



2013 In Brief



Annual Budget

City of Lakewood • 480 South Allison Parkway • Lakewood, Colorado 80226-3121



Painting on cover by Peter Kiss



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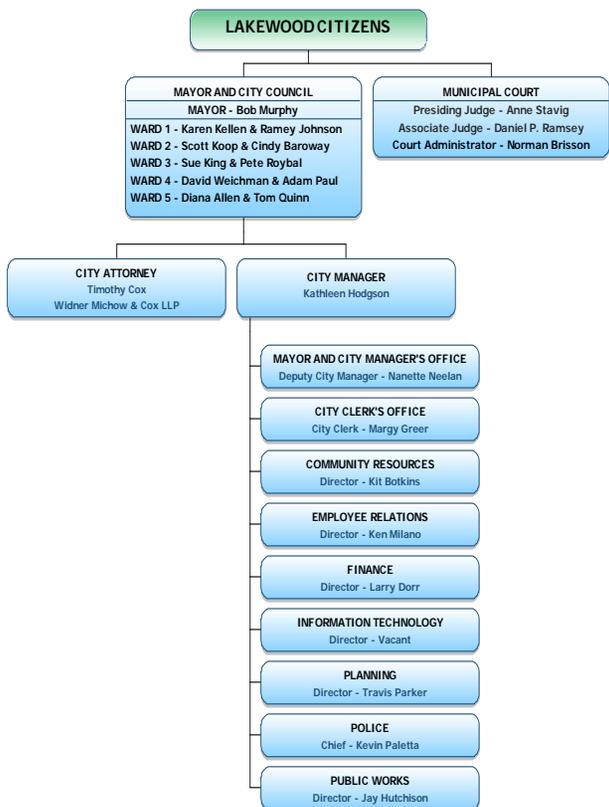
Additional budget information is presented in the City of Lakewood’s budget document which is available in the Finance Department or is available for viewing at either of the Lakewood libraries and on the City’s web site at www.lakewood.org. Any questions regarding the budget can be directed to the Finance Department at (303) 987-7600.

FORM OF GOVERNMENT

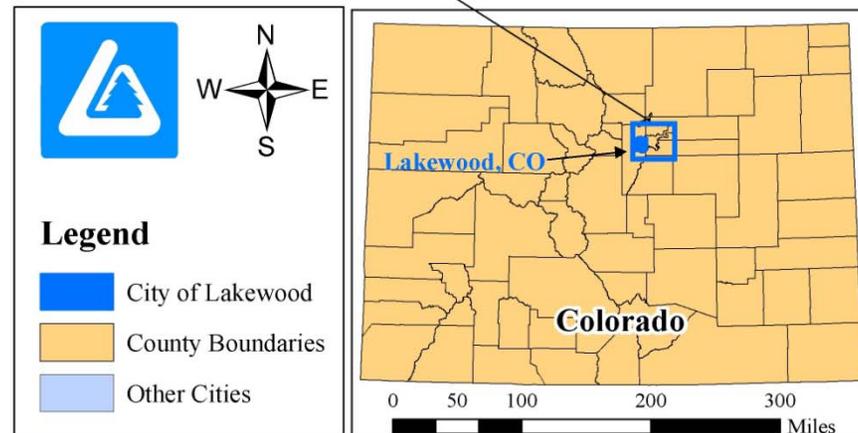
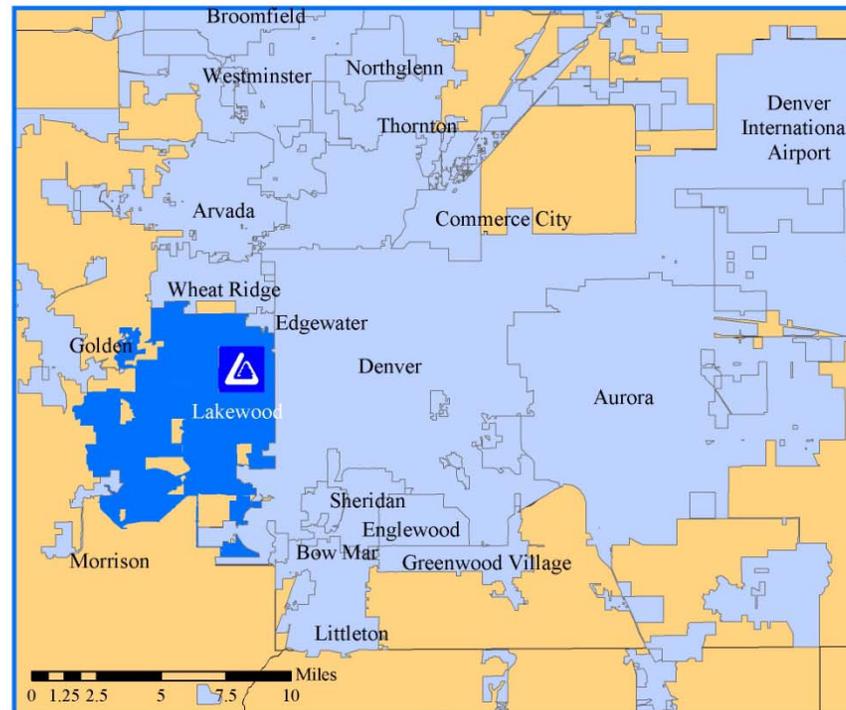
The City of Lakewood was incorporated in 1969, and on November 1, 1983 became a home-rule municipality under the Colorado Constitution Article XX and further defined by Colorado Statute Title 31. The City Charter, originally adopted November 1, 1983 and last amended November 2, 2004, provides for a Council-Manager 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 re-elected to a second four-year term as mayor in November 2011, after serving two previous terms on City Council from Ward 2.

WARD 1



Ramey Johnson
(303) 232-1567
rjohnson@lakewood.org



Karen Kellen
(303) 910-0541
kkellen@lakewood.org

Council member Ramey Johnson was selected in November 2011 to fill the unexpired term of the previous Council member, which ends in 2013.

Council member Karen Kellen was re-elected to a second four-year term in November 2011.

WARD 2



Scott Koop
(303) 233-1198
skoop@lakewood.org



Cindy Baroway
(720) 300-5986
cbaroway@lakewood.org

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

Council member Cindy Baroway was re-elected to a second four-year term in November 2011.

WARD 3



Sue King
(303) 986-1098
sking@lakewood.org



Pete Roybal
(720) 432-7554
proybal@lakewood.org

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

Council member Pete Roybal was elected to a four-year term in November 2011.

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 re-elected to a second four-year term in November 2011.

WARD 5



Diana Allen
(303) 942-0895
dallen@lakewood.org



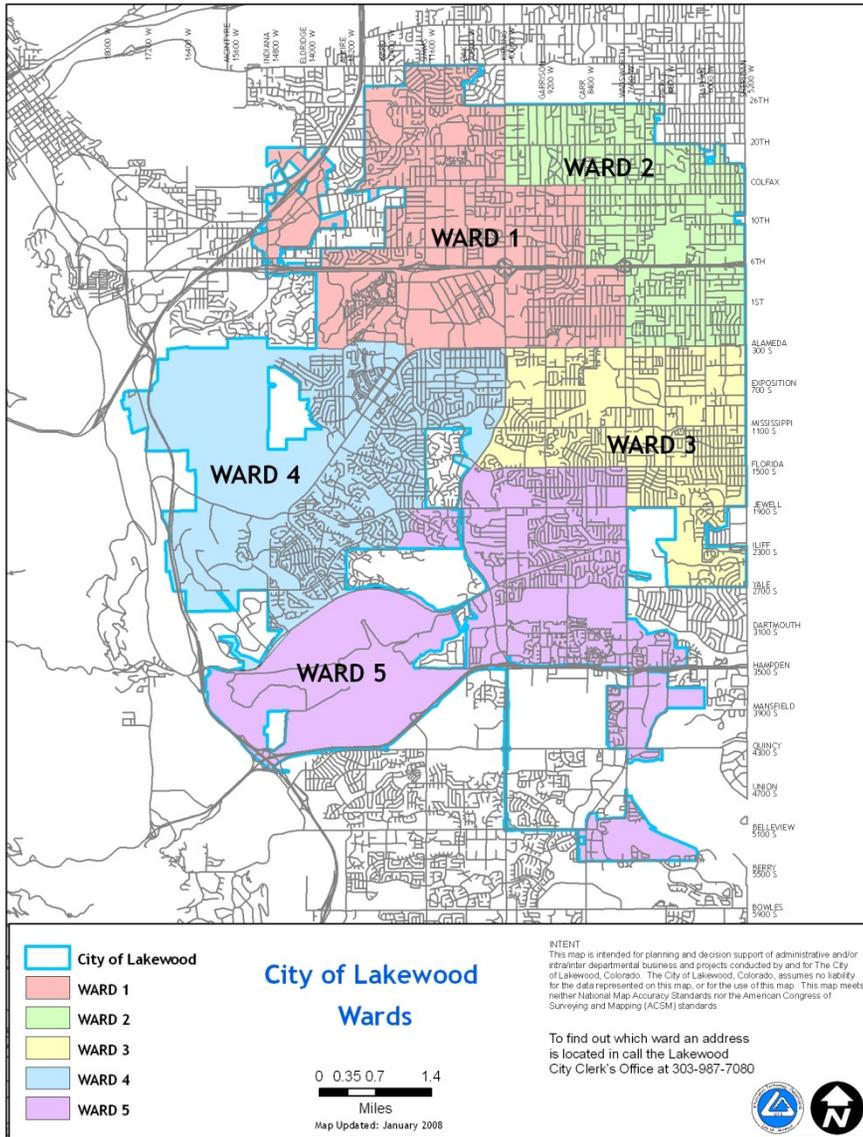
Tom Quinn
(303) 717-8862
tquinn@lakewood.org

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

Council member Tom Quinn was re-elected to a second four-year term in November 2011.

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

LAKWOOD'S FIVE GEOGRAPHICAL WARDS



Lakewood

City Manager's Budget Message



October 8, 2012

Honorable Mayor and Members of City Council:

During the last year, the Lakewood community has been resilient in maintaining and advancing its quality of life. This is a result of the combined efforts of the entire community, including small and large businesses, the non-profit community, the education and faith-based communities, elected officials and the City's staff. This accomplishment, in the face of economic instability, reflects the fabric of the community as one of creativity, compassion, hard work and persistence.

Economic instability continues to be a challenge for the country, the City of Lakewood and all aspects of our community. A continued lack of confidence in the job market has weakened consumer confidence and commerce overall. In addition, the fragile outlook for government services across the country and locally is further contributing to an uncertain future. Frequently, the public is hearing from state and federal legislators that current levels of service are unlikely to continue in the short term and the long term. In turn, this has created a challenge in providing sustained levels of service to the Lakewood community, within current revenues. Yet, in the face of this, the City received the National Parks and Recreation Association's Gold Medal Award for Excellence in Parks and Recreation Services in November of last year.

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 2011, for the 7th consecutive year. This 2013 Budget anticipates a decrease in reserves, which will allow the City to accomplish some significant capital projects for the community. At the same time, we have been able 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 to partner with others in providing services. The City's overall financial strength provides flexibility while the economy returns to greater stability.



Lakewood

City Manager's Budget Message

Operating Overview

During 2012, the City has made tangible progress in its sustainability efforts. This year, we have overhauled the Quail street recycling facility to better meet the needs of the community. With the help of a federal grant, and matching City funds, we have been able to increase the recycling capacity and user safety at the center. We are now experiencing over 2,200 visits per week at the recycling center and a substantial increase in the amount of materials processed. In addition, as the City constructs new and replacement traffic signals, we are utilizing light emitting diode street lights which last longer and consume less energy. Environmental and economic sustainability will continue to be an operating focus for the City for the foreseeable future.

The City continues to experience the positive secondary effects of the St. Anthony Hospital project. While the hospital has been open for nearly two years now, the areas surrounding the project continue to advance and grow. The neighboring medical office buildings and offices throughout the Union boulevard corridor are experiencing significant new commercial activity as a result of the hospital. This is not only creating jobs, but bringing medical services to Lakewood residents. Directly and indirectly, the St. Anthony Hospital is creating a multi-faceted medical campus that continues to provide unprecedented opportunities for Lakewood.

For a number of years now, I have written about the 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 has not been vulnerable to delays or other uncertainties. The construction of primary improvements immediately adjacent to the rail tracks has been completed now and the opening of the line is scheduled for early 2013. The project has some offsite construction still in progress. 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, near the seven Lakewood stations, as a result of the light rail project. During 2011 and 2012, the City's urban renewal authority has provided 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.



Lakewood

City Manager's Budget Message

General Fund Revenues

The City is heavily reliant on sales and use taxes. During 2011, sales and use taxes made up nearly 59% of general fund revenues. As a result of the recession, the City's sales tax revenues decreased by 7.6% during 2009. While sales taxes increased 3.9% during 2011, they remained 1% less than the amount received in 2008, prior to the recession. The current forecast is for 2012 sales taxes to finally return to the 2008 level. 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 over \$7 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 2012, the Alberta Corporation has broken ground on a new 10 acre retail center at the Denver West Promenade. This is a meaningful revitalization of a prominent site in the Lakewood community. The site had been an unused former car dealership with environmental needs that had become an eyesore in the community. 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. Beginning this summer, City Council has reviewed a comprehensive study of the City's development review and permit fees. As a result, fees have been increased after careful consideration of cost recovery versus competitiveness against neighboring communities.

Together, overall General Fund revenues have increased 2.8% 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 2013.

General Fund Expenditures

Over the last four years now, the City has undertaken a number of changes to help bridge a gap created by weak and uncertain revenues. Given that current revenues are uncertain, it has made sense in our plans to utilize some reserves if necessary, reduce spending where possible and provide a consistent level of



Lakewood

City Manager's Budget Message

service to the community. During 2011, management spent 4.4% less than budgeted, allowing the City to increase its reserves. For 2012 and 2013, management will attempt to spend at least 4% less than budgeted in an effort to conserve fund balance reserves. If these savings can be achieved, and fund balance maintained, I anticipate that we will be able to provide a consistent level of services to the community.

The City's 2012 Revised budget is smaller than the original budget. At year-end 2011, the City offered an early retirement inducement to police officers as a result of very low attrition rates during the year. As a result, our police force is now smaller and much closer to traditional staffing levels and the authorized number of police agents. This results in the City achieving meaningful savings in this year's budget. Since the year end event, we have experienced further attrition and we are beginning a new class of police recruits. This new class of recruits will be a part of the community's first regionalized training academy, a joint effort of Lakewood Police and the Jefferson County Sheriff's Office. While maintaining the appropriate staff levels will always be challenging, our Police Department was once again successful in its accreditation reassessment by the Commission on Accreditation for Law Enforcement Agencies. In addition, the Police Department received the Law Enforcement Excellence Award.

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 is both volatile and higher than last year's budget. Prices for fuel remain high but have decreased from recent peaks. As such, we are revising our 2012 Budget to reflect an increase in cost of 5% and keeping 2013 at that same level. 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. To that end, we have completed an overhaul of our fueling station to accommodate E85 fuel consumption for certain vehicles.

Currently, the cost of providing medical coverage for employees has increased by 10% over the last year. In response, the City began a phased process in 2010 which provided alternatives at a manageable cost for the City and its employees. To be clear, costs continue to increase as mentioned, but we are slowing the rate of growth by implementing these initiatives.



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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 has provided yet another new plan to include a deductible and a Health Reimbursement Account. In this year's budget, we are strengthening our wellness program by adding resources that we expect to recoup on a 4 to 1 basis. 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 and competitive overall compensation.

One of the City's Core Community Values is Physical & Technological Infrastructure. In 2012, a replacement to the current revenue computer system is underway. This revenue system and its users are responsible for administering the City's biggest source of revenue. The system is over 26 years old.

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 2011 year-end General Fund Balance were 33.5% or \$31.5 million. City Council's Budget Policy requires a minimum General Fund Balance of 10% while the State requirement is 3%. The 2013 Budget exceeds both requirements.

As noted above, the City is experiencing a significant time in its history as the light rail construction is nearing completion. As a result of this, a unique opportunity for Lakewood is available for a short period of time. Because the community has had a significant disruption as a result of the light rail construction and because many features and amenities of the light rail project were deleted by RTD due to cost overruns, this budget provides some supplemental funding. As a result, the City will be able to construct many of the items that were previously deleted by the Regional Transportation District. This budget dedicates \$2,788,060 to this initiative which is equal to the amount of funds added to the General Fund balance during 2011. These funds will be transferred to the Capital Improvement Fund for this project.



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In addition to the light rail funding from reserves described above, we are planning for a contingent project in 2013 that will necessitate an additional transfer of fund balance. Should the ending 2012 fund balance be equal to or greater than budget, we will transfer an additional \$3.0 million in fund balance to the Capital Improvement Fund in 2013. This contingent funding will provide for the overhaul and reconstruction of the Civic Center's plaza space, drive lane and parking garage. This infrastructure has deteriorated significantly in the recent years and is in dire need of attention. The facility is significant in serving as the center of the City's civic activities.

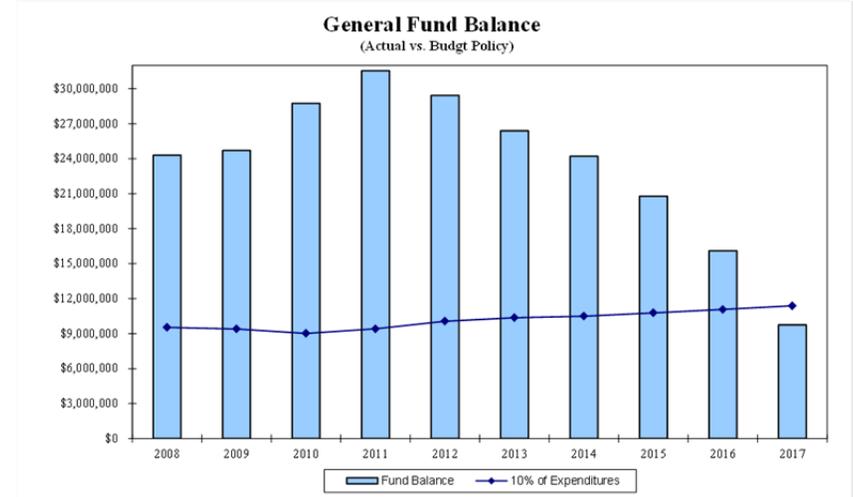
So, while this budget would reduce the fund balance by \$2.1 million in 2012 and \$3 million in 2013, the ending fund balance for 2012 would be greater than forecasted during last year's budget, and finish this year at a level of \$29.4 million or 29.3% of expenditures. This budget forecasts 2013 year end fund balance to be \$26.4 million or 25.5% of expenditures which is more than double the current policy. And when adjusting for the two transfers of fund balance, operating revenues in the General Fund exceed operating expenditures, with sensible revenue forecasting. At the same time, the City will accomplish two dramatic infrastructure projects. 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 2008 through 2017 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. In addition, by building fund balance, the community has created the opportunity to provide for meaningful infrastructure improvements. 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. Maintaining an adequate fund balance will remain a priority.



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City Manager's Budget Message



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, plan for new capital projects within existing funds and carefully consider General Fund balance transfers. Given the current economic environment, the Capital Improvement Fund (CIF) has added only a few new projects from its base revenues. However, the City has recognized the success of the Neighborhood Participation Program and increased funding from \$120,000 per year to \$180,000 per year. In spite of this, adding new projects to the CIF will continue to be challenging. 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 2013 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.



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City Manager's Budget Message

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 2012 and 2013:

- Wadsworth Blvd Improvements, 10th Ave to 14th Ave \$7,801,000
- Civic Center Plaza, Drive Aisle & Garage \$3,600,000
- Light Rail Corridor Improvements \$2,788,069
- Kipling Parkway Signals \$1,300,000
- Bike Paths & Sidewalks \$1,200,000
- W. 14th Ave & Lamar St. Roundabout \$1,100,000
- Union Blvd Improvements, 4th Ave to 6th Ave \$1,000,000
- Traffic Signal Improvements (General) \$853,000
- Surfside Pool Renovation \$815,000
- Park Playground Replacements \$790,000
- Sewer Lining & Replacements \$575,000
- Kipling & Colfax Intersection \$500,000
- Holbrooke Park Pond Improvements \$200,000
- 260 Union Pedestrian Hybrid Signal \$191,000
- Traffic Signal at Alaska & Vance \$152,000

All Funds Overview

In all, this 2013 Budget appropriates \$154,557,851 for municipal services, a decrease from 2012 of 6.4%. 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 2012 and 2013.

The long-term debt of the City continues to decline. In 2011, the City retired \$5.7 million in long-term debt obligations. This budget will appropriate funds to retire additional debt in the amount of \$5.0 million in 2012 and \$3.9 million in 2013. This substantial retirement of debt contributes to the positive overall financial health of the City and demonstrates conservative fiscal policy.



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City Manager's Budget Message

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 Police Department Reaccreditation and Law Enforcement Excellence Award
- o Completed the transition to Digital Radio police infrastructure
- o Prescription Take Back Day: Over 400 pounds of prescription drugs turned in for disposal
- o Execution of a Citywide Emergency Preparedness Program
- o Maintenance of over 7,900 street lights
- o Entry and completion of over 20,000 Municipal Court summons

Open and Honest Communication

- o Televised "State of the City" report from Mayor Murphy
- o 40 West Arts District Urban Design and Mobility Concepts Plan
- o Awarded Excellence in Financial Reporting and Distinguished Budget Presentation
- o KLTv8: 1st Place for Excellence in Government Programming (NATOA)
- o Coordinated 1,700 responses to citizen inquiries through the Service Request Process

Fiscal Responsibility

- o Savings in 2011 General Fund Budget of 4.4%, adding over \$2.7 million to Fund Balance
- o Awarded federal Early Retiree Reimbursement Program funding in the amount of \$190,000
- 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



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City Manager's Budget Message

Education and Information

- o Major update of the City's website, and experiencing 3.5 million page views per year
- o Daily contact with the news media on operations and City Council policy decisions
- o Completion of a community focused Civics 101 class
- o Management of over 654 contracts, 75 ordinances & resolutions and over 70 public records requests
- 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

Transportation

- o Maintenance of over 490 miles of streets
- o Maintenance and repair of 2,400 traffic signs and 200 traffic signals
- o Operation of Citywide computerized traffic management system
- 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.



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City Manager's Budget Message

Physical and Technological 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 approximately 180 development review requests
- o Replacing revenue computer system that's 26 years old
- o Resurfaced over 41 miles of streets
- o Over 13,000 building permits were issued

Quality Living Environment

- o Learning opportunities and other children's programs that served over 600 children per day
- o Head Start completion of the 23 month Early Learning Mentor Coach Grant
- o Completed construction of a new Surfside Spray Park
- o Winner of the National Parks & Recreation Association Gold Medal Award for Excellence
- o Maintaining 98 parks, comprising over 7,000 acres, and four recreation centers
- o Maintenance of over 56,000 trees throughout the community and Tree City USA award winner

Community Sustainability

- o Recycled over 365,000 pounds of hazardous household waste
- o Recycled over 48,000 pounds of waste from electronic devices
- o Awarded Sustainable Communities Regional Planning Grant
- o Assisted 180 businesses with energy efficiency efforts through our BEEP Program
- o Active participation in local, regional and national sustainability organizations
- o Implementation of energy efficiency improvements in City operations



Lakewood

City Manager's Budget Message

Significant Legislative Activities

The City Council Legislative Committee, with the assistance of the Deputy City Manager, reviewed 228 of the 658 proposed statewide bills introduced between January and May of the 2012 Legislative Session. The Committee, which consists of one member of City Council from each of five wards, took positions on 43 bills. The Committee supported 22 bills and resolutions, and opposed 21. Of the supported bills and resolutions, 15 bills passed. Of the opposed bills and resolutions, 2 bills 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 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.



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City Manager's Budget Message

- 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 for the ensuing fiscal year to the City Council on or before the 15th day of September of each year.**
- **There shall be at least two public hearings on the proposed budget before it is adopted by the City Council.**



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City Manager's Budget Message

- **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 10, 2012	City Manager Submits the Proposed Budget
September 24, 2012	1st Reading of the Ordinance & Public Hearing
October 8, 2012	2nd Reading of the Ordinance & Public Hearing

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 12th 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

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 144,000 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 Civic Center

Lakewood's Civic Center includes a cultural arts facility that opened 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



Fox Hollow Golf Course

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 complete through the rigorous accreditation process. Lakewood has achieved accreditation continuously since 1986.

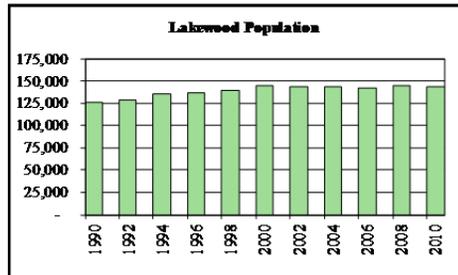


DEMOGRAPHICS

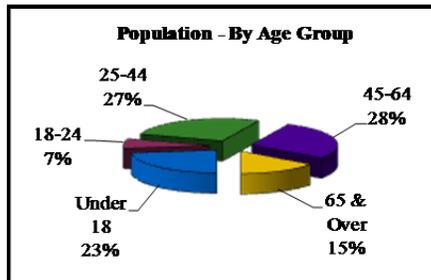
Lakewood Population Forecasts and Growth Rate

	1990	2000	2010	2020	2030	% Change 2000-2010
Lakewood	126,481	144,126	142,980	N/A	N/A	-0.80%
Jefferson County	438,430	527,056	534,543	571,753	612,885	1.42%
Denver Metro Area	1,622,980	2,109,282	2,489,661	2,920,374	3,315,572	18.03%
Colorado	3,294,394	4,301,261	5,029,196	5,999,989	7,014,248	16.92%

Source: Colorado Department of Local Affairs



Source: Colorado Department of Local Affairs



Source: U.S. Census Bureau, 2010 Census



DIVERSITY



White	82.9%
Black or African American	1.6%
American Indian and Alaska Native	1.4%
Asian	3.1%
Some Other Race	7.8%
Hispanic or Latino	22.0%
Not Hispanic or Latino	78.0%

Source: U.S. Census Bureau, 2010 Census



Educational Attainment

Population 25 Years and Older	Number	Percent
High School Graduate	25,453	25.4%
Some College, No Degree	21,763	21.7%
Associate's Degree	6,850	6.8%
Bachelor's Degree	24,267	24.2%
Graduate or Professional Degree	11,417	11.4%
Percent High School Graduate or Higher		89.5%
Percent Bachelor's Degree or Higher		35.6%

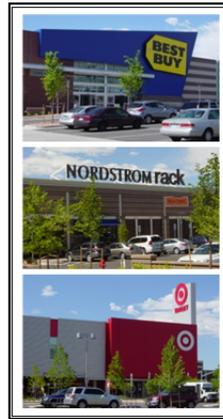
Source: U.S. Census Bureau, 2010 American Community Survey



Employment by Industry

Industry	Number	Percent
Agriculture, Forestry, Fishing, Hunting, Mining	733	1.1%
Construction	5,641	8.3%
Manufacturing	4,689	6.9%
Wholesale Trade	1,803	2.7%
Retail Trade	7,718	11.4%
Transportation, Warehousing, Utilities	3,083	4.6%
Information	2,023	3.0%
Finance, Insurance, Real Estate, Rental & Leasing	4,171	6.2%
Professional, Scientific, Management, Administrative, Waste Management Services	10,639	15.7%
Educational Services, Health Care, Social Assistance	12,488	18.4%
Arts, Entertainment, Recreation, Accommodation, Food Services	7,221	10.7%
Other Services, Except Public Administration	3,731	5.5%
Public Administration	3,770	5.6%

Source: U.S. Census Bureau, 2010 American Community Survey



Major Employers in Lakewood (2012)
With 250 Employees or More

Company	Product/Service	Employment
Denver Federal Center	Federal Government	8,000
Jefferson County R-1 School District	Education	2,734
TerumoBCT	Medical	1,624
St. Anthony Medical Campus	Medical	1,600
City of Lakewood	City Government	893
ServiceMagic, Inc.	Service Referral	884
FirstBank of Colorado	Banking	723
MoneyGram International	Financial	650
The Integer Group	Marketing	623
Department of Veterans Affairs	Federal Government	422
Red Rocks Community College	Higher Education	400
West Metro Fire Rescue	Fire Department	393
Lockheed Martin-Orion Project	Aerospace	300
Kinder Morgan Energy Partners, L.P.	Energy	280
National Renewable Energy Laboratory	Energy Research	276

Source: City of Lakewood, Economic Development, January 2012



ECONOMICS

Principal Property Taxpayers

Taxpayer	Taxable Assessed Value	Percentage of Total City Assessed Value
Colorado Mills Mall Limited Partnership	\$28,713,654	1.60%
Belmar Mainstreet Holdings I LLC	27,320,494	1.52%
Qwest Corp.	25,535,900	1.42%
Public Service Co of Colorado	22,271,660	1.24%
Lakewood City Commons LP	12,568,455	0.70%
Denver West Mills LP	11,358,314	0.63%
The Section 14 Development Company	11,199,899	0.62%
Centro Westland LLC	7,213,164	0.40%
Government Properties Income Trust LLC	7,211,430	0.40%
Realty Associates Fund IX LP	6,670,000	0.37%

Source: Jefferson County Assessor's Office



MILL LEVIES:
2011 TAXES
PAYABLE IN 2012

Jefferson County
24.346 mills

Jefferson County Schools
48.721 mills

West Metro Fire District
13.774 mills

Urban Drainage/
Flood Control Dist.
0.566 mills

CITY OF LAKEWOOD
4.711 mills

American Chamber of Commerce Research Association (ACCRA) Cost of Living Index, First Quarter 2012

City	Com- posite Index	Grocery	Housing	Utilities	Transportation	Health Care	Misc. Goods & Services
Houston, TX	92.9	84.0	91.9	90.5	94.8	95.2	97.4
Salt Lake City, UT	93.6	96.1	89.2	81.4	98.0	94.5	98.8
Phoenix, AZ	96.3	103.1	93.3	95.0	104.1	94.6	94.1
Atlanta, GA	98.1	107.9	85.8	96.1	109.1	99.4	101.8
Las Vegas, NV	98.1	101.0	90.5	91.4	104.0	107.3	102.5
Dallas, TX	99.8	101.9	75.0	111.4	108.9	108.2	113.1
Denver, CO	104.0	96.5	114.8	89.6	90.8	109.8	105.7
Chicago, IL	116.9	107.6	138.1	105.4	116.7	104.3	107.4
Los Angeles, CA	132.3	107.9	197.1	105.7	113.8	109.4	103.1
Boston, MA	139.4	118.8	165.3	142.4	110.6	127.4	135.3
Washington, DC	144.6	113.2	248.4	103.4	107.6	101.9	97.1
San Francisco, CA	166.5	120.4	294.8	93.7	110.9	112.8	121.4
New York, NY	228.3	147.7	451.9	127.9	131.0	124.8	142.6

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	\$51,937
Jefferson County	\$63,826
Denver Metro Area	\$58,732
Colorado	\$54,046
United States	\$50,046

Housing Costs in Lakewood:

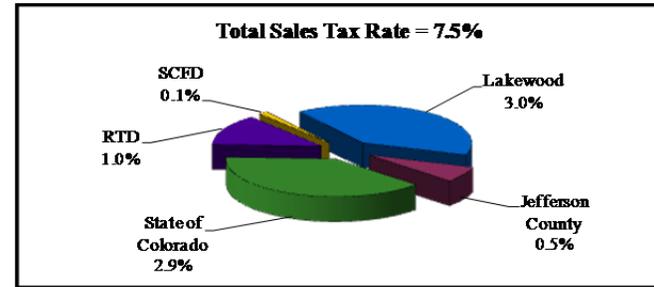
Median Home Value (owner-occupied):	\$234,100
Median Monthly Gross Rental Rate:	\$866

Source: U.S. Census Bureau, 2010 American Community Survey

MORE ABOUT LAKEWOOD...

Altitude:	5,375 feet above sea level
Precipitation*:	16.4 inches per year
Snowfall*:	55.4 inches per year
Area in Square Miles:	44,022
Miles of Streets:	540
Number of Street Lights:	7,869
Number of Parks:	98 parks with 7,152 acres
Number of Libraries/Media:	2 / 335,000
Number of Schools:	39
Number of Students K-12:	21,170
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)

*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	City	Sales Tax Rate
Arvada	3.46	Greeley	3.46
Aurora	3.75	Greenwood Village	3.00
Boulder	3.41	Lafayette	3.50
Brighton	3.75	Lakewood	3.00
Broomfield	4.15	Littleton	3.00
Castle Rock	4.00	Lone Tree	1.8125
Centennial	2.50	Longmont	3.275
Cherry Hills Village	3.50	Louisville	3.50
Colorado Springs	2.50	Loveland	3.00
Commerce City	3.50	Morrison	3.75
Denver	3.62	Northglenn	4.00
Edgewater	3.50	Parker	3.00
Englewood	3.50	Sheridan	3.50
Federal Heights	4.00	Superior	3.46
Fort Collins	3.85	Thornton	3.75
Glendale	3.75	Westminster	3.85
Golden	3.00	Wheat Ridge	3.00

Source: Colorado Department of Revenue

LAKEWOOD CITIZEN SURVEY RESULTS

Quality of Community Ratings	Percent of Respondents						
	Very Good	Good	Neither Good or Bad		Very Bad	Do Not Know	Total
			Bad	Bad			
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	Good	Neither Good or Bad		Very Bad	Do Not Know	Total
			Bad	Bad			
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 (<i>www.lakewood.org</i>)	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 852 authorized regular full-time positions (exempt and non-exempt) for 2012. 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 and flexible spending accounts under Section 125 of the Internal Revenue Code.

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 2 of the 2012/2013 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 19, 2012 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 2012 to 2017 that were used in forecasting:

Year	2012	2013	2014	2015	2016	2017
Consumer Price Index (CPI)	3.4%	2.9%	2.7%	n/a	n/a	n/a
City Council Rate	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%

For 2012, the 4.4 percent (4.4%) revenue increases are primarily from intergovernmental revenues or grants for streets, traffic engineering, energy conservation, public safety, and family services (4.9 million), sales tax revenues (2.2 million), and motor vehicle use tax (.3 million). These increases are offset by lower investment income (-.4 million), lower licenses and permits (-.3 million), lower building use taxes (-.2 million), and lower franchise charges (-.2 million). For 2013, revenues are down 5.6 percent (-5.6%) primarily due to reductions in intergovernmental revenues (-10.7 million). These reductions are offset by increases to sales tax revenues (1.6 million) and franchise charges (.4 million). All other revenues for 2013 are basically flat with the 2012 projections.

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

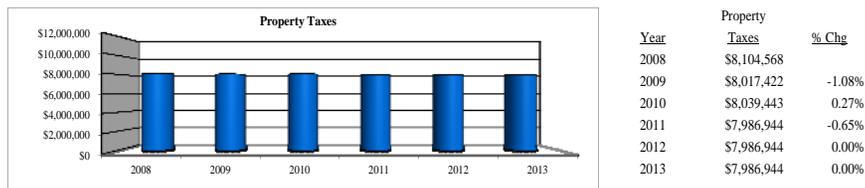
Year	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Revenue Inc (Dec)	4.0%	(3.9%)	.5%	1.4%	4.4%	(5.6%)	1.2%	2.3%	1.7%	1.6%

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 2013 will remain at the 2012 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 2012 and 2013 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 2014 through 2017 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 2013 are \$7,986,944.



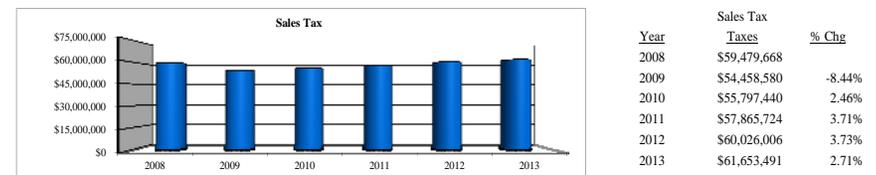
Sales Tax - The City of Lakewood began collecting a 3 percent (3%) tax as of January 1, 2006 on sales of tangible personal property and specific services. Sales Taxes are collected by the retailer and are reported directly to the City on either a monthly, quarterly, or annual basis. The City sales tax 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 cents 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 56.7 percent (56.7%) 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 CPI plus judgmental forecasting for 2012 Revised and is up 3.7 percent (3.7%) from 2011 actuals due to the benefit of analyzing approximately six months of sales tax receipts and for the 2012 year only, relies more heavily on this current activity. Sales tax for 2012 Revised increased over 2011 actuals due to first full year of new retail (Target, Nordstrom Rack, and Best Buy) which opened in early spring of 2011 plus the anticipated CPI growth of 3.4%. The CPI growth rate of 2.9 percent (2.9%) was used for 2013 and 2.7 percent (2.7%) for 2014. The City Council Rate of 2 percent (2%) increase was used for 2015 through 2017. Estimated revenues for 2013 are \$61,653,491.



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.

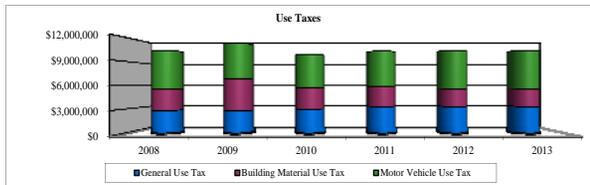
All use tax totals 3 cents on every dollar and is distributed in the same manner as the sales tax. Use taxes represent approximately 8.6 percent (8.6%) of the City's general operating revenues and 12.7 percent (12.7%) of the capital improvements revenues.

REVENUE OVERVIEW

General Use Taxes are forecasted for 2012 to remain the same as prior year actuals based on current year activity. General Use Taxes for 2013 remains the same as for 2012. A City Council rate of two percent (2%) is applied for 2014 through 2017.

Building Materials Use Taxes are expected to decrease for 2012 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 2013 remains the same as for 2012. A City Council rate of two percent (2%) is applied for 2014 through 2017.

Motor Vehicle Use Tax is forecasted for 2012 reflecting an increase of 6.3 percent (6.3%) based on current year-to-date activity. The Motor Vehicle Use Tax for 2013 remains the same as for 2012. A City Council rate of two percent (2%) is applied for 2014 through 2017.

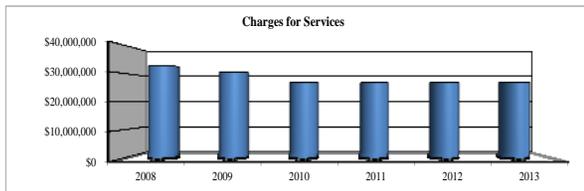


Year	Use Taxes	% Chg
2008	\$10,355,050	
2009	\$11,276,564	8.90%
2010	\$9,872,995	-12.45%
2011	\$10,280,750	4.13%
2012	\$10,375,408	0.92%
2013	\$10,375,442	0.00%

Estimated revenues of the combined three (3) use taxes for 2013 are \$10,375,442.

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 2012 based on current year’s activity and a slight increase is anticipated for 2013 through 2017. Estimated revenues for 2013 are \$26,911,989.



Year	Charges for Services	% Chg
2008	\$32,681,694	
2009	\$30,512,295	-6.64%
2010	\$26,823,089	-12.09%
2011	\$26,699,816	-0.46%
2012	\$26,794,895	0.36%
2013	\$26,911,989	0.44%

FEDERAL, STATE, AND LOCAL GRANTS

FEDERAL, STATE, AND LOCAL GRANTS

Grant Title	2013 Budget
Federal Grants	
Child & Adult Care Food Program	\$ 85,000
Community Development Block Grant (CDBG)	908,308
Emergency Management Grant	35,000
EPA Brownsfield Grant	450,000
EUDL-Federal	10,000
HIDTA Grant Federal	274,200
HOME Administration	400,000
JAG-Domestic VIR-Federal	14,360
JAG-Federal Boys & Girls Club	27,338
JAG-Sub Abuse Youth 2010 Federal	16,193
Kipling Sigs @ Kentucky/Dartmouth	570,000
Lakewood Head Start Program	1,064,317
Seatbelt Grant Federal	6,000
Subtotal of Federal Grants	\$3,860,716
State Grants	
Auto Theft Task Force	\$1,232,866
Checkpoint & DUI POS -State	35,000
Colorado Historical Society Grant	35,000
LEAR Grant	14,500
Subtotal of State Grants	\$1,317,366
Local Grants	
911 Authority	\$ 468,058
Open Space Miscellaneous	20,000
SCFD Tier II Grant	230,000
Subtotal of Local Grants	\$ 718,058
Total All Grants	\$5,896,140

LONG-TERM AND SHORT-TERM GOALS

LONG-TERM AND SHORT-TERM GOALS

LONG-TERM GOALS 2014-2017	SHORT-TERM GOALS 2012-2013	IMPLEMENTATION DEPARTMENT
SAFE COMMUNITY		
Update, replace, and maintain public safety technology to improve service to the community	Expand VOIP based 911 Phone System Modernize Tornado/Emergency Siren Electronic Citation and Courts interface Video Feeds from RTD and others Wide Area Network based on FCC's Public Safety Network Digital Radio - Roaming Inter-Operability Build infrastructure to support most critical systems at a second location	Information Technology Municipal Court Police
Assess regionalization in police services to enhance service delivery, consistency in customer service and public safety, and provide cost-savings to agencies involved	Continue participation in the following areas West Metro Drug Task Force Metro Area Auto Theft Task Force Crime Laboratory Safe Streets Special Weapons & Tactics (SWAT) Training Academy and in-service training Radio communications and intelligence investigations Records keeping	Police
Build upon the emergency planning and response relationship with West Metro Fire District and the City of Wheat Ridge	Develop Volume III of the Emergency Preparedness Plan Integrate emergency preparedness with St. Anthony's	Public Works
OPEN AND HONEST COMMUNICATION		
Continually evaluate and make adjustments to meet the growing demands of citizen communications	KLTV 8 Programming Use of Social Media Looking at Lakewood Notification to victims of court dates City Website Lakewood Zoning Improvement project Update Campaign Finance Ordinance Create pro-active community planning standards and process for community input	All Departments
Provide quality customer service	Implement a comprehensive program evaluation plan Provide staff training to ensure the required skills and knowledge exist for quality customer service Keep website fresh, informative, interesting, accurate, and easy to access including from mobile devices	All Departments

LONG-TERM AND SHORT-TERM GOALS

LONG-TERM AND SHORT-TERM GOALS

LONG-TERM GOALS 2014-2017	SHORT-TERM GOALS 2012-2013	IMPLEMENTATION DEPARTMENT
FISCAL RESPONSIBILITY		
Provide accurate and transparent financial records and reporting	Ensure compliance with financial and audit requirements	Finance Municipal Court
Provide programs and services by employing sound financial strategies	Conduct fees and charges studies to ensure alignment with market and cost of services	City Clerk Community Resources Planning Public Works
Provide a coordinated and comprehensive resource development and marketing program	Develop and secure community partnerships to support programs and services Identify potential funding sources to assist low income families	Community Resources
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 Implement Citizens Planning Academy Provide annual Civics 101 training Implement new ADA policies and procedures to comply with Title II Implement new procedures to comply with the Patient Protection and Affordable Care Act	Community Resources Employee Relations Municipal Court Planning Public Works
TRANSPORTATION		
Work with CDOT on funding and construction	Wadsworth Widening Project Wadsworth at Bear Creek US 6 at Sheridan	Planning Public Works
Enhance transportation through roadway improvements	Construct Improvements: Union, 4th to 6th Improvements 2 -Year sidewalk project Bike Master Plan Bridge Betterments at Wadsworth and Kipling Complete Downtown Lakewood Connectivity Plan	Planning Public Works
Enhance transportation through signal improvements	Signal system communications upgrade Construct Signal Upgrades: Kipling/Mississippi Kentucky /Dartmouth	Planning Public Works

LONG-TERM AND SHORT-TERM GOALS

LONG-TERM AND SHORT-TERM GOALS

LONG-TERM GOALS 2014-2017	SHORT-TERM GOALS 2012-2013	IMPLEMENTATION DEPARTMENT
QUALITY ECONOMIC DEVELOPMENT		
<p>Represent the City's interest in economic developments: St Anthony Hospital Rooney Valley Belmar Federal Center West Corridor Light Rail Line</p>	<p>Enhance City's business retention, expansion, and attraction efforts Increase awareness of services and resources offered to locally owned and operated small businesses Proactively market Transit Oriented Development</p>	<p>City Manager's Office City Attorney's Office Planning Public Works</p>
<p>Provide high quality and equitable levels of park, recreation, cultural and family services which enhance the well-being of Lakewood's diverse community</p>	<p>Continue to coordinate with 40 West Arts District Implement recommendations from Museum Assessment Program Provide premium golf course conditions at below market rate</p>	<p>Community Resources</p>
PHYSICAL & TECHNOLOGICAL INFRASTRUCTURE		
<p>Utilize technology to improve internal processes and productivity: Electronic Records Management Revenue System Land Development System Records Management System Asset Management System</p>	<p>Complete inventory and assessment of the City's need for electronic records management Replace current Revenue System Computerize tracking of land development applications Interface the Records Management System with the county and state Identify an Asset Management System to organize and plan maintenance schedules</p>	<p>City Clerk's Office Finance Information Technology Planning Police Public Works</p>
<p>Utilize technology to improve internal and external customer service</p>	<p>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 Identify on-line applications for permitting and licensing</p>	<p>City Clerk's Office Information Technology Municipal Court Planning Police Public Works</p>
<p>Continue to proactively inspect and repair, street, stormwater, water, and sewer infrastructure</p>	<p>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 Construction along the West Corridor Light Rail</p>	<p>Planning Public Works</p>

LONG-TERM AND SHORT-TERM GOALS

LONG-TERM AND SHORT-TERM GOALS

LONG-TERM GOALS 2014-2017	SHORT-TERM GOALS 2012-2013	IMPLEMENTATION DEPARTMENT
PHYSICAL & TECHNOLOGICAL INFRASTRUCTURE (continued)		
<p>Offer employees compensation, benefits, training, recognition, and encouragement in order to maintain a productive workforce</p>	<p>Research medical benefits options Train employees on Employment Law Conduct training on communication, conflict management, supervisory skills, customer service, and diversity issues Develop a succession plan program</p>	<p>City Manager's Office Employee Relations</p>
QUALITY LIVING ENVIRONMENT		
<p>Assist Council in preparation of a 10-year vision plan Implement goals and objectives of the Department of Community Resources Master Plan</p>	<p>Evaluate and utilize Citizen Survey in planning and budgeting Expand volunteer program Concentrate on improvements at O'Connell Middle School Identify potential community garden locations Renovation of medians on Colfax Avenue Construction of the Aerial Water Ramp at Little Soda Lake</p>	<p>City Manager's Office Community Resources</p>
<p>Planning and Development of Strategic Areas within Lakewood Belmar Rooney Valley Redevelopment Light Rail Transit station areas Federal Center</p>	<p>Implement goals of the Neighborhood Revitalization Strategy Plan Complete two-year sidewalk project Manage Lakewood Zoning Improvement Project Emphasis on graffiti removal</p>	<p>Planning Public Works</p>
<p>Improve Police Response to Code Enforcement</p>	<p>Maintain Police Liaison Continue with the Neighborhood Revitalization Strategy Area Plan</p>	<p>Police</p>
COMMUNITY SUSTAINABILITY		
<p>Focus on long-term community sustainability by promoting positive change throughout own actions, partnerships, and education</p>	<p>Develop a long-range Sustainability Plan that includes economic, environmental, and social sustainability Identify and participate in local, regional, and state sustainability organizations Conduct timely Shred days and Rx Drug Take Back events Improvements to Recycling Programs</p>	<p>City Manager's Office Planning Police Public Works</p>
<p>Continue to implement capital building and facility improvements that support sustainability efforts</p>	<p>Develop a comprehensive Natural Areas Management Plan for the park systems Continue to implement building, facility, technology, and traffic signal energy efficiency</p>	<p>Community Resources Information Technology Public Works</p>

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, 2009	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, 2011, 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	\$1,704,760,136
Actual Value	\$14,052,670,470
Debt Limit: 3 Percent of Actual Value	\$421,580,114
Less: Assets in Debt Service	0
Legal Debt Margin	\$421,580,114
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, 2011 totaled \$1,300,000. The entire amount of \$1,300,000 is the Sales and Use Tax Revenue Refunding Bonds, Series 2009. As of December 31, 2011, capital leases outstanding amount to \$3,107,563, and certificates of participation amount to \$44,100,000. 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, 2011:

<i>Long-Term Debt / Lease Payments</i>	<i>Balance</i>
Sales and Use Revenue Refunding Bonds, Series 2009	\$ 1,300,000
2007 Section 108 Notes Payable	2,890,000
Police Facility	2,210,381
William Frederick Hayden Park Lease Purchase	897,182
Total	\$ 7,297,563

The following table is a list of the City’s portion of outstanding Certificates of Participation as of December 31, 2011. 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	\$24,700,000 (1)
Certificates of Participation, 2006B	19,400,000
Total	\$44,100,000

(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.

2013 ESTIMATED FINANCIAL SOURCES AND USES

	Governmental Funds		
	General Fund	Special Revenue Funds	Capital Projects Funds
REVENUES			
Property Tax	\$ 7,986,944	\$ -	\$ -
Sales Tax	51,914,064	-	9,739,427
General Use Tax	2,753,778	-	551,066
Building Material Use Tax	1,886,783	-	378,773
Motor Vehicle Use Tax	3,988,185	-	816,857
Specific Ownership Tax	575,583	-	-
Tobacco Products Tax	366,364	-	-
Business & Occupation Tax	2,142,379	-	-
Franchise Charges & Other Taxes	7,272,100	-	-
Hotel Accommodation Tax	-	920,000	-
Licenses & Permits	2,538,045	-	-
Intergovernmental Revenue	4,916,285	11,249,536	2,062,817
Charges for Services	10,770,705	1,124,196	1,840,000
Fines & Forfeits	1,551,152	-	-
Investment Income	484,200	71,308	115,699
All Other Revenues	1,419,737	35,772	207,500
Total Revenues	\$100,564,304	\$13,400,812	\$15,712,139
EXPENDITURES			
Mayor and City Council	474,120	-	-
City Manager's Office	2,096,175	1,015,809	190,000
City Attorney's Office	1,598,632	-	-
City Clerk's Office	827,099	-	-
Community Resources	17,008,671	9,662,839	3,790,843
Employee Relations	1,598,574	-	-
Finance	3,748,544	36,494	52,286
Information Technology	4,810,615	-	1,190,000
Municipal Court	2,916,122	30,553	-
Planning	1,503,238	1,098,318	190,000
Police	41,314,886	2,150,962	-
Public Works	15,789,192	1,065,000	14,775,213
Non-Departmental	5,560,488	-	2,345,682
Total Expenditures	\$ 99,246,356	\$15,059,975	\$22,534,024
OTHER FINANCING SOURCES (USES)			
Operating Transfers In	16,189	1,005,002	3,367,969
Operating Transfers Out	(4,372,971)	-	-
Total Other Financing Sources (Uses)	\$ (4,356,782)	\$ 1,005,002	\$ 3,367,969
Excess (Deficiency) of Financial Sources over Financial Uses	(3,038,834)	(654,161)	(3,453,916)
FUND BALANCES, BEGINNING OF YEAR	29,423,754	5,616,940	11,102,829
FUND BALANCES, END OF YEAR	\$ 26,384,920	\$ 4,962,779	\$ 7,648,913

Fund Balance as a percent of Expenditures and Operating Transfers Out

25.46% 32.95% 33.94%

2013 ESTIMATED FINANCIAL SOURCES AND USES

Proprietary Funds		Total All Funds
Enterprise Funds	Internal Service Funds	
\$ -	\$ -	\$ 7,986,944
-	-	61,653,491
-	-	3,304,844
-	-	2,265,556
-	-	4,805,042
-	-	573,583
-	-	366,364
-	-	2,142,379
-	-	7,272,100
-	-	920,000
-	-	2,538,045
-	-	18,228,638
11,163,531	2,013,557	26,911,989
-	-	1,551,152
91,801	172,780	935,788
12,400	-	1,675,409
\$11,267,732	\$ 2,186,337	\$143,131,324
-	-	474,120
-	-	3,301,984
-	-	1,598,632
-	-	827,099
4,816,854	-	35,279,207
-	-	1,598,574
-	-	3,837,324
-	-	6,000,615
-	-	2,946,675
-	-	2,791,556
-	-	43,465,848
8,988,921	-	40,618,326
181,236	3,730,485	11,817,891
\$13,987,011	\$ 3,730,485	\$154,557,851
-	-	4,389,160
-	-	(4,372,971)
\$ -	\$ -	\$ 16,189
(2,719,279)	(1,544,148)	(11,410,338)
26,506,947	11,027,235	83,677,705
\$23,787,668	\$ 9,483,087	\$ 72,267,367

170.07% 254.21%

BUDGET SUMMARY

2013 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	\$ 474,120	\$ -	\$ -	\$ -	\$ -	\$ 474,120
City Manager's Office	\$ 2,096,175	\$ 1,015,809	\$ 190,000	\$ -	\$ -	\$ 3,301,984
City Management	2,003,904	-	190,000	-	-	2,193,904
Economic Dev & Sustainability	92,271	1,015,809	-	-	-	1,108,080
City Attorney's Office	\$ 1,598,632	\$ -	\$ -	\$ -	\$ -	\$ 1,598,632
City Clerk's Office	\$ 827,099	\$ -	\$ -	\$ -	\$ -	\$ 827,099
Community Resources	\$17,008,671	\$ 9,662,839	\$ 3,790,843	\$ 4,816,854	\$ -	\$ 35,279,207
Admin. & Resource Development	1,041,549	-	-	-	-	1,041,549
Family Services	3,103,618	1,276,317	-	-	-	4,379,935
Golf Course Operations	-	-	-	4,816,854	-	4,816,854
Heritage, Culture & the Arts	-	2,452,951	-	-	-	2,452,951
Planning, Construction & Maintenance	4,026,433	2,328,220	3,785,843	-	-	10,140,496
Recreation	4,807,825	-	-	-	-	4,807,825
Regional Parks Operations	582,724	981,661	-	-	-	1,564,385
Urban Parks Operations	3,446,522	2,623,690	5,000	-	-	6,075,212
Employee Relations	\$ 1,598,574	\$ -	\$ -	\$ -	\$ -	\$ 1,598,574
Finance	\$ 3,748,544	\$ 36,494	\$ 52,286	\$ -	\$ -	\$ 3,837,324
Finance Administration	529,309	-	-	-	-	529,309
Accounting	668,278	36,494	-	-	-	704,772
Property & Purchasing Services	1,162,683	-	52,286	-	-	1,214,969
Revenue	1,388,274	-	-	-	-	1,388,274
Information Technology	4,810,615	\$ -	\$ 1,190,000	\$ -	\$ -	\$ 6,000,615
Municipal Court	\$ 2,916,122	\$ 30,553	\$ -	\$ -	\$ -	\$ 2,946,675
Municipal Court Administration	272,836	-	-	-	-	272,836
Court Marshal	566,527	-	-	-	-	566,527
Judicial	456,819	-	-	-	-	456,819
Probation Services	626,412	30,553	-	-	-	656,965
Violations Bureau	993,528	-	-	-	-	993,528

BUDGET SUMMARY

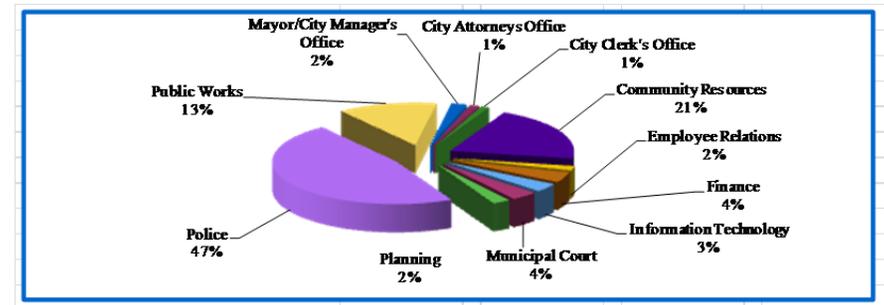
2013 BUDGETED EXPENDITURES BY PROGRAM

City Department by Program	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	City Total
Planning	\$ 1,503,238	\$ 1,098,318	\$ 190,000	\$ -	\$ -	\$ 2,791,556
Police	\$41,314,886	\$ 2,150,962	\$ -	\$ -	\$ -	\$ 43,465,848
Office of the Chief	2,999,058	37,338	-	-	-	3,036,396
Investigations	9,971,113	1,507,066	-	-	-	11,478,179
Patrol Services	20,655,831	55,500	-	-	-	20,711,331
Support Services	7,688,884	551,058	-	-	-	8,239,942
Public Works	\$15,789,192	\$ 1,065,000	\$14,775,213	\$ 8,988,921	\$ -	\$ 40,618,326
Public Works Administration	354,974	-	218,188	-	-	573,162
Engineering	3,173,113	10,000	3,350,207	-	-	6,533,320
Environmental Services & Emergency Preparedness	286,924	485,000	-	-	-	771,924
Fleet Management	4,236,579	-	3,144,581	-	-	7,381,160
Public Works Maintenance	3,881,892	-	7,016,831	-	-	10,898,723
Sewer Utility	-	-	-	4,246,631	-	4,246,631
Stormwater Management Utility	-	-	-	3,430,531	-	3,430,531
Traffic Engineering	3,855,710	570,000	1,045,406	-	-	5,471,116
Water Utility	-	-	-	1,311,759	-	1,311,759
Non-Departmental	\$ 5,560,488	\$ -	\$ 2,345,682	\$ 181,236	\$ 3,730,485	\$ 11,817,891
Citywide Employee Benefits	1,528,246	-	-	31,236	175,000	1,734,482
Debt Obligations/Special Projects	3,532,242	-	2,345,682	150,000	-	6,027,924
Self-Insurance Funding	500,000	-	-	-	3,555,485	4,055,485
Total by Fund	\$99,246,356	\$15,059,975	\$22,534,024	\$13,987,011	\$ 3,730,485	\$154,557,851

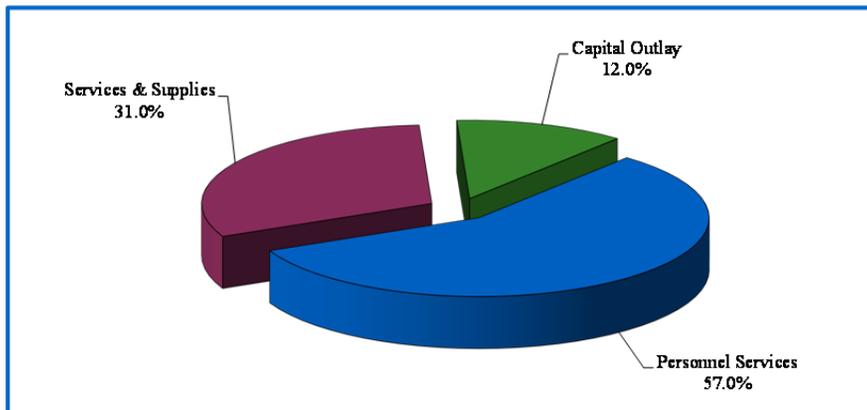
**2013 ALL FUNDS BUDGETED EXPENDITURES
BY CLASSIFICATION**

City Department	Personnel Services	Services & Supplies	Capital Outlay	Total
Mayor and City Council	\$ 248,494	\$ 225,626	\$ -	\$ 474,120
City Manager's Office	2,006,187	1,212,797	83,000	3,301,984
City Attorney's Office	1,067,299	531,333	-	1,598,632
City Clerk's Office	687,817	139,282	-	827,099
Community Resources	18,516,922	11,503,354	5,258,931	35,279,207
Employee Relations	1,406,014	192,560	-	1,598,574
Finance	2,822,732	588,792	425,800	3,837,324
Information Technology	3,326,137	1,849,478	825,000	6,000,615
Municipal Court	2,669,589	277,086	-	2,946,675
Planning	1,525,566	1,085,990	180,000	2,791,556
Police	39,159,807	3,995,841	310,200	43,465,848
Public Works	10,257,810	16,092,995	14,267,521	40,618,326
Non-Departmental	1,503,592	8,199,617	2,114,682	11,817,891
TOTALS	\$85,197,966	\$45,894,751	\$23,465,134	\$154,557,851

**2013 STAFFING BY DEPARTMENT
(Percent of Total)**



Department	FTE Positions
Mayor & City Council	0
City Manager's Office	17.50
City Attorney's Office	11.00
City Clerk's Office	9.00
Community Resources	176.81
Employee Relations	15.00
Finance	33.56
Information Technology	27.50
Municipal Court	30.00
Planning	15.00
Police	402.00
Public Works	114.31
Total FTE	851.68
Part-Time Hours	475,866
Anticipated Police Recruits	12



FIVE-YEAR CAPITAL IMPROVEMENT AND PRESERVATION PLAN (CIPP)

The 2012 Revised through 2017 Five-Year Capital Improvement and Preservation Plan (CIPP) includes fourteen new projects while maintaining funding levels for annual programs. 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.

- Civic Center Improvements (page 470) – This project will design and construct renovations to the Civic Center Plaza area and portions of the parking structure. The project’s funding is from a transfer of General Fund Reserves into the Capital Improvement Fund (CIF).
- Light Rail Station and Access Improvements (page 474) – This project will enhance pedestrian access to light rail stations by adding station pedestrian amenities, constructing sidewalks and relocating traffic signals. The project’s funding is from a transfer of General Fund Reserves into the Capital Improvement Fund (CIF).
- W 14th and Lamar St Roundabout (page 475) – This project will install a roundabout to reduce accidents at the intersection. Approximately 90% of the project’s funding is from a federal grant. The remaining funding is from Capital Improvement Funds (CIF).
- 260 Union Pedestrian Hybrid Signal (page 476) – This project will install a pedestrian signal to enhance access to the Federal Center light rail station. Approximately 80% of the project’s funding is from a state grant. The remaining funding is from Capital Improvement Funds (CIF).
- Downtown Lakewood Connectivity and Urban Design Plan (page 477) – This project will determine improvements that can be implemented to better facilitate pedestrian, bike, transit, and vehicular connections within the downtown Lakewood area. Approximately 67% of the project’s funding is from a federal grant. The remaining funding is from Capital Improvement Funds (CIF).
- Kipling Signals at Kentucky and Dartmouth (page 478) – This project will upgrade traffic signals with improved signal displays and equipment. Approximately 99% of the project’s funding is from a federal grant. The remaining funding is from Capital Improvement Funds (CIF).
- Wadsworth Blvd Traffic Detection Equipment (page 479) – This project will place radar detectors along Wadsworth Boulevard to gather real time traffic data that will be used to improve traffic signal timing. Space (OS) Funds.
- Lakewood Heritage Center (page 497) – This project will replace the primary electrical service to the area to provide more reliable service. This project is funded from Conservation Trust (CT) Funds.
- Sewer Replacements (page 509) – This project will replace sanitary sewer lines in extremely poor condition. This project is funded from Sewer Utility Funds.
- Water Line Replacements (page 510) – This project will replace water lines in extremely poor condition. This project is funded from Water Utility Funds.
- 2nd Ave and Benton St Pond Stormwater Quality Enhancements (page 511) – This project will retro-fit stormwater quality features into an existing stormwater detention facility. This project is funded from Stormwater Management Utility (SMU) Funds.
- 20th Ave and Iris St Drainage Improvements (page 512) – This project will separate stormwater flows from irrigation ditch flows to reduce flooding downstream of the irrigation ditches. This project is funded from Stormwater Management Utility (SMU) Funds.
- Security Compliance Software (page 524) – This project will update the City’s technology to monitor system security and detect intrusions. This project is funded from Equipment Replacement Funds (ERF).

CAPITAL IMPROVEMENT FUND

PROJECT NAME	2012R	2013	2014	2015	2016	2017
Annual Programs						
Compreh Plan Corridor Implem	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Building Infrastructure	951,101	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 Treatmt Maint	5,000	5,000	5,000	5,000	5,000	5,000
Neighbrhd Participation Progm	180,000	180,000	180,000	180,000	180,000	180,000
Traffic Safety Improvements	492,103	361,312	362,796	1,114,391	1,116,092	1,117,910
Signal Safety Improvements	228,866	229,578	230,135	230,725	111,345	111,999
Long Life Pavement Markings	219,234	222,016	224,309	226,783	229,409	232,204
Development Participation	50,000	150,000	450,000	150,000	50,000	50,000
Street Resurface/Concrete Rehab	6,625,417	7,016,831	7,429,502	7,866,729	8,330,209	8,821,537
Water Rights	208,427	210,688	212,650	214,740	216,961	219,328
CIPP Support Services	286,728	316,424	327,615	339,702	352,630	366,488
City Parking Garage Maint	50,000	50,000	50,000	50,000	50,000	50,000
Vehicle Replacement	1,341,043	1,344,581	1,347,474	1,350,574	1,353,852	1,357,327
Subtotals	\$10,697,919	\$10,771,430	\$11,504,481	\$12,413,644	\$12,680,498	\$13,196,793
Debts and Other Long Term Obligations						
2006B COP Payments	\$ 386,000	\$ 386,000	\$ 386,000	\$ 386,000	\$ 386,000	\$ 386,000
2009 Sales/Use Tax Revenue Refunding Bonds	1,332,890	-	-	-	-	-
Revenue Sharing Agreements	1,921,257	1,959,682	1,998,876	2,038,854	2,079,631	2,121,224
William Frederick Hayden Park Acquisition	110,586	110,843	111,108	111,108	111,108	111,108
Subtotals	\$ 3,750,733	\$ 2,456,525	\$ 2,495,984	\$ 2,535,962	\$ 2,576,739	\$ 2,618,332
City Facilities						
Civic Center Improvements	\$ 600,000	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -
Head Start Center	9,728	-	-	-	-	-
Quail Street Recycling Site	38,030	-	-	-	-	-
1050 Quail St Fuel Fac Upgrade	11,6920	-	-	-	-	-
Subtotals	\$ 659,449	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -
Transportation						
Light Rail Station & Access Improvements	\$ 1,300,000	\$ 1,488,069	\$ -	\$ -	\$ -	\$ -
W 14 th & Lamar St Roundabout	110,000	-	-	-	-	-
260 Union Pedestrian Hybrid Signal	38,000	-	-	-	-	-
Downtown Lakewood Connectivity	50,000	-	-	-	-	-

CAPITAL IMPROVEMENT AND PRESERVATION PLAN

CAPITAL IMPROVEMENT FUND (CONTINUED)

PROJECT NAME	2012R	2013	2014	2015	2016	2017
Transportation (continued)						
Kipling Signals @ Kentucky & Dartmouth	-	5,000	-	-	-	-
Wadsworth Boulevard Traffic Detection Equipment	52,068	-	-	-	-	-
Bike Paths/Sidewalks	900,000	300,000	300,000	300,000	300,000	300,000
Wadsworth Boulevard, 10 th to 14 th	473,000	1,088,000	-	-	-	-
West Corridor Neighborhood Transportation Study	-	100,000	-	-	-	-
Union Boulevard, 4 th to 6 th	409,000	-	-	-	-	-
Kipling/Colfax Intersection	371,000	-	-	-	-	-
Colfax/Simms Intersection	27,000	-	-	-	-	-
Weir Gulch Trail Crossing Under Wadsworth Boulevard	5,000	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	10,000	5,000	-	-	-	-
Alameda Bike Path Reconstruction	14,000	-	-	-	-	-
Alameda Signals @ Harlan & Depew	5,000	-	-	-	-	-
Kipling Signals @ Miss & Expo	38,100	-	-	-	-	-
Subtotals	\$ 5,662,168	\$ 2,991,069	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
Project Contingencies						
Capital Project Contingencies	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotals	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -
Total Capital Improvement Fund	\$21,270,269	\$19,219,024	\$14,300,465	\$15,249,606	\$15,557,237	\$16,115,125

CONSERVATION TRUST AND OPEN SPACE FUNDS

PROJECT NAME	2012R	2013	2014	2015	2016	2017
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

CAPITAL IMPROVEMENT AND PRESERVATION PLAN

CONSERVATION TRUST AND OPEN SPACE FUNDS (CONTINUED)

PROJECT NAME	2012R	2013	2014	2015	2016	2017
Debts and Other Long Term Obligations						
2006A COP Payments	\$ 978,485	\$ 977,743	\$ 977,743	\$ 978,427	\$ 977,671	\$ 977,535
William Frederick Hayden Park Acquisition	98,000	98,000	98,000	98,000	98,000	98,000
Subtotals	\$ 1,076,485	\$ 1,075,743	\$ 1,075,743	\$ 1,076,427	\$ 1,075,671	\$ 1,075,535
Capital Preservation & Improvement						
Site & Facility Improvements	\$ 390,000	\$ 220,000	\$ 535,000	\$ 400,000	\$ 400,000	\$ 400,000
Subtotals	\$ 390,000	\$ 220,000	\$ 535,000	\$ 400,000	\$ 400,000	\$ 400,000
Development Projects						
Carmody Park Improvements	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -
Lakewood Heritage Center	-	130,000	-	-	-	-
Bear Creek Lake Park	143,000	100,000	-	-	-	-
Arts in the Park	20,000	20,000	20,000	20,000	20,000	20,000
Surfside Pool Renovation	300,000	-	-	-	-	-
Holbrook Park Pool Imprvmntss	200,000	-	-	-	-	-
Dry Gulch Trail	96,000	-	-	-	-	-
Playground Replacement	495,000	295,000	120,000	120,000	120,000	120,000
Ray Ross Park Renovations	25,000	-	-	-	-	-
Two Creeks Park	20,250	-	-	-	-	-
Rail Car Museum	210,000	-	-	-	-	-
Subtotals	\$ 1,509,250	\$ 695,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000
Acquisitions						
Land Acquisition	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotals	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -
Total Conservation Trust and Open Space Funds	\$ 3,200,735	\$ 2,115,743	\$ 1,875,743	\$ 1,741,427	\$ 1,740,671	\$ 1,740,535

COMMUNITY DEVELOPMENT BLOCK GRANT FUND

PROJECT NAME	2012R	2013	2014	2015	2016	2017
Surfside Park Renovations	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -
Total Community Developmt Block Grant Fund	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -

GOLF COURSE FUND

PROJECT NAME	2012R	2013	2014	2015	2016	2017
2006A COP Payments	\$ 815,403	\$ 914,784	\$ 914,784	\$ 865,354	\$ 814,724	\$ 814,612
Total Golf Course Fund	\$ 815,403	\$ 914,784	\$ 914,784	\$ 865,354	\$ 814,724	\$ 814,612

CAPITAL IMPROVEMENT AND PRESERVATION PLAN

SEWER ENTERPRISE FUND

<i>PROJECT NAME</i>	<i>2012R</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>
Sewer Lining	\$ 300,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Sewer Replacements	-	75,000	-	-	-	-
Capital Project Contingencies	-	50,000	-	-	-	-
Total Sewer Enterprise Fund	\$ 300,000	\$ 325,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000

WATER ENTERPRISE FUND

<i>PROJECT NAME</i>	<i>2012R</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>
Water Line Replacements	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -
Capital Project Contingencies	-	50,000	-	-	-	-
Total Water Enterprise Fund	\$ -	\$ 350,000	\$ -	\$ -	\$ -	\$ -

STORMWATER ENTERPRISE FUND

<i>PROJECT NAME</i>	<i>2012R</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>
2 nd & Benton Pond Stormwater	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -
20 th & Iris Drainage Imprvmnts	600,000	-	-	-	-	-
W Corridor Drainage Imprvmnt	400,000	-	-	-	-	-
Alameda Calvert Repair @ Utah	200,000	-	-	-	-	-
Saulsbury St Culvert Replacmnt	375,000	-	-	-	-	-
North Dry Gulch Improvements	-	1,000,000	600,000	350,000	-	-
Wadsworth near Eastman	125,000	-	-	-	-	-
Local Drainage Projects	150,000	150,000	150,000	150,000	150,000	150,000
Capital Project Contingencies	-	50,000	-	-	-	-
Total Stormwater Entrp Fund	\$ 1,950,000	\$ 1,200,000	\$ 750,000	\$ 500,000	\$ 150,000	\$ 150,000

EQUIPMENT REPLACEMENT FUND

<i>PROJECT NAME</i>	<i>2012R</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>
Radio Systems Replacement	\$ 536,900	\$ -	\$ -	\$ -	\$ -	\$ -
Financial Mgmt and Human Resources Systems Update	-	200,000	-	-	-	-
Police Public Safety Syst Update	230,000	-	-	-	-	-
Web Content Management System Replacement	225,000	-	-	-	-	-
Wide Area Network Re-Design & Replacement	500,000	165,000	-	-	-	-
Security Compliance Software	750,000	750,000	-	-	-	-
Total Equip Replacement Fund	1,116,900	\$ 440,000	\$ -	\$ -	\$ -	\$ -



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