIALS OF THE CITY



CITY OF LAKEWOOD ELECTED OFFICIALS:



Bob Murphy
(303) 987-7040

bmurphy@lakewood.org

Mayor Bob Murphy was elected to a four-year term as mayor in November 2007, after serving two previous terms on City Council from Ward 2.

WARD 1

Vacant



Karen Kellen
(303) 910-0541

kkellen@lakewood.org

Council member Vacant

Council member Karen Kellen was elected to a four-year term in November 2007.

WARD 2



Scott Koop
(303) 233-1198

skoop@lakewood.org



Cindy Baroway
(303) 987-7739

cbaroway@lakewood.org

Council member Scott Koop was elected to a four-year term in November 2009.

Council member Cindy Baroway was elected to a four-year term in November 2007.

WARD 3



Sue King
(303) 202-2225

sking@lakewood.org



Ed Peterson
(303) 988-8045

epeterson@lakewood.org

Council member Sue King was re-elected to a second four-year term in November 2009.

Council member Ed Peterson was re-elected to a second four-year term in November 2007.

WARD 4



David Wiechman
(303) 986-4818

dwiechman@lakewood.org



Adam Paul
(303) 988-6484

apaul@lakewood.org

Council member David Wiechman was elected to a four-year term in November 2009.

Council member Adam Paul was elected to a four-year term in November 2007.

WARD 5



Diana Allen
(303) 942-0895

dallen@lakewood.org



Tom Quinn
(303) 717-8862

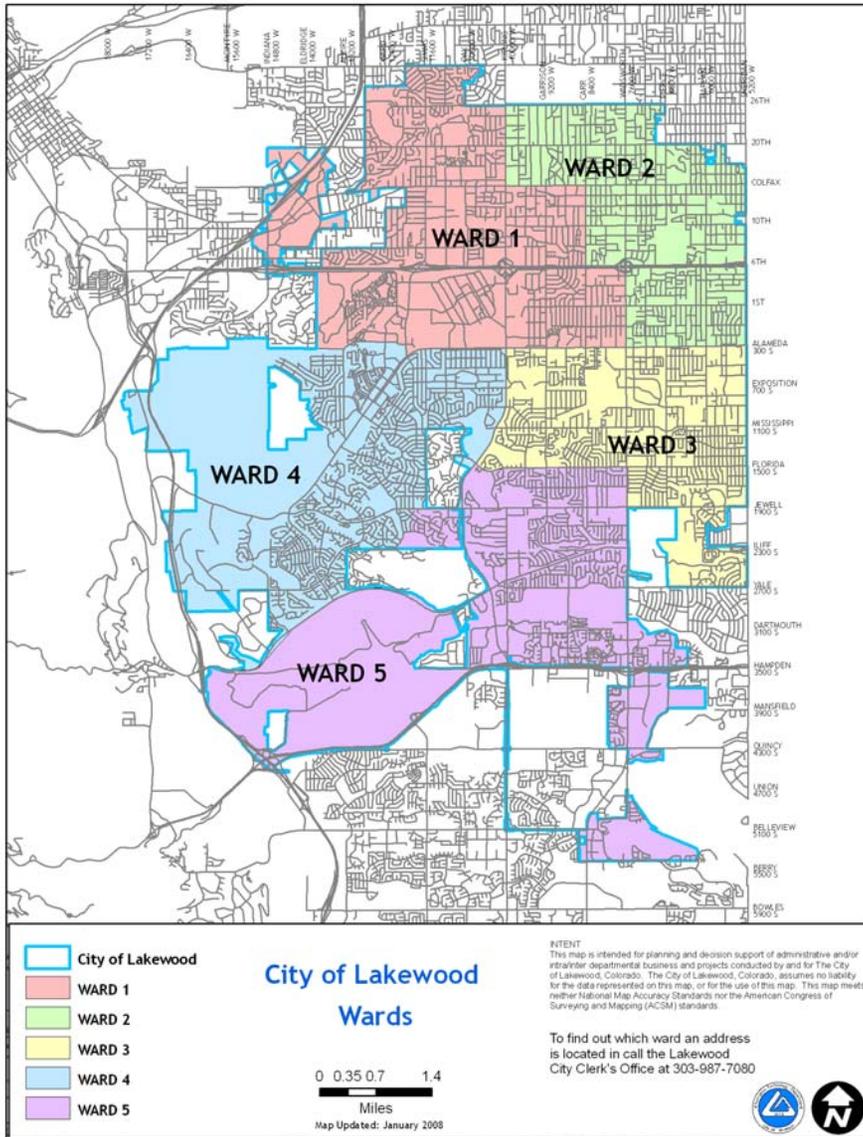
tquinn@lakewood.org

Council member Diana Allen was re-elected to a second four-year term in November 2009.

Council member Tom Quinn was elected to a four-year term in November 2007.

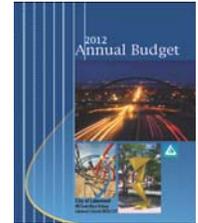
Note: Term limitations equal two terms of four years each.

LAKEWOOD'S FIVE GEOGRAPHICAL WARDS



Lakewood

City Manager's Budget Message



October 10, 2011

Honorable Mayor and Members of City Council:

Earlier this year, the City of Lakewood was named All America City by the National Civic League. The City also received the League's first ever Diversity Award. For 2010, the City of Lakewood was named Best Place to Work by the Denver Business Journal. Just this summer, the first hospital in the history of Lakewood has opened, marking the second phase of completion on the Saint Anthony Hospital medical campus. Last but not least, the community celebrated the opening of our first Boys & Girls Club last year. These unprecedented achievements are a result of the combined efforts of the entire community, including small and large businesses, the education and faith-based communities, elected officials and the City's staff. These accomplishments, in the face of economic adversity, reflect the fabric of the community as one of creativity, compassion, hard work and persistence.

A persistent high unemployment rate and general economic instability continue to be a challenge for the country, the City of Lakewood and all aspects of our community. A lack of confidence in the job market has weakened consumer confidence, retail sales and sales tax revenues. This has created a challenge in providing sustained levels of service to the Lakewood community, within current revenues. While revenues continue to be unpredictable, City management has been successful in containing costs and providing services. This effort has enabled the City to add to its reserves during 2010, for the 6th consecutive year. This 2012 Budget anticipates a decrease in reserves, which will allow the City to maintain predictable levels of service through these difficult economic times. Management will continue to look for opportunities to contain and reduce costs while seeking alternative revenue streams. The City's overall financial strength provides flexibility while the economy returns to greater stability.



Lakewood

City Manager's Budget Message

Operating Overview

During 2011, the City has made visible progress in its sustainability efforts. This year, we have begun a pilot program in the Glennon Heights neighborhood. The pilot will be the first opportunity for residents to get involved in the Lakewood Sustainable Neighborhoods Program. The Program encourages active citizen participation in workshops and special events which will increase both the environmental and the social strength of the neighborhood. Also this year, the City has launched the Business Energy and Education Program, known as BEEP. This new initiative is an outcome of the City's work with the Greening Lakewood Business Partnership, an alliance of local business leaders and the City. The BEEP aligns job training with energy efficiency in the business community. Under the program, energy evaluators, students and coaches trained by Red Rocks Community College and the Learning Source analyze and benchmark energy use in buildings. With over 180 businesses now involved, the program provides free information, services and tools to businesses so that they can cash in on better efficiency through no-cost or low-cost measures.

As mentioned above, Lakewood experienced the second phase opening of St. Anthony Hospital, the first hospital in the City's history. This \$450 million project is a regional Level One trauma hospital that is having a significant positive impact on the community. We welcome the hospital's new employees, patients, contractors and vendors to Lakewood. Together, with the Colorado Orthopedic Hospital, our community is creating a multi-faceted medical campus that will create unprecedented opportunities for Lakewood. We have also witnessed significant progress on the construction of the Regional Transportation District's (RTD) West Corridor Light Rail project. Since 2009, this regional transportation project has accomplished fundamental demolition and significant new construction. The project is fully funded by both RTD and the federal government and is not vulnerable to delays or other uncertainties. It is expected that construction of primary improvements immediately adjacent to the rail tracks will be completed during 2011 with a scheduled operation date of early 2013. The project includes 12 miles of light rail service from downtown Denver, through Lakewood, to Golden. The community is experiencing a number of positive development and re-development activities as a result of the light rail project. Recognizing long-term community concerns and short-term construction impacts to the citizens, the City hired an ombudsman to act as a liaison between citizens and RTD



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City Manager's Budget Message

during this period of significant construction. In addition, the City has provided financial assistance to two businesses that were relocated within Lakewood as a result of light rail construction. During 2012, the City's urban renewal authority will be providing nearly \$3 million in supplemental construction funds to provide betterments at the Wadsworth station and the Oak Street station that will catalyze private sector investment and redevelopment near these light rail stations.

Projects of this size, scale and scope come along once in a generation yet Lakewood has been fortunate to experience them at nearly the same time. In addition to the hospital and light rail, the City has other retail development occurring that is described below under General Fund Revenues. All of this activity will contribute in a meaningful way to the sustainability of the community, which is one of our core values. To that end, this budget provides ongoing funding for the City's first Sustainability Coordinator who was hired in March 2010 under temporary grant funding. This continuation of funding demonstrates the City's further commitment to overall sustainability.

General Fund Revenues

During the global recession, the State of Colorado lost over 115,000 jobs. City sales taxes made up over 50% of revenues during 2008. The City's sales tax revenues decreased by 7.6% during 2009. While sales taxes increased 2.4% during 2010, they remained 5.3% less than 2008. Furthermore, we are forecasting that 2011 sales taxes will still be less than received in 2008, even with new retail development. During this recession, the combined effect of sales tax receipts falling below the 2008 level, during 2009, 2010 and 2011 is a difference in revenues of \$7.2 million.

In view of the recent and historic revenue volatility, the City has continued to focus on its economic base by promoting primary jobs and retail shopping in the community. In 2007, the closure of the Jillian's entertainment complex created significant vacant commercial space at the Colorado Mills mall. The Burlington Coat Factory has now leased this space and opened last fall. Additionally, the new Nordstrom Rack, Target store, and Best Buy have opened at Belmar Downtown and are adding significantly to the retail tax base. These retailers are generating substantial new sales tax revenues



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City Manager's Budget Message

contributing to the year-to-date increase of 2.2%. The City will continue to enhance and diversify its tax base as a guard against future economic ups and downs.

To date, other General Fund revenues have been largely unchanged, with one exception. In the 4th quarter of 2010, the Jefferson County Commissioners changed two key elements of the City's Road and Bridge property tax revenues, creating a negative impact. The Commissioners have elected to decrease the amount of the mill levy and the percentage of the gross revenue that is shared with the City. As a result, we are decreasing expected revenue from \$2,037,900 received in 2009, to \$1,275,000 in 2011. For now, this will consume additional reserves while management attempts to reduce costs and maintain services. Longer term, the City will increase communication with the County in an effort to prevent a further reduction in this source of revenue.

Together, overall General Fund revenues have decreased 0.8% compared to last year at this time. Because of the quick and volatile changes to revenues, predicting the short-term and long-term future is difficult. While there are myriad scenarios for possible improving or worsening trends, this budget projects the current trend plus modest growth through 2012. During 2011 and 2012, General Fund revenues will be helped significantly by one-time receipts from the July 2011 hailstorm.

General Fund Expenditures

Over the last three years now, the City has undertaken a number of changes to help bridge a gap created by declining revenues. Given that the current revenue trend is uncertain in nature, it makes sense to utilize some reserves, reduce spending where possible and provide a consistent level of service to the community. During 2010, management spent 4.5% less than budgeted, allowing the City to increase its reserves. For 2011 and 2012, management will attempt to spend at least 5% less than budgeted in an effort to conserve vital fund balance reserves.

In spite of these efforts, certain costs have continued to increase. At the moment, the City is purchasing gasoline and diesel fuel for its fleet at a cost that has increased by 50%. Prices for fuel remain high but have decreased from a recent peak. As such, we are revising our 2011 Budget to reflect an



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increase in cost of 43% and for 2012 a decrease in fuel cost of 15% versus the 2011 Revised budget. As we do this, the managers of the City's fleet continue to analyze and implement new ways of doing business including the use of alternative fuels and vehicles that achieve higher mileage per gallon.

Currently, the cost of providing medical coverage for employees has increased by 12% over the last year. In response, the City began a phased process in which it will provide alternatives at a lower cost for the City and its employees. Beginning in 2010, the City switched medical providers as a result of a competitive Request For Proposals process. For 2011, the City offered its workforce a lower cost, reduced benefit plan. Beginning in 2012, the City will provide yet another new plan to include a deductible and a Health Reimbursement Account. The rising cost of providing medical coverage is challenging organizations across the country. The City will continue to explore sustainable opportunities for providing employee benefits.

For the second consecutive year, the City has experienced a positive trend with respect to risk management. The City is able to reduce funding for 2011 from \$1.4 million to \$900,000 and for 2012 from \$2.2 million to \$500,000 which helps bridge the gap in revenues. It is anticipated that risk management funding will return to historical trends in 2013 and require a full \$2.2 million in funding.

One of the City's Core Community Values is Technology and Infrastructure. In 2012, a replacement to the current revenue system is planned. The replacement, however, is contingent upon the fund balance projected for 2011 being bested by \$615,000.

General Fund Balance

At the end of 2003, the General Fund Balance as a percent of total operating expenditures was 11.9% or \$8.8 million. The same calculations for the 2010 year-end General Fund Balance were 31.9% or \$28.7 million. City Council's Budget Policy requires a minimum General Fund Balance of 10% while the State requirement is 3%. The 2012 Budget exceeds both requirements. As noted above, the City is currently experiencing a gap between revenues and expenditures for 2011 and 2012 based on realistic revenue forecasts. While this budget would reduce the fund balance by \$2.0 million in 2011 and \$1.6 million in 2012, the ending fund balance for 2012 would be greater than fore-

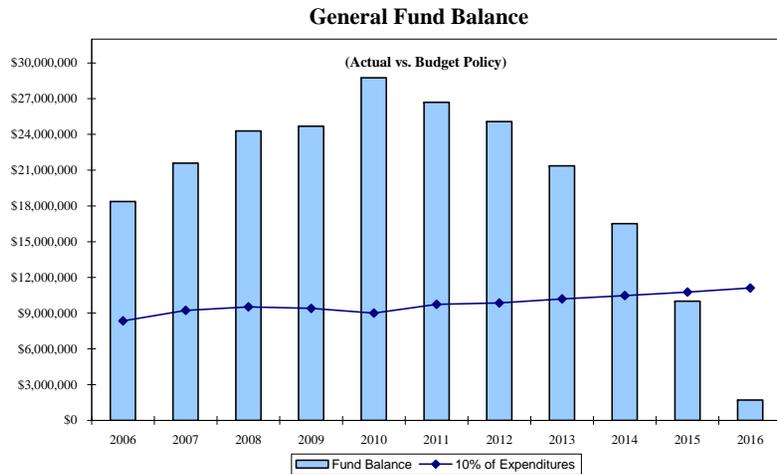


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casted during last year's budget, and finish the year at a level of \$25.1million or 25.4% of expenditures, which is more than double the current policy. It is the strength in General Fund Balance that offers the flexibility to continue providing services without dramatic fluctuations from year to year.

The following chart reflects the General Fund Balance from 2006 through 2016 and compares the Fund balance to 10% of expenditures plus operating transfers out. The economic challenges that the City faces will be mitigated by the use of General Fund Balance. This budget and the long-term forecast anticipate further reductions in General Fund Balance. As discussed above, the current revenue trend may not provide adequate long-term income, and therefore services, for the long term. Without improvements in the economy in the coming years, adjustments to spending and/or revenues will be necessary in order to maintain reasonable levels of General Fund Balance. Maintaining an adequate fund balance will remain a priority.



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Capital Projects Overview

The Capital Improvement and Preservation Plan activities are experiencing the same economic effects described above in the General Fund. However, the City continues to leverage funding from external sources, as well as plan for new capital projects within existing funds. Given the current economic environment, the Capital Improvement Fund (CIF) has added only a few new projects from its base revenues. Adding new projects to the CIF will continue to be challenging. However, circumstances will warrant some new projects both in the CIF and other project funds, since federal highway and Community Development Block Grant opportunities generate outside-match funding. It is anticipated that these opportunities will diminish in the future as the federal government decreases its spending overall. In addition to projects, this 2012 Budget will provide for over \$10.1 million in annual programs that include basic street resurfacing, vehicle replacements and improvements to building infrastructure and traffic safety.

The addition of several new projects 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. 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 projects funded in the Capital Improvement and Preservation Plan for 2011 and 2012:

- Light Rail Bicycle Overpasses (Kipling & Wadsworth) \$1,860,000
- Kipling & Colfax Intersection \$1,178,000
- North Dry Gulch Improvements \$1,025,000
- Wadsworth at Hampden Improvements \$680,000
- Surfside Pool Renovation \$505,000
- Wadsworth Blvd Improvements, 10th Ave to 14th Ave \$473,000
- Union Blvd Improvements, 4th Ave to 6th Ave \$409,000
- Bike Paths/Sidewalks \$400,000
- Holbrooke Park Pond Improvements \$200,000
- Alameda Bike Path Reconstruction \$180,000
- Quail St. Recycling Center \$150,000



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All Funds Overview

In all, this 2012 Budget appropriates \$146,278,820 for municipal services, a decrease from 2011 of 11.5%. This includes appropriations for both governmental and proprietary expenditures and both operating and project related expenditures. Project initiatives and grant funding vary significantly from year to year and are reflective of the decrease in the All Funds expenditures and balance for 2011 and 2012.

The long-term debt of the City continues to decline. In 2010, the City retired \$5.3 million in long-term debt obligations. This budget will appropriate funds to retire additional debt in the amount of \$5.0 million in 2011 and \$4.9 million in 2012. This substantial retirement of debt contributes to the positive overall financial health of the City and demonstrates conservative fiscal policy. In the fall of 2009, the City underwent Standard & Poor's financial management assessment and received its highest rating: Strong.

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 Full implementation of the Metropolitan Auto Task Force
- o Beginning the transition to Digital Radio police infrastructure
- o Prescription Take Back Day: Over 400 pounds of prescription drugs turned in for disposal
- o Response to over 4,800 code violation complaints per year
- o Execution of a Citywide Emergency Preparedness Program
- o Maintenance of over 7,900 street lights
- o Entry and completion of over 2,800 warrants and 19,000 Municipal Court summonses per year
- o Respond to the over 138,000 citizen and police officer initiated calls for service



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City Manager's Budget Message

Open and Honest Communication

- o Televised "State of the City" report from Mayor Murphy
- o Administered a municipal special election
- o Complete review and response to over 100 public records requests
- o Awarded Excellence in Financial Reporting and Distinguished Budget Presentation
- o Implementing communications via social media outlets
- o Coordinated 2,040 responses to citizen inquiries through the Service Request Process
- o Video-streaming of City Council meetings and Study Sessions live on the City of Lakewood website
- o Completion of a Police Department Annual Report

Fiscal Responsibility

- o Ongoing reporting and analysis of financial activities and trends: monthly on-line updates
- o Awarded federal Early Retiree Reimbursement Program funding in the amount of \$135,000
- o In-depth review and analysis of every unit replaced in the vehicle fleet
- o Maintenance of financial transparency website:
<http://ledger.lakewood.org/>
- o Internal Team Review of every personnel vacancy before replacement is approved

Education and Information

- o Daily contact with the news media on operations and City Council policy decisions
- o Quality information on the City's website, www.lakewood.org and in "Looking at Lakewood" with over 900,000 site views and 3.2 million pages viewed
- o Businesses are educated and informed about the tax laws, procedures, and requirements of the City
- o Communication and training necessary to empower the City's workforce
- o Communication of and follow up to the bi-annual citizen survey

Transportation

- o Maintenance of over 490 miles of streets
- o Maintenance and repair of 2,400 traffic signs and 185 traffic signals
- o Operation of Citywide computerized traffic management system



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City Manager's Budget Message

- o Lakewood Rides provided over 10,500 trips
- o Partner to Colorado Department of Transportation on regional improvements within Lakewood
- o Liaison between RTD and citizens on the West Corridor Light Rail Expansion construction

Quality Economic Development

- o Continued support for the expansion and completion of Lakewood's new downtown, Belmar
- o Continued emphasis on business retention, expansion, attraction, and promotion within Lakewood
- o With over 5,000 Lakewood businesses or 70%, employing 10 people or less, the City is enhancing small business programs and outreach by partnering with the federal government, the State and the County to provide necessary support. This includes the Business Bar and Small Business Academy.
- o Continued work and partnership with RTD and Lakewood's Comprehensive Planning on the West Corridor Light Rail line and surrounding development scheduled to open in Lakewood in 2013

Physical and Technological Infrastructure

- o Completing an inventory and assessment of the City's need for electronic records management
- 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 Successful in-house recruitments of 3 Department Heads and 2 Division Managers
- o Responding to approximately 180 development review requests
- o Resurfaced over 41 miles of streets
- o Over 13,400 building permits were issued

Quality Living Environment

- o Learning opportunities and other children's programs that served over 600 children per day
- o Finalist for the National Parks & Recreation Association Gold Medal Award for Excellence



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City Manager's Budget Message

- o Maintaining 98 parks, comprising over 7,000 acres, and four recreation centers
- o Grand opening of the Boys and Girls Club at O'Connell Middle School
- o Completion of the Lamar Arts District Plan
- o Maintenance of over 56,000 trees throughout the community and Tree City USA award winner
- o Expansion of liquid de-icing on City streets

Community Sustainability

- o Recycled over 400,000 pounds of hazardous household waste and 60,000 pounds of yard debris
- o Recycled over 12,000 pounds of waste from electronic devices
- o Achieved Leadership in Energy and Environmental Design certification at the new Head Start facility
- o Active participation in local, regional and national sustainability organizations
- o Implementation of energy efficiency improvements in City buildings

Significant Legislative Activities

The City Council Legislative Committee, with the assistance of the Deputy City Manager, reviewed 281 of the 713 proposed statewide bills introduced between January and May of the 2011 Legislative Session. The Committee, which consists of one member of City Council from each of five wards, took positions on 41 bills. The Committee supported 29 bills and resolutions, and opposed 12. Of the supported bills and resolutions, 91% passed. Of the opposed bills and resolutions, 42% passed.

Budget Management

The City Council has an active Budget and Audit Committee that continues to evaluate the City's financial practices and performance. The Committee has been charged with reviewing the City's monthly 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 addition is approved. Budget additions are approved by a team consisting of the



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Department Directors from the City Manager's Office, Department of Finance and Department of Employee Relations before they are submitted to me for approval and ultimately included in the proposed budget presented to City Council. By policy, the budget includes specific listings of fund transfers and a description of single purchases of \$50,000 or greater.

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.



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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, Lakewood continues to deliver quality municipal services 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. The following activities were held, or are scheduled, on the dates listed below to comply with the City Charter requirements.

September 12, 2011	City Manager Submits the Proposed Budget
September 26, 2011	1st Reading of the Ordinance & Public Hearing
October 10, 2011	2nd Reading of the Ordinance & Public Hearing



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City Manager's Budget Message

In closing, it should be noted that last year's Budget received the Distinguished Budget Presentation Award as presented by the Government Finance Officers' Association of the United States and Canada. This marks the 11th consecutive year in which the City has received this award which is particularly noteworthy given that typically about 30 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,

Kathleen E. Hodgson
City Manager

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 the third largest city in the Denver metro area, yet still retains much of its small-town flavor and open space. With over 7,000 acres of parkland and about 143,000 residents, the City has one of the highest ratios of parks and recreation facilities per capita in the country.

From the Lakewood Civic Center (pictured below), 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 Civic Center and Public Safety Center

Lakewood completed construction of the Civic Center, including a 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 continuously since 1986.

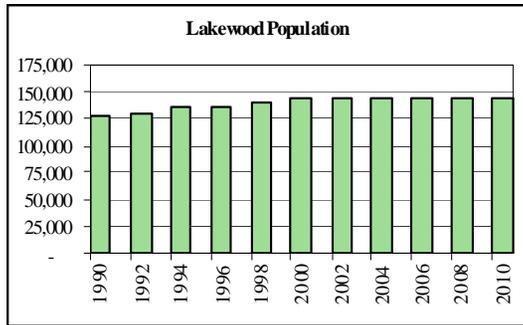


DEMOGRAPHICS

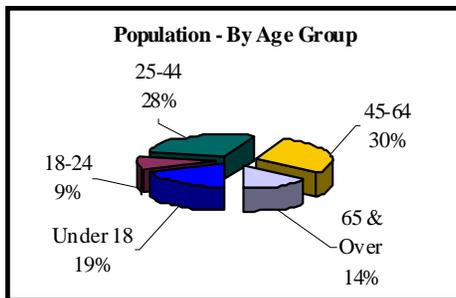
Lakewood Population Forecasts and Growth Rate

	1990	2000	2010	2020	% Change 2000-2010
Lakewood	126,481	144,126	142,980	N/A	-0.80%
Jefferson County	438,430	527,056	534,543	590,327	1.42%
Denver Metro Area	1,622,980	2,109,282	2,489,661	2,916,364	18.03%
Colorado	3,294,394	4,301,261	5,029,196	6,043,504	16.92%

Source: Colorado Department of Local Affairs



Source: Colorado Department of Local Affairs



Source: U.S. Census Bureau, 2009 American Community Survey



DIVERSITY



White	87.4%
Black or African American	3.1%
American Indian and Alaska Native	1.2%
Asian	3.6%
Some Other Race	7.3%
Hispanic or Latino	20.7%
Not Hispanic or Latino	79.3%



Source: U.S. Census Bureau, 2009 American Community Survey

Educational Attainment

Population 25 Years and Older	Number	Percent
High School Graduate	24,381	24.2%
Some College, No Degree	23,745	23.5%
Associate's Degree	8,523	8.4%
Bachelor's Degree	23,910	23.7%
Graduate or Professional Degree	10,420	10.3%
Percent High School Graduate or Higher		90.2%
Percent Bachelor's Degree or Higher		34.0%

Source: U.S. Census Bureau, 2009 American Community Survey



Employment by Industry

Industry	Number	Percent
Agriculture, Forestry, Fishing, Hunting, Mining	716	1.0%
Construction	6,155	8.2%
Manufacturing	5,766	7.7%
Wholesale Trade	1,904	2.6%
Retail Trade	9,043	12.1%
Transportation, Warehousing, Utilities	3,656	4.9%
Information	2,583	3.5%
Finance, Insurance, Real Estate, Rental & Leasing	5,052	6.8%
Professional, Scientific, Management, Administrative, Waste Management Services	10,522	14.1%
Educational Services, Health Care, Social Assistance	12,626	16.9%
Arts, Entertainment, Recreation, Accommodation, Food Services	8,040	10.8%
Other Services, Except Public Administration	4,634	6.2%
Public Administration	3,866	5.2%

Source: U.S. Census Bureau, 2009 American Community Survey



Major Employers in Lakewood (2011)
With 250 Employees or More

Company	Product/Service	Employment
Denver Federal Center	Federal Government	6,200
Jefferson County R-1 School District	Education	2,734
CaridianBCT	Medical	1,624
St. Anthony Medical Campus	Medical	1,400
MoneyGram International	Financial	875
City of Lakewood	City Government	893
ServiceMagic, Inc.	Service Referral	884
National Renewable Energy Laboratory	Energy Research	774
FirstBank of Colorado	Banking	723
Lockheed Martin	Engineering	638
The Integer Group	Marketing	629
Department of Veterans Affairs	Federal Government	422
Red Rocks Community College	Higher Education	400
West Metro Fire Rescue	Fire Department	393
Kinder Morgan Energy Partners, L.P.	Energy	270
Jacobs Engineering	Engineering	250

Source: City of Lakewood, Economic Development, January 2011



ECONOMICS

Principal Property Taxpayers

Taxpayer	Taxable Assessed Value	Percentage of Total City Assessed Value
Colorado Mills Mall Limited Partnership	\$33,353,600	1.83%
Belmar Mainstreet Holdings I LLC	28,521,760	1.56%
Public Service Co of Colorado	25,048,410	1.37%
Qwest Corp.	24,938,500	1.37%
Lakewood City Commons LP	12,568,460	0.69%
The Section 14 Development Company	11,372,930	0.62%
Denver West Mills LP	11,358,320	0.62%
Carma Lakewood LLC	8,548,150	0.47%
Centro Westland LLC	7,268,390	0.40%
HUB Properties Trust	7,244,490	0.40%

Source: Jefferson County Assessor's Office



MILL LEVIES: 2010 TAXES PAYABLE IN 2011
Jefferson County 24.346 mills

Jefferson County Schools 48.210 mills

West Metro Fire District 13.784 mills

Urban Drainage/ Flood Control Dist. 0.523 mills

CITY OF LAKEWOOD 4.711 mills

American Chamber of Commerce Research Association (ACCRA) Cost of Living Index, 2010 Average Data

City	Com- posite Index	Grocery	Housing	Utilities	Transportation	Health Care	Misc. Goods & Services
Dallas, TX	91.8	96.2	70.5	105.7	100.9	103.6	100.4
Albuquerque, NM	95.0	91.9	90.2	88.8	94.7	100.0	101.7
Atlanta, GA	95.5	96.1	90.5	86.5	99.3	103.1	100.3
Phoenix, AZ	100.6	108.1	90.2	96.8	108.9	108.6	104.6
Salt Lake City, UT	100.6	100.0	107.7	72.7	102.1	98.6	102.9
Las Vegas, NV	101.8	106.8	93.8	97.9	104.9	108.8	106.2
Denver, CO	103.1	101.0	107.2	102.1	95.4	105.7	102.7
Minneapolis, MN	110.9	111.5	116.5	105.0	103.7	105.2	110.4
Chicago, IL	116.8	111.2	134.4	117.5	116.5	108.3	104.4
Boston, MA	132.4	116.7	152.3	138.9	104.5	123.2	128.6
Los Angeles, CA	136.2	106.0	206.5	101.9	113.6	108.9	107.0
San Francisco, CA	163.8	111.8	280.3	94.8	113.0	116.7	124.3
New York, NY	216.4	154.2	385.6	170.0	120.3	129.9	145.7

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 Household Income:

Lakewood	\$54,238
Jefferson County	\$66,012
Denver Metro Area	\$59,007
Colorado	\$55,430
United States	\$50,221

Housing Costs in Lakewood:

Median Home Value (owner-occupied):	\$238,700
Median Monthly Gross Rental Rate:	\$855

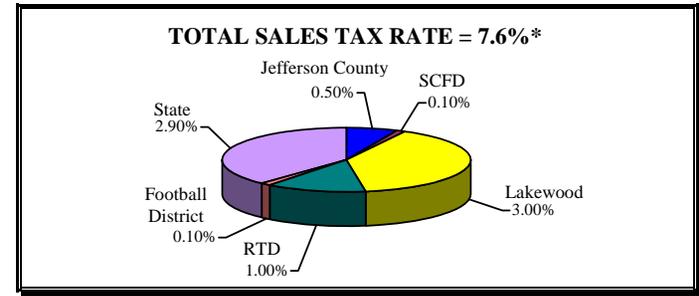
Source: U.S. Census Bureau, 2009 American Community Survey

MORE ABOUT LAKEWOOD...

Altitude:	5,375 feet above sea level
Precipitation*:	16.4 inches per year
Snowfall*:	55.5 inches per year
Area in Square Miles:	44.022
Miles of Streets:	547
Number of Street Lights:	7,899
Fire Districts:	West Metro Fire Protection District (7 Stations located in Lakewood) Wheat Ridge Fire Protection District (No Stations in Lakewood) Pleasant View Metropolitan Fire District (No Stations in Lakewood)
Number of Parks:	99 parks with 7,162.2 acres
Number of Libraries/Media:	2 / 171,000
Number of Schools:	39
Number of Students K-12:	21,191



*Source: Western Regional Climate Center, Reno, NV



*Portions of Lakewood also have the Southeast Jefferson County Transportation Tax at 0.43%

**Sales Tax Rates
Denver Metro Area and Neighboring Communities**

City	Sales Tax Rate
Arvada	3.46
Aurora	3.75
Boulder	3.41
Brighton	3.75
Broomfield	4.15
Castle Rock	4.00
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	3.85
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	1.8125
Longmont	3.275
Louisville	3.50
Loveland	3.00
Morrison	3.75
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

Lakewood Citizen Survey Results

Quality of Community Ratings	Percent of Respondents						
	Very Good		Neither Good or Bad		Very Bad	Do Not Know	Total
	Good	Good	Bad	Bad	Bad	Know	
Overall Quality of Life	30%	60%	8%	1%	0%	0%	100%
Quality of Neighborhoods	24%	56%	17%	3%	1%	0%	100%

Quality of Service Ratings	Percent of Respondents						
	Very Good		Neither Good or Bad		Very Bad	Do Not Know	Total
	Good	Good	Bad	Bad	Bad	Know	
Snow Removal	18%	51%	17%	10%	2%	1%	100%
Street Repair/Condition	10%	50%	27%	11%	1%	1%	100%
Street Cleaning	15%	53%	27%	3%	1%	1%	100%
Enforcing Traffic Laws	14%	48%	24%	5%	2%	7%	100%
City Code Enforcement	9%	38%	31%	10%	4%	8%	100%
Maintenance of Existing Parks/Open Space/Trails	27%	56%	9%	2%	0%	5%	100%
Recreation Programs	17%	34%	13%	1%	0%	34%	100%
Recreation Facilities	20%	40%	12%	1%	0%	26%	100%
Police Services	22%	48%	15%	3%	2%	10%	100%
Government Access Cable Television (KLTV8)	9%	31%	17%	2%	0%	41%	100%
Municipal Court	6%	25%	19%	1%	1%	48%	100%
Building Permits/Inspections	5%	26%	17%	4%	1%	47%	100%
Community Service Police Programs	8%	26%	19%	2%	0%	45%	100%
Programs for Senior Citizens	6%	19%	15%	1%	0%	58%	100%
City's Website (www.lakewood.org)	7%	29%	16%	1%	0%	47%	100%
Looking at Lakewood (City Newsletter)	12%	42%	20%	2%	0%	25%	100%
Cultural Facilities	15%	32%	15%	1%	0%	37%	100%
Planning /Land Use	7%	26%	26%	6%	2%	33%	100%

Source: 2010 Lakewood Citizen Survey, National Research Center, Inc., Boulder, CO

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.
- ❖ 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. All funds within the City’s budget must comply with the “Balance Budget” definition. “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 for any fund.

SCOPE OF SERVICES

The City of Lakewood provides the following major services:

Public Safety	Transportation
Parks, Recreation, Cultural	Environmental Services
Family Services	City Facilities
City Management and Public Representation	Economic and Community Development
Support Services	Water Utility
Stormwater Utility	Sewer Utility

EMPLOYEES AND BENEFITS

The City currently has approximately 857 authorized regular full-time positions (exempt and non-exempt) for 2011. 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, 57 percent (57%), of the City's total budget is funding for personnel who in turn provide service to the community. Details on staffing changes are provided within each Departmental section of Part 1 of the 2011/2012 Budget Document.

REVENUE OVERVIEW

The City diligently works 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" dated March 18, 2011 as the primary source for forecasted Denver-Boulder-Greeley Consumer Price Index (CPI). In conjunction with the Economics Staff's report, the City uses historical trends, current trends, judgmental forecasting, 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 and current 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 2011 to 2016 that were used in forecasting:

Year	2011	2012	2013	2014	2015	2016
Consumer Price Index (CPI)	2.30%	2.90%	2.80%	n/a	n/a	n/a
City Council Rate	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%

For 2011, the 4.5 percent (4.5%) revenue increases are primarily from intergovernmental revenues or grants for streets, traffic engineering, energy conservation, public safety, and family services (6.7 million) and sales tax revenues (2.0 million). These increases are offset by pledged revenues (-1.0 million), lower licenses and permits (-.8 million), and lower building use taxes (-.4 million). For 2012, revenues are down 6.4 percent (-6.4%) primarily due to reductions in intergovernmental revenues (-11.4 million) and charges for services (-.5 million). These reductions are offset by increases to sales tax revenues (1.9 million). All other revenues for 2012 are basically flat with the 2011 projections.

Revenue forecasting continues to be a challenge for the City's budget planners. Overall revenues are projected to change as follows:

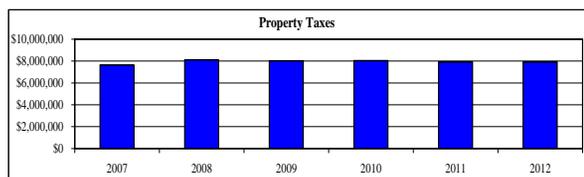
Year	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Revenue Inc (Dec)	7.9%	4.0%	(3.9%)	.5%	4.4%	(6.4%)	1.7%	1.9%	1.8%	1.8%

REVENUE OVERVIEW

Property Tax – Property Taxes are levied on December 31, and attach as an enforceable lien on property as of January 1. Taxes are due January 1 and are payable February 28 and June 15, if paid in installments, or April 30 if paid with a single payment. Taxes are delinquent, if not paid, as of August 1. If the taxes are not paid within subsequent periods, the property may be sold at a public auction. Jefferson County bills and collects all of the property taxes and remits collections to the City on a monthly basis after deducting a one percent (1%) collection fee.

The mill levy rate for Lakewood in 2012 will remain at the 2011 level of 4.711 mills. A mill is one-tenth of one cent. In other words, one mill represents \$1 for every \$1,000 in assessed property value. The mill levy is multiplied by the assessed valuation of a property to calculate the property tax. The City of Lakewood’s mill levy has been 4.711 since 1991, with the exception of a temporary levy reduction to 4.67 mills in 1997 when the City exceeded the property tax revenue limits established by TABOR.

Property Taxes are forecasted for 2011 and 2012 based on assessed valuations as determined by Jefferson County and applying the City’s current mill levy rate. Judgmental forecasting was used to forecast the Property Taxes for 2013 through 2016 using historical data and current economic events. After 2006, the City is not exempt from this portion of TABOR. Any revenues subject to the limitation will be refunded to Lakewood citizens. Estimated Revenues for 2012 are \$7,903,919.



Year	Property Taxes	% Chg
2007	\$7,631,817	
2008	\$8,104,568	6.19%
2009	\$8,017,422	-1.08%
2010	\$8,039,443	0.27%
2011	\$7,903,919	-1.69%
2012	\$7,903,919	0.00%

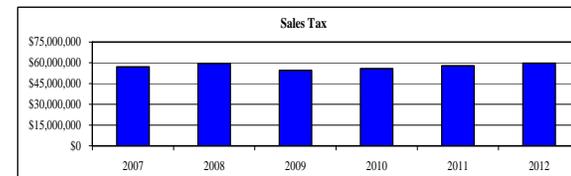
Sales Tax – The City of Lakewood began collecting a 3 percent (3%) tax as of January 1, 2006 on sales of tangible personal property and specific services. Sales Taxes are collected by the retailer and are reported directly to the City on either a monthly, quarterly, or annual basis. The City sales tax 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 currently credited to the General Fund.

REVENUE OVERVIEW

The City’s sales tax totals 3 cents on every dollar with 2.5 cent going directly to the General Fund and the remaining .5 cents to the Capital Improvement Fund, except in the areas where a Public Improvement Fee (PIF) for capital improvements exist.

Sales Taxes represent approximately 51.6 percent (51.6%) of the City’s general operating revenues and 56.5 percent (56.5%) of the capital projects revenues after removing a portion applicable to developer reimbursements. 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 judgmental forecasting for 2011 Revised and is up 3.8 percent (3.8%) from 2010 actuals due to the benefit of analyzing approximately six months of sales tax receipts and for the 2011 year only, relies more heavily on this current activity. Sales tax for 2011 Revised increased over 2010 actuals primarily due to new retail (Target, Nordstrom Rack, and Best Buy) which opened in early spring of 2011 plus the anticipated CPI growth of 2.3%. The CPI growth rate of 2.9 percent (2.9%) was used for 2012 and 2.8 percent (2.8%) for 2013. The City Council Rate of 2 percent (2%) increase was used for 2014 through 2016. Estimated revenues for 2012 are \$59,633,296.



Year	Sales Tax	% Chg
2007	\$57,024,910	
2008	\$59,479,668	4.30%
2009	\$54,458,580	-8.44%
2010	\$55,797,440	2.46%
2011	\$57,758,279	3.51%
2012	\$59,633,296	3.25%

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.

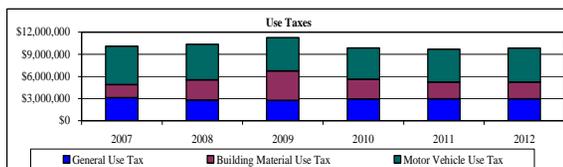
All use tax totals 3 cents on every dollar and is distributed in the same manner as the sales tax. Use taxes represent approximately 8.5 percent (8.5%) of the City’s general operating revenues and 12 percent (12%) of the capital projects revenues.

REVENUE OVERVIEW

General Use Taxes are forecasted for 2011 with a .8 percent (.8%) increase compared to prior year actuals based on current year activity. General Use Taxes for 2012 remains the same as for 2011. A City Council rate of two percent (2%) is applied for 2013 through 2016.

Building Materials Use Taxes are expected to increase for 2011 primarily due to one-time taxes for the construction associated with a major hail storm in the summer of 2011. The Building Material Use Tax for 2012 remains the same as for 2011 because an equal amount of use tax related to the 2011 hail storm is expected to be received in 2012. A City Council rate of two percent (2%) is applied for 2013 through 2016.

Motor Vehicle Use Tax is forecasted for 2011 reflecting an increase of five percent (5%) based on prior year actuals in keeping with the current year activity. A CPI increase of 2.9 percent (2.9%) was applied for 2012 and the City Council rate was applied to 2013 through 2016.

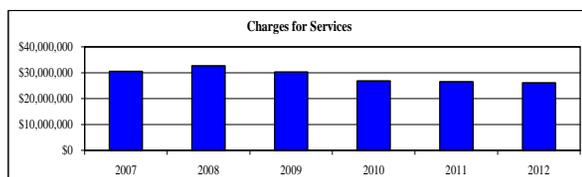


Year	Use Taxes	% Chg
2007	\$10,104,396	
2008	\$10,355,050	2.48%
2009	\$11,276,564	8.90%
2010	\$9,872,995	-12.45%
2011	\$9,699,169	-1.76%
2012	\$9,828,107	1.33%

Estimated revenues of the combined three (3) use taxes for 2012 are \$9,828,107.

Charges for Services – User based fees are established to help defray the cost of operations applicable to family services, internal charges for fleet maintenance, municipal court costs, recreation, utilities, and victim assistance.

Charges for Services are forecasted for 2011 based on current year's activity and a slight increase is anticipated for 2012 through 2016. Estimated revenues for 2012 are \$26,058,416.



Year	Charges for Services	% Chg
2007	\$30,504,342	
2008	\$32,681,694	7.14%
2009	\$30,271,653	-7.37%
2010	\$26,837,322	-11.35%
2011	\$26,544,562	-1.09%
2012	\$26,058,416	-1.83%

FEDERAL, STATE, AND LOCAL GRANTS

FEDERAL, STATE, AND LOCAL GRANTS

Grant Title	2012 Budget
Federal Grants	
Child & Adult Care Food Program	\$ 85,000
Community Development Block Grant (CDBG)	742,741
Emergency Management Grant	35,000
EPA Brownsfield Grant	234,744
Wadsworth Blvd 10th to 14th	1,890,000
Head Start Mentor Coaches-ARRA	62,390
HIDTA Grant Federal	234,050
HOME Administration	605,204
Human Trafficking Grant	60,000
JAG-Federal Boys & Girls Club	33,750
JAG 2009-Federal	117,784
JAG 2010-Federal	49,029
JAG-Sub Abuse Youth 2009 ARRA	4,204
Lakewood Head Start Program	1,079,008
OCDETF Grant Federal	5,000
Seatbelt Grant Federal	10,000
Subtotal of Federal Grants	\$5,247,904
State Grants	
Auto Theft Task Force	\$1,388,647
Checkpoint & DUI POS -State	35,000
Surfside Park Renovation	5,320
Aerial Water Ramp at Little Soda Lake	350,000
Subtotal of State Grants	\$1,778,967
Local Grants	
911 Authority	\$ 704,084
SCFD Tier II Grant	220,000
Subtotal of Local Grants	\$ 924,084
Total All Grants	\$7,950,955

LONG-TERM AND SHORT-TERM GOALS

LONG-TERM AND SHORT-TERM GOALS

LONG-TERM GOALS 2013-2016	SHORT-TERM GOALS 2011-2012	IMPLEMENTATION DEPARTMENT
SAFE COMMUNITY		
Update, replace, and maintain public safety technology to improve service to the community	Police Training and Testing Software Modernize Tornado/Emergency Siren E-911 System Colorado Crime Investigation Center Interface Auto Theft Task Force regional database Electronic Citation and Courts interface Lab Case Management System Video Feeds from Schools and RTD	Information Technology Municipal Court Police
Regionalize the emergency preparedness and homeland defense capabilities of both Lakewood and Wheat Ridge	Train staff on the regional capabilities of the Emergency Operations Center Update Emergency Preparedness Plan Emergency Services Radio Communications in schools	City Manager's Office Planning Police Public Works
Assess regionalization in police services to enhance customer service and public safety providing a cost-savings to agencies involved	Continue participation in the following areas West Metro Drug Task Force Metro Area Auto Theft Task Force Crime Laboratory Special Weapons & Tactics (SWAT) Training Academy Implement E-911 Backup Center	Police
OPEN AND HONEST COMMUNICATION		
Continually evaluate and make adjustments to meet the growing demands of citizen communications	KLTV 8 Programming Lakewood-Open for Business Implement new social media procedures & opportunities Update Looking at Lakewood Notification to victims of court dates Redesign Website Update Zoning Ordinance	City Manager's Office City Clerk's Office Information Technology Municipal Court Planning Public Works
Provide quality customer service	Evaluate services by utilizing a variety of methods and techniques Provide staff training to ensure the required skills and knowledge to provide quality customer service exists Create pro-active community planning standards and process for community input	All Departments

LONG-TERM AND SHORT-TERM GOALS

LONG-TERM AND SHORT-TERM GOALS

LONG-TERM GOALS 2013-2016	SHORT-TERM GOALS 2011-2012	IMPLEMENTATION DEPARTMENT
FISCAL RESPONSIBILITY		
Provide accurate and transparent financial records and reporting	Ensure compliance with financial and audit requirements Fees and charges for programs and services will be collected to offset costs Manage Fleet Replacements	Community Resources Finance Information Technology Municipal Court Planning & Public Works
EDUCATION AND INFORMATION		
Continue to look for opportunities to foster transparency of operations	Enhance presentations to City Council / Boards & Commissions Utilize input from the Lakewood Advisory Commission for an Inclusive Community	City Manager's Office Finance Information Technology
Provide education and training to employees and citizens on a variety of issues to increase community involvement	Conduct training regarding financial investing, Social Security, Medicare, and retirement planning Update employee City policies, procedures, and processes Provide annual "Civics 101" training Launch Lakewood Forum Implement Citizens Planning Academy	Community Resources Employee Relations Municipal Court Planning Public Works
TRANSPORTATION		
Work with CDOT on funding and construction	Wadsworth Widening Project Wadsworth/Hampden Eastbound Hampden Off-Ramp widening at Kipling	Planning Public Works
Enhance transportation through roadway improvements	Transportation needs near St. Anthony Hospital and along the West Corridor Light Rail line Construct Improvements: Kipling/Colfax Intersection Union Corridor Connectivity Plan Union, 4th to 6th Improvements Wadsworth Medians at 9th 2 -Year sidewalk project Bike Master Plan Bridge Betterments at Wadsworth and Kipling	Planning Public Works
Enhance transportation through signal improvements	Signal system communications upgrade Construct Signal Upgrades: Kipling/Exposition Kipling/Mississippi Alameda/Depew	Planning Public Works

LONG-TERM AND SHORT-TERM GOALS

LONG-TERM AND SHORT-TERM GOALS

LONG-TERM GOALS 2013-2016	SHORT-TERM GOALS 2011-2012	IMPLEMENTATION DEPARTMENT
QUALITY ECONOMIC DEVELOPMENT		
Represent the City's interest in economic developments: St. Anthony Hospital Rooney Valley Belmar Federal Center West Corridor Light Rail Line	Enhance City's business retention and expansion and attraction efforts Develop retail strategies and 'market based" approach Proactively market Transit Oriented Development	City Manager's Office City Attorney's Office Planning Public Works
Provide high quality and equitable levels of park, recreation, cultural and family services which enhance the well-being of Lakewood's diverse community	Complete Playground Replacements and Modernization at Daniel's Park Develop Operational plan for Surfside Implement recommendations from Museum Assessment Program Complete plan for the Bear Creek Visitor Center	Community Resources
PHYSICAL & TECHNOLOGICAL INFRASTRUCTURE		
Utilize technology to improve internal processes and productivity: Electronic Records Management Revenue System Community Broadband Land Development System	Complete inventory and assessment of the City's need for electronic records management Implement Electronic Records Management processes Replace current Revenue System Coordinate with state, school districts, and service providers Computerize tracking of land development applications	City Clerk's Office Finance Information Technology Planning Public Works
Utilize technology to improve internal and external customer service	Develop an electronic process for approving council agenda items Implement Electronic Records Management (ERM) Plan Upgrade LaserFiche Software Identify Business Intelligence Software Implement Electronic Ticketing and Automation of Data Entry	City Clerk's Office Information Technology Municipal Court Planning Police Public Works
Continue to proactively inspect and repair, street, stormwater, water, and sewer infrastructure	Continue repairs to street, stormwater, water, and sewer infrastructure Recommend utility rates that are fairly structured and adequate to provide appropriate service levels Complete two-year sidewalk and bike path project	Planning Public Works

LONG-TERM AND SHORT-TERM GOALS

LONG-TERM AND SHORT-TERM GOALS

LONG-TERM GOALS 2013-2016	SHORT-TERM GOALS 2011-2012	IMPLEMENTATION DEPARTMENT
PHYSICAL & TECHNOLOGICAL INFRASTRUCTURE (continued)		
Offer employees compensation, benefits, training, recognition, and encouragement in order to maintain a productive workforce	Research medical benefits options Train employees on Employment Law Update City policies and procedures Conduct training on communication, conflict management, supervisory skills, and customer service Develop a Citywide recognition program	Employee Relations
QUALITY LIVING ENVIRONMENT		
Provide high quality and equitable levels of park, recreation, cultural and family services which enhance the well-being of Lakewood's diverse community Collaborative Community Cultural Plan 2028	Boys and Girls Club at O'Connell Middle School Expand park volunteer program Establish the City as a certified local government through the Colorado Office of Archaeology and Historic preservation Identify potential community garden locations	Community Resources
Planning and Development of Strategic Areas within Lakewood Belmar Rooney Valley Redevelopment FasTracks West Corridor Federal Center	User friendly zoning regulations Utilize results of the 2010 Citizen Survey Renovation of medians along Colfax Manage Lakewood Zoning Improvement Project	Planning Public Works
Improve Police Response to Code Enforcement FasTracks West Corridor St. Anthony Hospital Rooney Valley Development	Maintain Police Liaison Analyze personnel and resources needed for build out Continue with the Neighborhood Revitalization Strategy Area Plan	Police
COMMUNITY SUSTAINABILITY		
Focus on long-term community sustainability by promoting positive change throughout own actions, partnerships, and education	Develop a long-range Sustainability Plan that includes economic, environmental, and social sustainability Identify and participate in local, regional, and state sustainability organizations Increase awareness of services and resources offered to businesses Improvements to Recycling Programs	City Manager's Office Planning Public Works
Continue to implement capital building and facility improvements that support sustainability efforts	Develop a comprehensive natural management plan for the park systems Continue to implement building, facility, and traffic signal energy efficiency improvements	Community Resources Public Works

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. 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 are periodically reviewed by Standard & Poor’s (S&P). The Sales & Use Tax Revenue Refunding Bond rating from Standard & Poor’s was upgraded to AAA from AA in 2006. Standard & Poor’s defines AAA as “The obligor’s capacity to meet its financial commitment on the obligation is extremely strong” and AA- as “The obligor’s capacity to meet its financial commitment on the obligation is very strong”. The ratings for current financial obligations are as follows:

<i>Latest S&P Review</i>	<i>Obligation</i>	<i>Rating</i>
2010	Sales & Use Tax Revenue Refunding Bond, 1998	AAA
2008	Certificates of Participation, 2006A	AA-
2009	Certificates of Participation, 2006B	AA-

LEGAL DEBT LIMITS

The City of Lakewood is a home rule city. The Colorado Revised Statutes 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, 2010, 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	\$1,792,154,080
Actual Value	\$14,550,556,280
Debt Limit: 3 Percent of Actual Value	\$436,516,689
Less: Assets in Debt Service	0
Legal Debt Margin	\$436,516,689
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 small 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, 2010 totaled \$2,565,000. The entire amount of \$2,565,000 is the Sales and Use Tax Revenue Refunding Bonds, Series 2009. As of December 31, 2010, capital leases outstanding amount to \$6,536,711, and certificates of participation amount to \$47,860,000. In March 2006, the City and the Library District refinanced the Series 1998 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, 2010:

<i>Long-Term Debt / Lease Payments</i>	<i>Balance</i>
Sales and Use Revenue Refunding Bonds, Series 1998	\$ 2,565,000
2007 Section 108 Notes Payable	3,118,000
Police Facility	2,289,225
William Frederick Hayden Park Lease Purchase	1,006,589
Office Condo Lease Purchase	122,897
Total	\$ 9,101,711

The following table is a list of the City’s portion of outstanding Certificates of Participation as of December 31, 2010. The Certificates of Participation, 2006B includes the Library’s portion of \$2,010,000 reflecting the City’s maximum liability.

<i>Long-Term Debt / Lease Payments</i>	<i>Balance</i>
Certificates of Participation, 2006A	\$26,180,000 (1)
Certificates of Participation, 2006B	21,680,000
Total	\$47,860,000

(1) Balance in the Certificate of Participation, 2006A includes a minimum reserve amount of \$2,756,700 to be credited toward debt service in 2022.

FINANCIAL SOURCES AND USES

2012 ESTIMATED FINANCIAL SOURCES AND USES

	<i>Governmental Funds</i>		
	<i>General Fund</i>	<i>Special Revenue Funds</i>	<i>Capital Projects Funds</i>
REVENUES			
Property Tax	\$ 7,903,919	\$ -	\$ -
Sales Tax	50,046,737	-	9,586,559
General Use Tax	2,513,173	-	474,362
Building Material Use Tax	1,886,783	-	378,739
Motor Vehicle Use Tax	3,811,904	-	763,146
Specific Ownership Tax	588,072	-	-
Tobacco Products Tax	355,497	-	-
Business & Occupation Tax	1,952,926	-	-
Franchise Charges & Other Taxes	7,009,679	-	-
Hotel Accommodation Tax	-	850,000	-
Licenses & Permits	2,127,553	-	-
Intergovernmental Revenue	4,911,285	12,388,022	2,068,909
Charges for Services	10,394,183	1,134,966	1,993,658
Fines & Forfeits	1,472,720	-	-
Investment Income	625,968	106,790	134,415
All Other Revenues	1,402,688	33,572	207,500
Total Revenues	\$97,003,087	\$14,513,350	\$15,607,288
EXPENDITURES			
Mayor and City Council	500,378	-	-
City Manager's Office	2,013,937	1,083,693	189,000
City Attorney's Office	1,578,704	-	-
City Clerk's Office	830,037	-	-
Community Resources	16,381,906	10,329,499	790,586
Employee Relations	1,423,415	-	-
Finance	3,192,807	35,769	58,064
Information Technology	5,124,763	-	700,000
Municipal Court	2,820,477	4,204	-
Planning	1,457,584	1,212,945	130,000
Police	40,734,913	2,679,344	-
Public Works	15,192,979	294,744	12,009,582
Non-Departmental	5,361,849	-	3,693,856
Total Expenditures	\$96,613,749	\$15,640,198	\$17,571,088
OTHER FINANCING SOURCES (USES)			
Operating Transfers In	17,620	985,296	1,041,482
Operating Transfers Out	(2,026,778)	-	-
Total Other Financing Sources (Uses)	\$(2,009,158)	\$ 985,296	\$ 1,041,482
Excess (Deficiency) of Financial Sources over Financial Uses	(1,619,820)	(141,552)	(922,318)
FUND BALANCES, BEGINNING OF YEAR	26,703,525	2,899,246	9,933,344
FUND BALANCES, END OF YEAR	\$25,083,705	\$ 2,757,694	\$ 9,011,026

Fund Balance as a percent of Expenditures and Operating Transfers Out

25.43% 17.63% 51.28%

FINANCIAL SOURCES AND USES

2012 ESTIMATED FINANCIAL SOURCES AND USES

<i>Proprietary Funds</i>		<i>Total All Funds</i>
<i>Enterprise Funds</i>	<i>Internal Service Funds</i>	
\$ -	\$ -	\$ 7,903,919
-	-	59,633,296
-	-	2,987,535
-	-	2,265,522
-	-	4,575,050
-	-	588,072
-	-	355,497
-	-	1,952,926
-	-	7,009,679
-	-	850,000
-	-	2,127,553
-	-	19,368,216
10,522,052	2,013,557	26,058,416
-	-	1,472,720
107,237	269,867	1,244,277
12,400	-	1,656,160
\$10,641,689	\$ 2,283,424	\$140,048,838
-	-	500,378
-	-	3,286,630
-	-	1,578,704
-	-	830,037
4,699,416	-	32,201,407
-	-	1,423,415
-	-	3,286,640
-	-	5,824,763
-	-	2,824,681
-	-	2,800,529
-	-	43,414,257
7,840,911	-	35,338,216
31,236	3,882,222	12,969,163
\$12,571,563	\$ 3,882,222	\$146,278,820
-	-	2,044,398
-	-	(2,026,778)
\$ -	\$ -	\$ 17,620
(1,929,874)	(1,598,798)	(6,212,362)
25,719,832	10,379,004	75,634,951
\$23,789,958	\$8,780,206	\$ 69,422,589

189.24% 226.16%

BUDGET SUMMARY

2012 BUDGETED EXPENDITURES BY PROGRAM

City Department by Program	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	City Total
Mayor and City Council	\$ 500,378	\$ -	\$ -	\$ -	\$ -	\$ 500,378
City Manager's Office	\$ 2,013,937	\$ 1,083,693	\$ 189,000	\$ -	\$ -	\$ 3,286,630
City Management	1,949,695	-	189,000	-	-	2,138,695
Economic Dev & Sustainability	64,242	1,083,693	-	-	-	1,147,935
City Attorney's Office	\$ 1,578,704	\$ -	\$ -	\$ -	\$ -	\$ 1,578,704
City Clerk's Office	\$ 830,037	\$ -	\$ -	\$ -	\$ -	\$ 830,037
Community Resources	\$16,381,906	\$10,329,499	\$ 790,586	\$ 4,699,416	\$ -	\$ 32,201,407
Admin. & Resource Development	1,002,212	-	-	-	-	1,002,212
Family Services	2,898,939	1,319,398	-	-	-	4,218,337
Golf Course Operations	-	-	-	4,699,416	-	4,699,416
Heritage, Culture & the Arts	-	2,533,117	-	-	-	2,533,117
Planning & Construction	3,969,120	3,086,419	785,586	-	-	7,841,125
Recreation	4,632,644	-	-	-	-	4,632,644
Regional Parks Operations	516,808	1,007,491	-	-	-	1,524,299
Urban Parks Operations	3,362,183	2,383,074	5,000	-	-	5,750,257
Employee Relations	\$1,423,415	\$ -	\$ -	\$ -	\$ -	\$ 1,423,415
Finance	\$ 3,192,807	\$ 35,769	\$ 58,064	\$ -	\$ -	\$ 3,286,640
Finance Administration	514,586	-	-	-	-	514,586
Accounting	648,444	35,769	-	-	-	684,213
Property & Purchasing Services	1,120,349	-	58,064	-	-	1,178,413
Revenue	909,428	-	-	-	-	909,428
Information Technology	\$ 5,124,763	\$ -	\$ 700,000	\$ -	\$ -	\$ 5,824,763
Municipal Court	\$ 2,820,477	\$ 4,204	\$ -	\$ -	\$ -	\$ 2,824,681
Municipal Court Administration	268,402	-	-	-	-	268,402
Court Marshal	523,025	-	-	-	-	523,025
Judicial	434,691	-	-	-	-	434,691
Probation Services	607,554	4,204	-	-	-	611,758
Violations Bureau	986,805	-	-	-	-	986,805

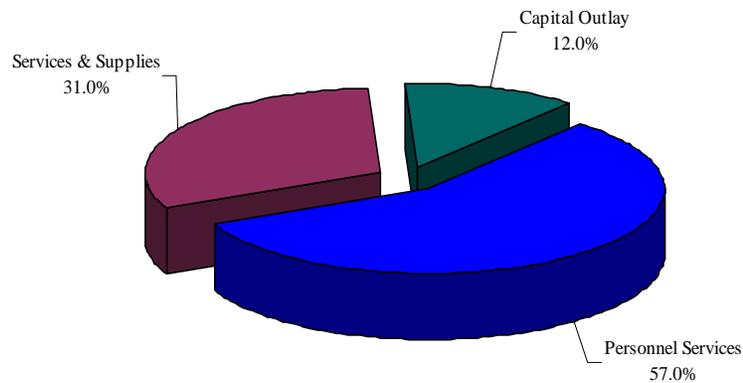
BUDGET SUMMARY

2012 BUDGETED EXPENDITURES BY PROGRAM

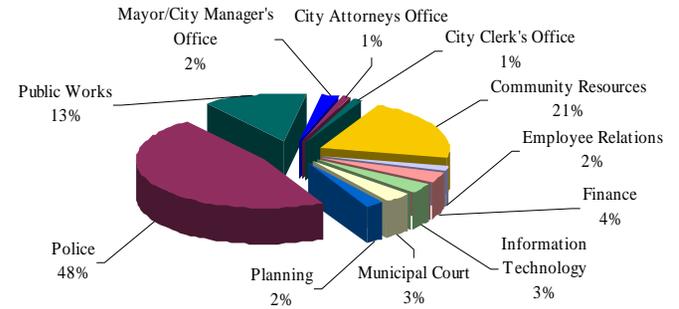
City Department by Program	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	City Total
Planning	\$1,457,584	\$ 1,212,945	\$ 130,000	\$ 3	\$ -	\$ 2,800,529
Police	\$40,734,913	\$ 2,679,344	\$ -	\$ -	\$ -	\$ 43,414,257
Office of the Chief	2,101,052	200,563	-	-	-	2,301,615
Investigations	9,702,036	1,687,697	-	-	-	11,389,733
Patrol Services	21,830,738	45,000	-	-	-	21,875,738
Support Services	7,101,087	746,084	-	-	-	7,847,171
Public Works	\$15,192,979	\$ 294,744	\$12,009,582	\$ 7,840,911	\$ -	\$ 35,338,216
Public Works Administration	413,040	-	216,304	-	-	629,344
Engineering	3,211,705	25,000	1,253,666	-	-	4,490,371
Environmental Services & Emergency Preparedness	254,881	269,744	-	-	-	524,625
Fleet Management	3,906,789	-	3,141,195	-	-	7,047,984
Public Works Maintenance	3,646,169	-	6,623,217	-	-	10,269,386
Sewer Utility	-	-	-	4,005,447	-	4,005,447
Stormwater Management Utility	-	-	-	2,865,597	-	2,865,597
Traffic Engineering	3,760,395	-	775,200	-	-	4,535,595
Water Utility	-	-	-	969,867	-	969,867
Non-Departmental	\$ 5,361,849	\$ -	\$ 3,693,856	\$ 31,236	\$ 3,882,222	\$ 12,969,163
Citywide Employee Benefits	1,346,199	-	-	31,236	175,000	1,552,435
Debt Obligations/Special Projects	3,515,650	-	3,693,856	-	-	7,209,506
Self-Insurance Funding	500,000	-	-	-	3,707,222	4,207,222
Total by Fund	\$96,613,749	\$15,640,198	\$17,571,088	\$12,571,563	\$ 3,882,222	\$146,278,820

**2012 ALL FUNDS BUDGETED EXPENDITURES
BY CLASSIFICATION**

<i>City Department</i>	<i>Personnel Services</i>	<i>Services & Supplies</i>	<i>Capital Outlay</i>	<i>Total</i>
Mayor and City Council	\$ 274,752	\$ 225,626	\$ -	\$ 500,378
City Manager's Office	2,036,833	1,166,797	83,000	3,286,630
City Attorney's Office	1,047,371	531,333	-	1,578,704
City Clerk's Office	616,302	213,735	-	830,037
Community Resources	17,910,530	11,478,409	2,812,468	32,201,407
Employee Relations	1,261,088	151,687	10,640	1,423,415
Finance	2,701,395	584,445	800	3,286,640
Information Technology	3,150,191	1,709,572	965,000	5,824,763
Municipal Court	2,573,238	251,443	-	2,824,681
Planning	1,496,095	1,184,434	120,000	2,800,529
Police	38,981,238	4,049,975	383,044	43,414,257
Public Works	9,876,658	14,001,451	11,460,107	35,338,216
Non-Departmental	1,321,545	9,667,652	1,979,966	12,969,163
TOTALS	\$83,247,236	\$45,216,559	\$17,815,025	\$146,278,820



**2012 STAFFING BY DEPARTMENT
(Percent of Total)**



<i>Department</i>	<i>FTE Positions</i>
Mayor & City Council	0
City Manager's Office	18.50
City Attorney's Office	11.00
City Clerk's Office	9.00
Community Resources	179.17
Employee Relations	14.00
Finance	33.56
Information Technology	27.00
Municipal Court	29.00
Planning	15.00
Police	404.50
Public Works	116.31
Total FTE	857.04
Part-Time Hours	480,606
Anticipated Police Recruits	0

FIVE-YEAR CAPITAL IMPROVEMENT AND PRESERVATION PLAN (CIPP)

The 2011 Revised through 2016 Five-Year Capital Improvement and Preservation Plan (CIPP) includes nine new projects while maintaining funding levels for annual programs.

Nine new projects were 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 in Part 3 of the Budget Document.

- Wadsworth Widening (page 479) – This Colorado Department of Transportation (CDOT) project will widen Wadsworth from 10th to 14th. Approximately 80% of the project’s funding is from a federal grant. The remaining funding is from City Capital Improvement Funds (CIF).
- Fueling Facility Upgrades (page 477) – This project will renovate a City-owned fueling facility. This project is funded from City Capital Improvement Funds (CIF).
- Alameda Culvert Repair (page 515) – This project will repair a failing culvert pipe. This project is funded from Stormwater Management Utility (SMU) funds.
- Saulsbury St Culvert Replacement (page 516) – This project will replace a failed culvert pipe street crossing. This project is funded from Stormwater Management Utility (SMU) funds.
- Oak Street Rail Car Museum (page 507) – This project will fund design work for a future facility. This project is funded from Conservation Trust (CT) Funds.
- Land Acquisition (page 509) – This project will purchase park land at Florida and Alameda. This project is funded from Open Space (OS) Funds.
- Two Creeks Park Design (page 506) – This project provides for park design work. Approximately 50% of the project’s funding is from a Great Outdoors Colorado (GOCO) grant. The remaining funding is from Open Space (OS) Funds.
- Aerial Water Ramp (page 508) – This project will build a water ramp at Little Soda Lake. Approximately 83% of the project’s funding is from private fund raising by Team Summit and the remaining funding is from a GOCO Grant.
- Radio System Replacement (page 520) – This project will update the City’s public safety radio communications system from analog to digital technology. This project is funded from Equipment Replacement Funds (ERF).

CAPITAL IMPROVEMENT FUND

<i>PROJECT NAME</i>	<i>2011R</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>
Annual Programs						
Compreh Plan Corridor Implem	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Building Infrastructure	838,931	625,000	625,000	625,000	625,000	625,000
Developer Contributions	50,000	50,000	50,000	50,000	50,000	50,000
Neighbrhd Entry Treatmnt Maint	5,000	5,000	5,000	5,000	5,000	5,000
Neighbrhd Participation Progm	155,000	120,000	120,000	120,000	120,000	120,000
Traffic Safety Improvements	356,731	357,779	359,553	1,111,157	1,112,897	1,114,790
Signal Safety Improvements	198,309	198,862	199,520	200,075	200,664	81,292
Long Life Pavement Markings	216,312	218,559	221,232	223,612	226,177	228,950
Development Participation	50,000	50,000	150,000	450,000	150,000	50,000
Street Resurface/Concrete Rehab	6,255,386	6,623,217	7,013,481	7,425,827	7,863,043	8,326,662
Water Rights	216,796	208,804	211,135	213,231	215,500	217,964
CIPP Support Services	294,177	313,730	327,280	339,762	353,351	368,196
City Parking Garage Maint	50,000	50,000	50,000	50,000	50,000	50,000
Vehicle Replacement	1,588,182	1,341,195	1,344,623	1,347,619	1,350,835	1,354,299
Subtotals	\$10,284,824	\$10,172,146	\$10,686,824	\$12,171,283	\$12,332,467	\$12,602,153
Debts and Other Long Term Obligations						
2006B COP Payments	\$ 386,000	\$ 386,000	\$ 386,000	\$ 386,000	\$ 386,000	\$ 386,000
Revenue Sharing Agreements	1,989,844	1,974,966	1,968,799	2,008,175	2,048,339	2,089,306
William Frederick Hayden Park Acquisition	110,757	110,586	112,916	111,056	111,301	111,552
West Metro Repurchase Agrmnt	127,260	-	-	-	-	-
Subtotals	\$ 2,613,861	\$ 2,471,552	\$ 2,467,715	\$ 2,505,231	\$ 2,545,640	\$ 2,586,858
City Facilities						
Head Start Center	\$ 14,585	\$ -	\$ -	\$ -	\$ -	\$ -
Quail Street Recycling Site	150,000	-	-	-	-	-
1050 Quail St Fuel Fac Upgrade	250,000	-	-	-	-	-
Subtotals	\$ 414,585	\$ -	\$ -	\$ -	\$ -	\$ -
Transportation						
Bike Paths/Sidewalks	\$ 1,050,000	\$ 400,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
Wadsworth Blvd, 10 th to 14 th	-	473,000	1,088,000	-	-	-
W Corr Neighbrhd Transp Study	-	-	100,000	-	-	-
Union Boulevard, 4th to 6th	409,000	-	-	-	-	-
Kipling/Colfax Intersection	1,178,000	-	-	-	-	-
Colfax/Simms Intersection	50,000	5,000	-	-	-	-
Weir Gulch Trail Crossing Under Wadsworth Boulevard	15,000	5,000	-	-	-	-

CAPITAL IMPROVEMENT AND PRESERVATION PLAN

CAPITAL IMPROVEMENT FUND (CONTINUED)

PROJECT NAME	2011R	2012	2013	2014	2015	2016
Transportation (continued)						
Colfax/Youngfield Intersection	10,000	5,000	-	-	-	-
Kipling Light Rail Bike Path Overpass	405,000	-	-	-	-	-
Wadsworth Light Rail Bike Path Overpass	1,455,000	-	-	-	-	-
C-470 Bike Path Extension to Indiana Street	20,000	5,000	-	-	-	-
Wadsworth at Hampden	680,000	-	-	-	-	-
Alameda Bike Path Reconstructn	175,000	5,000	-	-	-	-
Alameda Signals @ Harlan & Depew	75,000	-	-	-	-	-
Wadsworth Medians @ 9th	9,000	-	-	-	-	-
Kipling Signals @ Miss & Expo	40,100	-	-	-	-	-
EB Hampden Off-Ramp at Kipling Street	4,000	-	-	-	-	-
West Corridor Noise Barrier	25,000	-	-	-	-	-
Subtotals	\$ 5,600,100	\$ 898,000	\$ 1,488,000	\$ 300,000	\$ 300,000	\$ 300,000
Project Contingencies						
Capital Project Contingencies	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotals	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -
Total Capital Improvement Fund	\$19,413,370	\$13,541,698	\$14,642,539	\$14,976,514	\$15,178,107	\$5,489,011

CONSERVATION TRUST AND OPEN SPACE FUNDS

PROJECT NAME	2011R	2012	2013	2014	2015	2016
Annual Programs						
Parks Infrastructure	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000
Subtotals	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000
Debts and Other Long Term Obligations						
2000/2006A COP Payments	\$ 978,651	\$ 978,485	\$ 977,743	\$ 977,743	\$ 978,427	\$ 977,671
William Frederick Hayden Park Acquisition	98,000	98,000	98,000	98,000	98,000	98,000
Subtotals	\$ 1,076,651	\$ 1,076,485	\$ 1,075,743	\$ 1,075,743	\$ 1,076,427	\$ 1,075,671
Capital Preservation & Improvement						
Site & Facility Improvements	\$ 473,558	\$ 400,000	\$ 500,000	\$ 535,000	\$ 400,000	\$ 400,000
Subtotals	\$ 473,558	\$ 400,000	\$ 500,000	\$ 535,000	\$ 400,000	\$ 400,000

CAPITAL IMPROVEMENT AND PRESERVATION PLAN

CONSERVATION TRUST AND OPEN SPACE FUNDS (CONTINUED)

PROJECT NAME	2011R	2012	2013	2014	2015	2016
Development Projects						
Bear Creek Lake Park	\$ 65,000	\$ 178,000	\$ -	\$ -	\$ -	\$ -
Arts in the Park	20,000	20,000	20,000	20,000	20,000	20,000
Surfside Pool Renovation	-	505,475	-	-	-	-
Holbrooke Park Pond Improvmt	200,000	-	-	-	-	-
Dry Gulch Trail	13,500	-	-	-	-	-
Playground Replacement	425,000	120,000	120,000	120,000	120,000	120,000
Ray Ross Park Renovations	10,000	-	-	-	-	-
Two Creeks Park	20,250	-	-	-	-	-
Oak Street Rail Car Museum	175,000	-	-	-	-	-
Aerial Water Ramp-Soda Lake	-	350,000	-	-	-	-
Subtotals	\$ 928,750	\$ 1,173,475	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000
Acquisitions						
Land Acquisition	\$ 135,000	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotals	\$ 135,000	\$ -	\$ -	\$ -	\$ -	\$ -
Total Conservation Trust and Open Space Funds	\$ 2,738,959	\$ 2,774,960	\$ 1,840,743	\$ 1,875,743	\$ 1,741,427	\$ 1,740,671

COMMUNITY DEVELOPMENT BLOCK GRANT FUND

PROJECT NAME	2011R	2012	2013	2014	2015	2016
CDBG Sidewalk Projects	\$ 213,437	\$ -	\$ -	\$ -	\$ -	\$ -
CDBG ARRA 14th Ave Sidewalk Project	67,447	-	-	-	-	-
Surfside Park Renovation	75,000	-	-	-	-	-
Total Community Developmt Block Grant Fund	\$ 355,884	\$ -	\$ -	\$ -	\$ -	\$ -

GOLF COURSE FUND

PROJECT NAME	2011R	2012	2013	2014	2015	2016
2006A COP Payments	\$ 815,542	\$ 815,403	\$ 914,784	\$ 914,784	\$ 865,354	\$ 814,724
Total Golf Course Fund	\$ 815,542	\$ 815,403	\$ 914,784	\$ 914,784	\$ 865,354	\$ 814,724

CAPITAL IMPROVEMENT AND PRESERVATION PLAN

SEWER ENTERPRISE FUND

<i>PROJECT NAME</i>	<i>2011R</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>
Sewer Lining	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000
Sewer Replacements	300,000	-	-	-	-	-
Capital Project Contingencies	150,000	-	-	-	-	-
Total Sewer Enterprise Fund	\$ 800,000	\$ 350,000				

WATER ENTERPRISE FUND

<i>PROJECT NAME</i>	<i>2011R</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>
Capital Project Contingencies	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -
Total Water Enterprise Fund	\$ 150,000	\$ -				

STORMWATER ENTERPRISE FUND

<i>PROJECT NAME</i>	<i>2011R</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>
W Corridor Drainage Improvmts	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -
Alameda Culvert Repair at Utah	100,000	-	-	-	-	-
Saulsbury St Culvert Repl	300,000	-	-	-	-	-
North Dry Gulch Improvements	525,000	500,000	550,000	-	-	-
Wadsworth near Eastman	125,000	-	-	-	-	-
Local Drainage Projects	150,000	150,000	150,000	150,000	150,000	150,000
Capital Project Contingencies	150,000	-	-	-	-	-
Total Stormwater Entrp Fund	\$ 1,750,000	\$ 650,000	\$ 700,000	\$ 150,000	\$ 150,000	\$ 150,000

EQUIPMENT REPLACEMENT FUND

<i>PROJECT NAME</i>	<i>2011R</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>
Radio Systems Replacement	\$ -	\$ -	\$ -	\$ 350,000	\$ 350,000	\$ -
Financial Mgmt and Human Resources Systems Update	-	-	-	170,000	-	-
Permits/Inspectns/Address Syst	232,191	-	-	-	-	-
Police Public Safety Syst Update	-	-	230,000	-	-	-
Web Content Management System Replacement	-	225,000	-	-	-	-
Wide Area Network Re-Design & Replacement	100,000	150,000	-	-	-	-
Total Equip Replacemt Fund	\$ 332,191	\$ 375,000	\$ 230,000	\$ 520,000	\$ 350,000	\$ -



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