



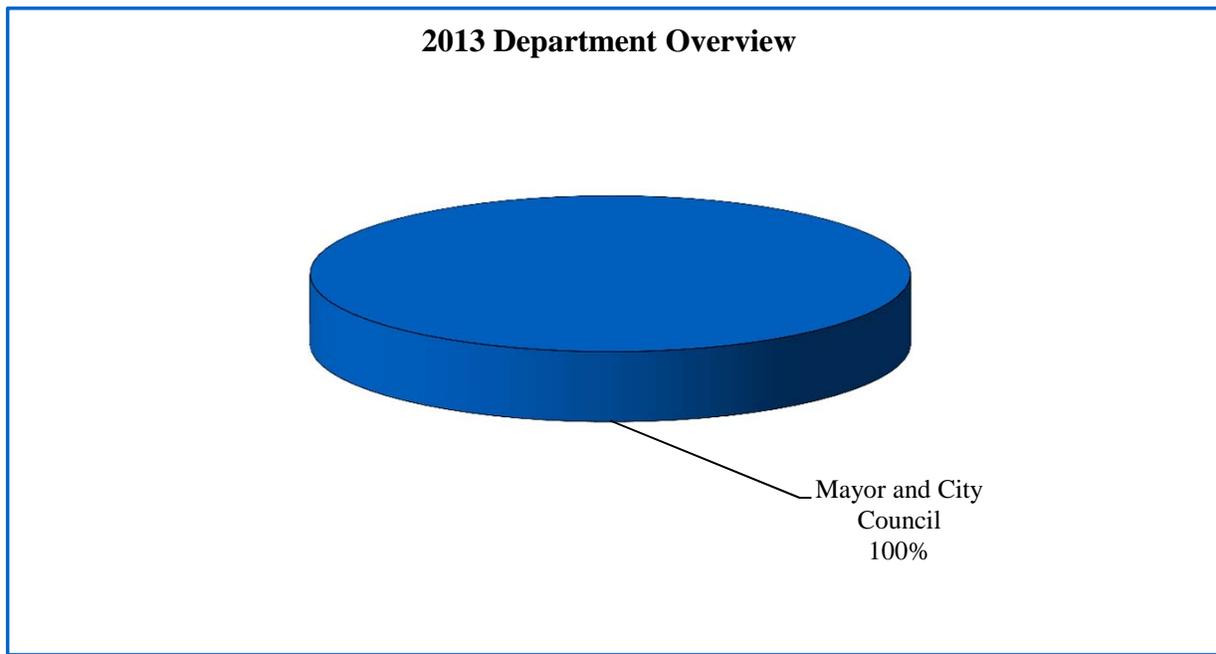
# **OPERATING SUMMARIES**



THIS PAGE INTENTIONALLY LEFT BLANK



# MAYOR AND CITY COUNCIL



|                             | <b>2011<br/>Actual</b> | <b>2012<br/>Budget</b> | <b>2012<br/>Revised</b> | <b>2013<br/>Budget</b> |
|-----------------------------|------------------------|------------------------|-------------------------|------------------------|
| Mayor and City Council      | \$ 437,414             | \$ 500,378             | \$ 469,331              | \$ 474,120             |
| <b>TOTAL:</b>               | \$ 437,414             | \$ 500,378             | \$ 469,331              | \$ 474,120             |
| <b>Percent to All Funds</b> | 0.31%                  | 0.34%                  | 0.29%                   | 0.31%                  |



# MAYOR AND CITY COUNCIL

(303) 987-7040

[www.lakewood.org/CityCouncil/](http://www.lakewood.org/CityCouncil/)



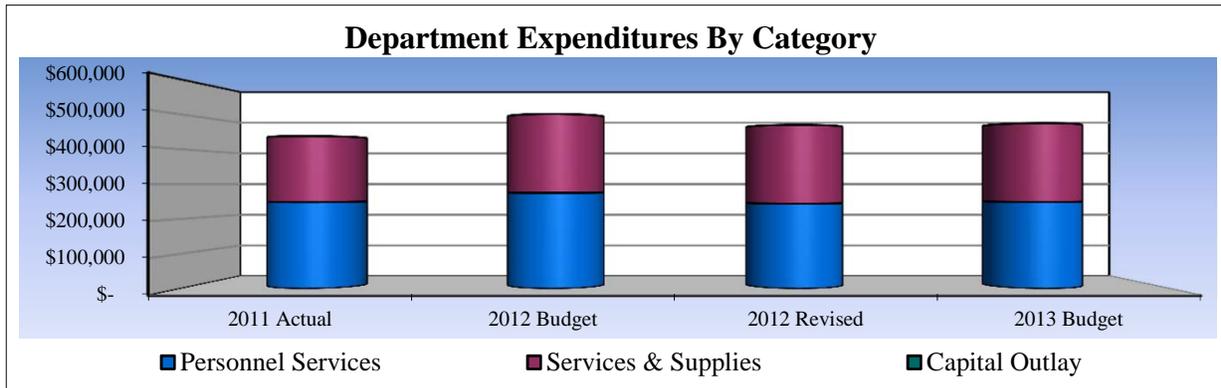


**Department: Mayor and City Council**

**Mission Statement:** Quality lifestyle fostered by a transparent government.

**Department Expenditures By Category**

|                     | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|---------------------|----------------|----------------|-----------------|----------------|
| Personnel Services  | \$ 248,205     | \$ 274,752     | \$ 243,705      | \$ 248,494     |
| Services & Supplies | \$ 189,209     | \$ 225,626     | \$ 225,626      | \$ 225,626     |
| Capital Outlay      | \$ -           | \$ -           | \$ -            | \$ -           |
| <b>TOTAL:</b>       | \$ 437,414     | \$ 500,378     | \$ 469,331      | \$ 474,120     |



**Department Expenditures By Fund**

|               | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|---------------|----------------|----------------|-----------------|----------------|
| General Fund  | \$ 437,414     | \$ 500,378     | \$ 469,331      | \$ 474,120     |
| <b>TOTAL:</b> | \$ 437,414     | \$ 500,378     | \$ 469,331      | \$ 474,120     |



**Full-Time Positions**

*Positions are stated in full-time equivalents (FTE) based on 2,080 hours per year.*

|  | <b>2011<br/>Actual</b> | <b>2012<br/>Budget</b> | <b>2012<br/>Revised</b> | <b>2013<br/>Budget</b> |
|--|------------------------|------------------------|-------------------------|------------------------|
| Mayor*   | 1.00                   | 1.00                   | 1.00                    | 1.00                   |
| City Council Members*  | 10.00                  | 10.00                  | 10.00                   | 10.00                  |
| <b>Total Full-Time Positions (FTE):</b>                          | -                      | -                      | -                       | -                      |
| <b>Part-Time Hours</b>   | -                      | -                      | -                       | -                      |
| <b>Total Full-Time and Part-Time<br/>Positions Stated as FTE</b> | -                      | -                      | -                       | -                      |

\*Positions are not included in Citywide staffing counts

**Budget Variances**

❖ None



## City of Lakewood

### City Council Mission Statement, Commitment to Citizens & Core Community Values 2012

---

#### **Mission Statement**

Lakewood: Quality lifestyle fostered by a transparent government

#### **City Council's Commitment to Citizens**

The Lakewood City Council will:

- Act with honesty and integrity to communicate openly;
- Promote an inclusive environment for all citizens;
- Continually evaluate the purpose and scope of government and adjust programs as appropriate;
- Recognize that a quality staff is fundamental to quality services;
- Be progressive and innovative while respecting the traditions of the community and honoring our neighborhoods' values; and
- Focus on quality results by investing in the appropriate level of programs.

#### **Core Community Values**

- Safe Community
- Open and Honest Communication
- Fiscal Responsibility
- Education and Information
- Transportation
- Quality Economic Development
- Physical & Technological Infrastructure
- Quality Living Environment
- Community Sustainability



## General Comments

The responsibilities of the Mayor and City Council continue to grow. The interests and demand for services of Lakewood residents have become more sophisticated, challenging, and time consuming since the City's inception in 1969. This calls for more study of the issues and more involvement of the Council at all levels of policy discussion -- local, state, and national.

Each year, the City Council undertakes a leadership role in resolving metropolitan issues such as growth, transportation issues, and tax policy.

- ◆ City Council is responsible for taking legislative action on items through consideration of ordinances and resolutions, and develops positions on policy issues through discussion at Study Sessions.
- ◆ Open discussions among Council members are held once each month during a Study Session, and Regular City Council Meetings are held the second and fourth Monday nights of each month while Study Sessions are held on the first and third Monday nights.



*Lakewood City Council Meeting*

- ◆ City Council meets annually, in a retreat format, to discuss/prioritize key initiatives/opportunities for the upcoming year.

- ◆ Mayor Murphy gave the 2012 State-of-the-City report in a community forum partnership with the Lakewood Foothills Rotary Club.



*Mayor Murphy delivers 2012 State of the City Report*

- ◆ City Council is responsible for reviewing and approving on an annual basis the City's budget for the upcoming year.
- ◆ Council members serve as liaisons and members of many City and regional committees and organizations such as the City's Budget and Audit Committee, Council Screening Committee, Council Legislative Committee, the Colorado Municipal League, the Denver Regional Council of Governments, the Metro Mayors Caucus, and more.

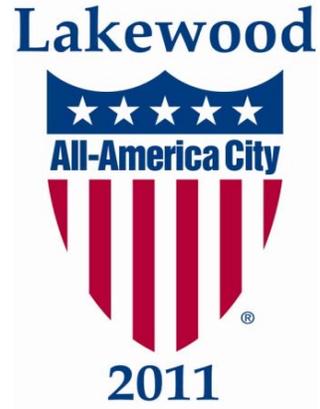


### General Comments (continued)

- ◆ In 2011-2012, the City Council and the City of Lakewood are extremely proud to be the recipient of the 2011 All-America City and All-America City Diversity Awards. The All-America Award recognized exemplary grass roots community problem solving and is given to communities that cooperatively tackle challenges and achieve results. These awards are bestowed by the National Civic League, a program which has been in place for 62 years.



*All-America City Quilt Tour at the City of Lakewood 2012*

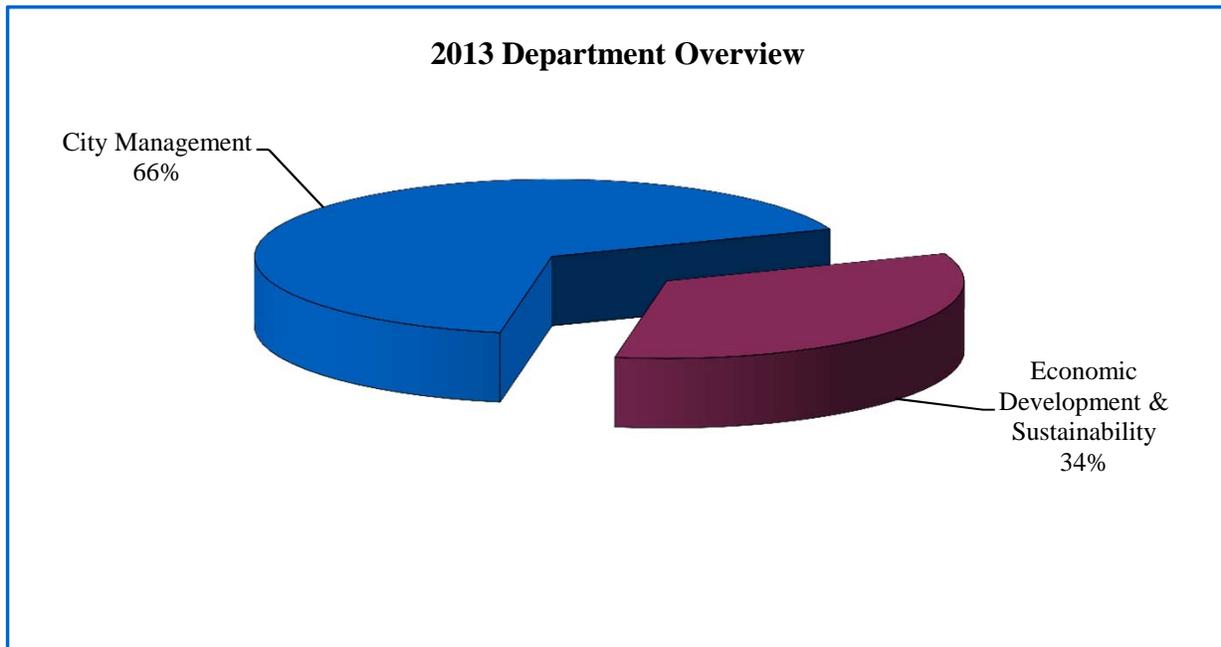




THIS PAGE INTENTIONALLY LEFT BLANK



# CITY MANAGER'S OFFICE



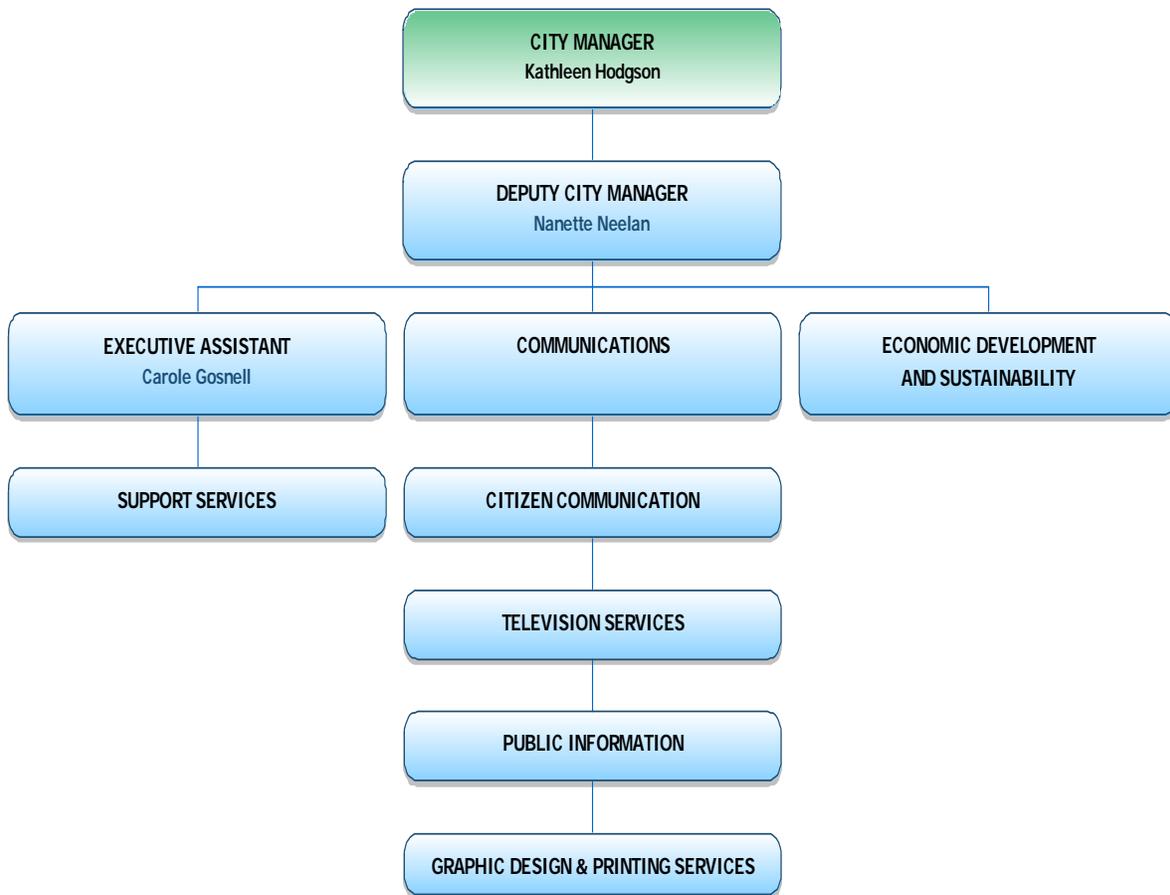
|                                       | 2011<br>Actual      | 2012<br>Budget      | 2012<br>Revised     | 2013<br>Budget      |
|---------------------------------------|---------------------|---------------------|---------------------|---------------------|
| City Management                       | \$ 2,151,859        | \$ 2,138,695        | \$ 2,145,380        | \$ 2,193,904        |
| Economic Development & Sustainability | \$ 620,025          | \$ 1,147,935        | \$ 1,252,611        | \$ 1,108,080        |
| <b>TOTAL:</b>                         | <b>\$ 2,771,884</b> | <b>\$ 3,286,630</b> | <b>\$ 3,397,991</b> | <b>\$ 3,301,984</b> |
| <b>Percent to All Funds</b>           | 1.98%               | 2.25%               | 2.07%               | 2.14%               |



# CITY MANAGER'S OFFICE

(303) 987-7050

[www.lakewood.org/CMO/](http://www.lakewood.org/CMO/)



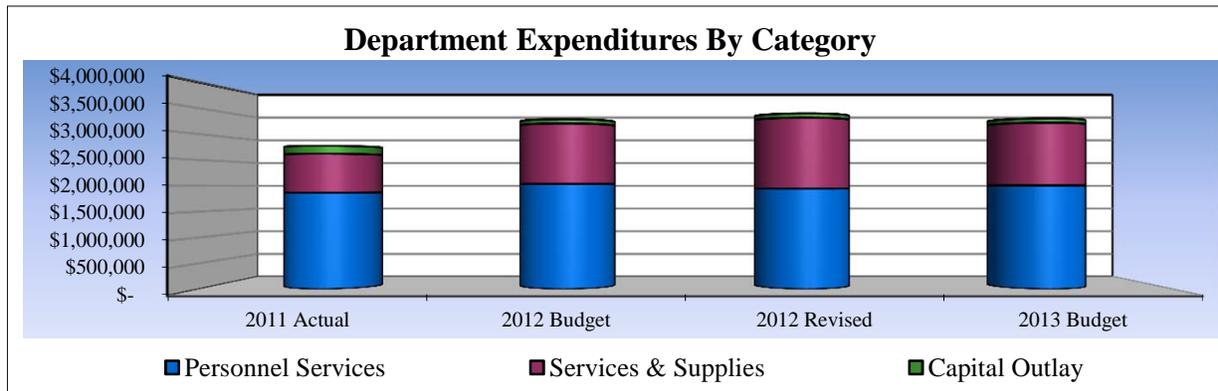


**Department: City Manager's Office**

**Mission Statement:** The City Manager's Office sets the standards for the City organization to provide quality services to the public ensuring that the Core Community Values established by the City Council are met.

**Department Expenditures By Category**

|                     | 2011<br>Actual      | 2012<br>Budget      | 2012<br>Revised     | 2013<br>Budget      |
|---------------------|---------------------|---------------------|---------------------|---------------------|
| Personnel Services  | \$ 1,865,889        | \$ 2,036,833        | \$ 1,945,157        | \$ 2,006,187        |
| Services & Supplies | \$ 753,493          | \$ 1,166,797        | \$ 1,369,834        | \$ 1,212,797        |
| Capital Outlay      | \$ 152,502          | \$ 83,000           | \$ 83,000           | \$ 83,000           |
| <b>TOTAL:</b>       | <b>\$ 2,771,884</b> | <b>\$ 3,286,630</b> | <b>\$ 3,397,991</b> | <b>\$ 3,301,984</b> |



**Department Expenditures By Fund**

|                       | 2011<br>Actual      | 2012<br>Budget      | 2012<br>Revised     | 2013<br>Budget      |
|-----------------------|---------------------|---------------------|---------------------|---------------------|
| General Fund          | \$ 1,918,818        | \$ 2,013,937        | \$ 1,983,897        | \$ 2,096,175        |
| Economic Development  | \$ 512,586          | \$ 1,083,693        | \$ 1,029,384        | \$ 1,015,809        |
| Equipment Replacement | \$ 233,041          | \$ 189,000          | \$ 190,000          | \$ 190,000          |
| Grants                | \$ 107,439          | \$ -                | \$ 194,710          | \$ -                |
| <b>TOTAL:</b>         | <b>\$ 2,771,884</b> | <b>\$ 3,286,630</b> | <b>\$ 3,397,991</b> | <b>\$ 3,301,984</b> |



**Full-Time Positions**

*Positions are stated in full-time equivalents (FTE) based on 2,080 hours per year.*

|  | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|--|----------------|----------------|-----------------|----------------|
| City Manager   | 1.00           | 1.00           | 1.00            | 1.00           |
| Deputy City Manager  | 0.97           | 1.00           | 1.00            | 1.00           |
| Business Analyst II  | -              | -              | 0.13            | 0.50           |
| Business Specialist  | 1.00           | 1.00           | 1.00            | 1.00           |
| Business Support Specialist                                  | 1.00           | 1.00           | 1.00            | 1.00           |
| Communications Specialist                                    | 1.00           | -              | 1.00            | 1.00           |
| Economic Development Specialist                              | 2.00           | 2.00           | 2.00            | 2.00           |
| Exec Asst to Mayor & CM                                      | 1.00           | 1.00           | 1.00            | 1.00           |
| GIS Specialist   | 0.50           | 0.50           | 0.38            | -              |
| Gov't Access Television Mgr                                  | 0.96           | 1.00           | -               | -              |
| Manager of Communications                                    | 0.04           | -              | 1.00            | 1.00           |
| Multi Media Technician                                       | 0.27           | 1.00           | 1.00            | 1.00           |
| Principal Eco Dev Specialist                                 | -              | 1.00           | -               | -              |
| Print Shop Operator  | 1.00           | 1.00           | 1.00            | 1.00           |
| Producer / Script Writer                                     | -              | 1.00           | -               | -              |
| Public Information Officer I                                 | 1.00           | 1.00           | 1.00            | 1.00           |
| Public Information Officer II                                | 2.00           | 2.00           | 2.00            | 2.00           |
| Supervisor of Graphic & Print Services                       | 0.98           | 1.00           | 1.00            | 1.00           |
| Sustainability Coordinator                                   | 1.00           | 1.00           | 1.00            | 1.00           |
| Television Production Specialist                             | 0.65           | 1.00           | 1.00            | 1.00           |
| <b>Total Full-Time Positions (FTE):</b>                      | <b>16.37</b>   | <b>18.50</b>   | <b>17.51</b>    | <b>17.50</b>   |
| <b>Part-Time Hours</b>                                       | <b>1,738</b>   | <b>3,843</b>   | <b>3,843</b>    | <b>3,843</b>   |
| <b>Total Full-Time and Part-Time Positions Stated as FTE</b> | <b>17.21</b>   | <b>20.35</b>   | <b>19.36</b>    | <b>19.35</b>   |

**Budget Variances**

❖ **Personnel Services**

- ♦ 2012 Budget vs. 2011 Actual is up \$170,944 due to staffing changes in Economic Development and Sustainability.

❖ **Services & Supplies**

- ♦ 2012 Budget vs. 2011 Actual is up \$413,304 due to increases in Economic Development and Sustainability for attraction of businesses and improving economic vitality in the City of Lakewood.
- ♦ 2012 Revised vs. 2012 Budget is up \$203,037 due to additional consulting and incentive appropriations within Economic Development.
- ♦ 2013 Budget vs. 2012 Revised is down \$157,037 due to completion of the Wadsworth Station construction and the American Recovery and Reinvestment Act (ARRA) grant expiring in September, 2012.



## Core Values / Goals

### ❖ SAFE COMMUNITY

- ◆ GOAL: Provide oversight of public safety services to ensure a safe and secure environment for Lakewood residents

### ❖ OPEN AND HONEST COMMUNICATION

- ◆ GOAL: Promote two-way communication with the public by providing resources for direct communication to the public and creating opportunities for public input on issues
- ◆ GOAL: Build relationships to support the City's economic development goals

### ❖ EDUCATION AND INFORMATION

- ◆ GOAL: Ensure and provide quality information and services to the public
- ◆ GOAL: Support customers and base policies on quantitative and qualitative information

### ❖ TRANSPORTATION

- ◆ GOAL: Maintain a commitment to the highest level of transportation and traffic management practical with existing resources

### ❖ QUALITY ECONOMIC DEVELOPMENT

- ◆ GOAL: Work to establish Lakewood as a leader in regional planning
- ◆ GOAL: Proactively retain, expand, and attract businesses within the City
- ◆ GOAL: Support all types of small businesses
- ◆ GOAL: Work as advocates on behalf of the local business community

### ❖ PHYSICAL & TECHNOLOGICAL INFRASTRUCTURE

- ◆ GOAL: Ensure appropriate staffing and technology levels to provide cost-effective services to residents
- ◆ GOAL: Oversee and direct the operations of the City organization

### ❖ QUALITY LIVING ENVIRONMENT

- ◆ GOAL: Implement policies adopted by the City Council that are all encompassing and each one contributing to the overall quality of living in Lakewood



## Core Values / Goals (continued)

### ❖ COMMUNITY SUSTAINABILITY

- ◆ **GOAL:** To position the City of Lakewood to take advantage of emerging environmental and economic sustainability opportunities

## General Comments

The City Manager's Office is unique in that it, unlike any other department, is responsible for the design, implementation, and oversight of all programs necessary to meet the City Council's Core Community Values. The City Manager is the head of all operations within the City. All ordinances, resolutions, and policies are reviewed in the City Manager's Office prior to being presented to City Council. It is the ultimate responsibility of the City Manager to ensure compliance with any legal and/or legislative directives.

Budget constraints and issues continue to be challenging.



**Program:** City Management

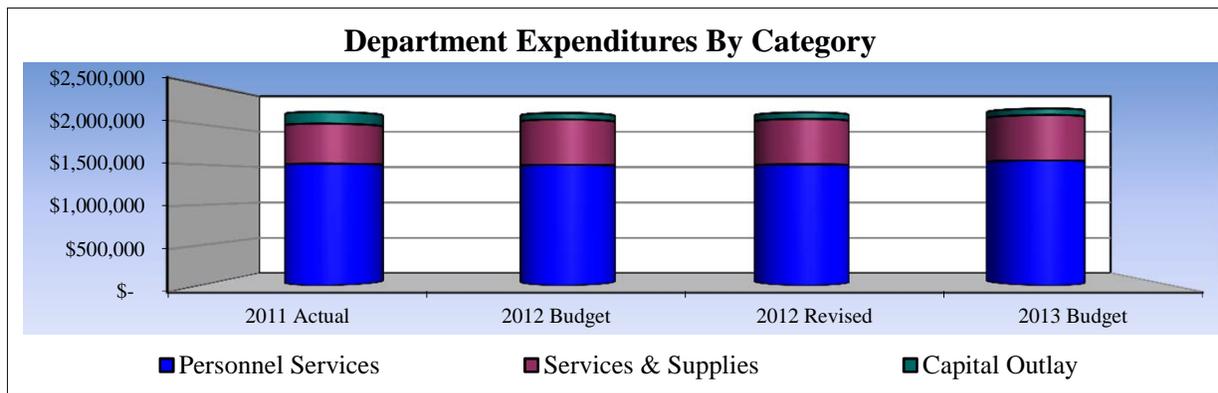
**Department:** City Manager's Office

**Division:** City Management

**Purpose:** The City Manager's Office provides the executive management, leadership, guidance, and support for the City government guarding the City's image and reputation. The office assists the City Council in the development and translation of policy as determined into the operating programs and actions of the various City departments. The City Manager's Office coordinates the activities of the City, introduces new methods and procedures among the departments, coordinates the exchange of information with Lakewood residents, elected officials, and employees, provides cable franchise management, and appraises the Council and community on operating results. All activities and expectations associated with each of the various Core Community Values performed within the various City departments are done with the consent and oversight of the City Manager's Office.

### Department Expenditures By Category

|                     | 2011<br>Actual      | 2012<br>Budget      | 2012<br>Revised     | 2013<br>Budget      |
|---------------------|---------------------|---------------------|---------------------|---------------------|
| Personnel Services  | \$ 1,510,973        | \$ 1,497,298        | \$ 1,502,983        | \$ 1,551,507        |
| Services & Supplies | \$ 495,682          | \$ 561,397          | \$ 562,397          | \$ 562,397          |
| Capital Outlay      | \$ 145,204          | \$ 80,000           | \$ 80,000           | \$ 80,000           |
| <b>TOTAL:</b>       | <b>\$ 2,151,859</b> | <b>\$ 2,138,695</b> | <b>\$ 2,145,380</b> | <b>\$ 2,193,904</b> |



### Department Expenditures By Fund

|                       | 2011<br>Actual      | 2012<br>Budget      | 2012<br>Revised     | 2013<br>Budget      |
|-----------------------|---------------------|---------------------|---------------------|---------------------|
| General Fund          | \$ 1,918,818        | \$ 1,949,695        | \$ 1,955,380        | \$ 2,003,904        |
| Equipment Replacement | \$ 233,041          | \$ 189,000          | \$ 190,000          | \$ 190,000          |
| <b>TOTAL:</b>         | <b>\$ 2,151,859</b> | <b>\$ 2,138,695</b> | <b>\$ 2,145,380</b> | <b>\$ 2,193,904</b> |

**Full-Time Positions***Positions are stated in full-time equivalents (FTE) based on 2,080 hours per year.*

|  | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|--|----------------|----------------|-----------------|----------------|
| City Manager   | 1.00           | 1.00           | 1.00            | 1.00           |
| Deputy City Manager  | 0.97           | 1.00           | 1.00            | 1.00           |
| Business Specialist  | 1.00           | 1.00           | 1.00            | 1.00           |
| Business Support Specialist                                  | 0.50           | 0.50           | 0.50            | 0.50           |
| Communications Specialist                                    | 1.00           | -              | 1.00            | 1.00           |
| Exec Asst to Mayor & CM                                      | 1.00           | 1.00           | 1.00            | 1.00           |
| Gov't Access Television Mgr                                  | 0.96           | 1.00           | -               | -              |
| Manager of Communications                                    | 0.04           | -              | 1.00            | 1.00           |
| Print Shop Operator  | 1.00           | 1.00           | 1.00            | 1.00           |
| Producer / Script Writer                                     | -              | 1.00           | -               | -              |
| Public Information Officer I                                 | 1.00           | 1.00           | 1.00            | 1.00           |
| Public Information Officer II                                | 2.00           | 2.00           | 2.00            | 2.00           |
| Supervisor of Graphic & Print Services                       | 0.98           | 1.00           | 1.00            | 1.00           |
| Television Production Specialist                             | 0.65           | 1.00           | 1.00            | 1.00           |
| <b>Total Full-Time Positions (FTE):</b>                      | <b>12.10</b>   | <b>12.50</b>   | <b>12.50</b>    | <b>12.50</b>   |
| <b>Part-Time Hours</b>                                       | <b>1,583</b>   | <b>2,720</b>   | <b>2,720</b>    | <b>2,720</b>   |
| <b>Total Full-Time and Part-Time Positions Stated as FTE</b> | <b>12.86</b>   | <b>13.81</b>   | <b>13.81</b>    | <b>13.81</b>   |

**Budget Variances**❖ **Services & Supplies**

- ◆ 2012 Budget vs. 2011 Actual is up \$65,715 due to lower than anticipated costs in 2011 for print shop operations.

**Goals / Activities / Expectations / Results-Benefits**

- ◆ **GOAL: Provide oversight of public safety services to ensure a safe and secure environment for Lakewood residents**

**Activity:** All requests for additional personnel and service needs are reviewed and approved or denied based on available dollars and current policies.

**Expectation:** Personnel and service needs are provided to ensure the safety of residents.

**Result-Benefit:** Numerous staffing and budget exception requests related to public safety were reviewed.



**Goals / Activities / Expectations / Results-Benefits (continued)**

- ◆ **GOAL: Promote two-way communication with the public by providing resources for direct communication to the public and creating opportunities for public input on issues**

**Activity:** All available resources are utilized to promote two-way communication with the public including government access television programming, publication of a Citywide newsletter, management of the City's website, and direct access with the City through the Public Information for Citizen Relations function.

**Expectation:** Lakewood residents will receive accurate information on issues that might impact them and they will have numerous alternatives available to them in which to communicate with City staff and elected representatives.

**Result-Benefit:** Communication efforts with citizens include the production of six annual issues of "Looking at Lakewood," delivered to 75,000+ addresses in the City; the 24-hour-a-day programming on KLTV-8; in calendar year 2011, the City website at Lakewood.org had more than 1 million visits with more than 3.5 million page views; the handling of approximately 1,718 requests for service per year; and the provision of a "Civics 101" class twice a year for residents. A citizen survey is conducted every two years.



KLTV-8 Studio

- ◆ **GOAL: Ensure and provide quality information and services to the public**

**Activity:** The City Manager's Office serves as a checkpoint in the organization for the review of information being provided to the public through website content administration.

**Expectation:** All information provided to the public is accurate, informative, and devoid of legal hazards.

**Result-Benefit:** Staff writes, reviews and/or edits all newsletters, articles, advertisements, etc. being distributed to the public.

**Activity:** The office staff works daily with news media in providing information regarding City operations and City Council policy decisions.

**Expectation:** The office staff provides a central source for information to ensure accuracy, consistency, and a commitment to openness in communication with the public.

**Result-Benefit:** Lakewood has a reputation for openness and candor and, as a result, is often used as a background resource for media issues involving Lakewood and other entities.

The office centralized graffiti reporting and work distribution for the City organization.

**Activity:** In-house print services and graphic designs are provided to all departments in the City organization.



**Goals / Activities / Expectations / Results-Benefits (continued)**

**Expectation:** The Print Shop provides quality printing with a fast turn-around time.

**Result-Benefit:** Ninety percent (90%) of all print and copy jobs generated by City departments are handled through the City's print shop. The other ten percent (10%) is bid and contracted out by the professional staff of the print shop. This includes everything from business cards to budget documents.

♦ **GOAL: Maintain a commitment to the highest level of transportation and traffic management practical with existing resources**

**Activity:** The City Manager's Office participates in policy discussions at the local, regional, and state levels.

**Expectation:** Attendance is required at various local, regional, and state level meetings to assist in policy discussions and decisions.

**Result-Benefit:** Attendance at various local, regional, and state levels ensures that the needs of Lakewood are both heard and met.

---

**Activity:** Transportation initiatives and planning are evaluated and provided the necessary resources.

**Expectation:** Transportation initiatives affecting Lakewood are monitored.

**Result-Benefit:** Funding and personnel for transportation initiatives are provided, as appropriate, to ensure that the City's needs are met.

♦ **GOAL: Work to establish Lakewood as a leader in regional planning**

**Activity:** State and federal legislation is monitored to determine impacts on the Lakewood community.

**Expectation:** Lakewood residents' interests are protected by providing for a healthy community for current and future generations.

**Result-Benefit:** Staff annually reviews more than 500 proposed state legislative bills and provides an analysis to the City Council Legislative Committee for consideration.

---

**Activity:** The City Manager's Office participates in policy discussions at the local, regional, and state levels.

**Expectation:** Lakewood residents' interests are protected and promoted in activities at levels of government that might have a direct impact on their quality of life.

**Result-Benefit:** City staff and/or Council members have participated in and held positions of leadership in many organizations that work cooperatively on regional and statewide issues including, but not limited to, the Denver Regional Council of Governments, Metro Mayors Caucus, and Colorado Municipal League.

---

**Activity:** The City Manager's Office continues to actively pursue businesses, both small and large, that can provide new opportunities to Lakewood residents, including jobs, services, and shopping opportunities.

**Expectation:** New businesses are sought out to meet the needs of the community.

**Result-Benefit:** New businesses provide various opportunities to the City and its residents.

---



**Goals / Activities / Expectations / Results-Benefits (continued)**

**Activity:** The City Manager's Office encourages the use of appropriate City resources for the support and health of existing Lakewood businesses.

**Expectation:** Appropriate City resources are available for the support and health of existing businesses.

**Result-Benefit:** Maintaining the health of existing businesses provides economic stability.

♦ **GOAL: Ensure appropriate staffing and technology levels to provide cost-effective services to residents**

**Activity:** All requests for staffing changes are approved or denied to meet current service levels.

**Expectation:** Staffing levels required to meet a service level are maintained.

**Result-Benefit:** Numerous staffing requests were reviewed and either approved or denied.

---

**Activity:** All requests for additional technology are reviewed and approved or denied based on current needs assessments.

**Expectation:** Technology will be maintained to meet the needs of the organization.

**Result-Benefit:** Technology throughout the City provides the necessary tools to meet the needs of the organization.

♦ **GOAL: Oversee and direct the operations of the City organization**

**Activity:** A balanced budget is submitted each year to the City Council.

**Expectation:** Services to residents will be provided in a cost-effective, yet quality manner.

**Result-Benefit:** The City Manager and executive level staff conduct an annual analysis of organizational productivity, efficiency, and programs prior to presentation of the proposed annual budget to City Council for consideration.

---

**Activity:** Oversight is provided on the addition of any new municipal facilities to ensure that once obtained, they can be adequately maintained.

**Expectation:** Municipal buildings will be maintained.

**Result-Benefit:** Maintenance of municipal buildings shows effective stewardship of City resources.

---

**Activity:** Oversight is provided for the City's budgeting processes to ensure adequate resources are made available for the City's physical infrastructure including, but not limited to, streets, traffic control, parks, and municipal buildings.

**Expectation:** Adequate resources will be available to support the maintenance of the City's infrastructure.

**Result-Benefit:** Maintenance of the physical infrastructure of the City provides safety and stewardship of City resources.

---



### Goals / Activities / Expectations / Results-Benefits (continued)

**Activity:** An annual budget is submitted to City Council prior to September 15th of each year.

**Expectation:** The annual budget is submitted to City Council in accordance with City Charter.

**Result-Benefit:** The Proposed Budget is submitted to City Council within the City Charter requirements that identifies the revenue and spending levels of the organization.

◆ **GOAL: Implement policies adopted by the City Council that are all encompassing and each one contributing to the overall quality of living in Lakewood**

**Activity:** City Council Core Community Values is used as a guide in program decision-making.

**Expectation:** All City departments will use the Core Community Values as a tool to measure the importance and value of programs and the amount of resources devoted to each.

**Result-Benefit:** The City Council's Core Community Values were used both in the preparation of this budget as well as serving as a guide for the recent recommendations for reductions to the operating budget.

### General Comments

The City Manager's Office is unique in that it, unlike any other department, is responsible for the design, implementation, and oversight of all programs necessary to meet the City Council's Core Community Values. The City Manager is the head of all operations within the City. All ordinances, resolutions, and policies are reviewed in the City Manager's Office prior to being presented to City Council. It is the ultimate responsibility of the City Manager to ensure compliance with any legal and/or legislative directives.

Budget constraints and issues continue to be challenging.



**Program:** Economic Development & Sustainability

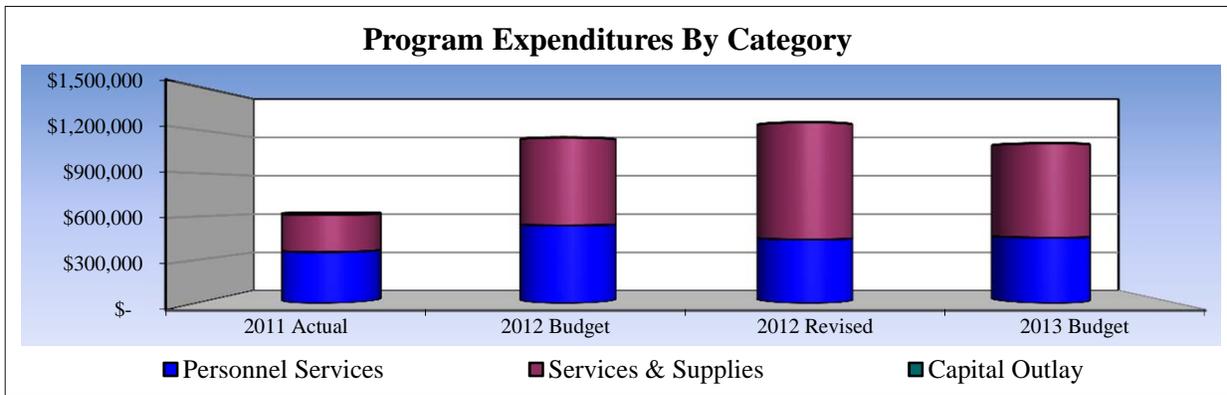
**Department:** City Manager's Office

**Division:** Economic Development & Sustainability

**Purpose:** The Economic Development & Sustainability (ED&S) Division is dedicated to sustaining a strong economic base while maintaining the quality of life and the vitality of our community. The objective of the Division is to create and build an environment that preserves, attracts, and promotes business growth and respect for the environment in Lakewood. The staff functions to retain existing Lakewood businesses and help them expand; attract new capital investment; encourage quality retail development; and create additional employment opportunities in the City. Lakewood's Economic Development operations are not funded by the City's General Fund, rather through revenues generated through a voter-approved hotel accommodation tax.

**Program Expenditures By Category**

|                     | 2011<br>Actual    | 2012<br>Budget      | 2012<br>Revised     | 2013<br>Budget      |
|---------------------|-------------------|---------------------|---------------------|---------------------|
| Personnel Services  | \$ 354,916        | \$ 539,535          | \$ 442,174          | \$ 454,680          |
| Services & Supplies | \$ 257,811        | \$ 605,400          | \$ 807,437          | \$ 650,400          |
| Capital Outlay      | \$ 7,298          | \$ 3,000            | \$ 3,000            | \$ 3,000            |
| <b>TOTAL:</b>       | <b>\$ 620,025</b> | <b>\$ 1,147,935</b> | <b>\$ 1,252,611</b> | <b>\$ 1,108,080</b> |



**Program Expenditures By Fund**

|                      | 2011<br>Actual    | 2012<br>Budget      | 2012<br>Revised     | 2013<br>Budget      |
|----------------------|-------------------|---------------------|---------------------|---------------------|
| General Fund         | \$ -              | \$ 64,242           | \$ 28,517           | \$ 92,271           |
| Economic Development | \$ 512,586        | \$ 1,083,693        | \$ 1,029,384        | \$ 1,015,809        |
| Grants               | \$ 107,439        | \$ -                | \$ 194,710          | \$ -                |
| <b>TOTAL:</b>        | <b>\$ 620,025</b> | <b>\$ 1,147,935</b> | <b>\$ 1,252,611</b> | <b>\$ 1,108,080</b> |

**Full-Time Positions***Positions are stated in full-time equivalents (FTE) based on 2,080 hours per year.*

|  | <b>2011<br/>Actual</b> | <b>2012<br/>Budget</b> | <b>2012<br/>Revised</b> | <b>2013<br/>Budget</b> |
|--|------------------------|------------------------|-------------------------|------------------------|
| Business Analyst II  | -                      | -                      | 0.13                    | 0.50                   |
| Business Support Specialist                                  | 0.50                   | 0.50                   | 0.50                    | 0.50                   |
| Economic Development Specialist                              | 2.00                   | 2.00                   | 2.00                    | 2.00                   |
| GIS Specialist   | 0.50                   | 0.50                   | 0.38                    | -                      |
| Multi Media Technician                                       | 0.27                   | 1.00                   | 1.00                    | 1.00                   |
| Principal Eco Dev Specialist                                 | -                      | 1.00                   | -                       | -                      |
| Sustainability Coordinator                                   | 1.00                   | 1.00                   | 1.00                    | 1.00                   |
| <b>Total Full-Time Positions (FTE):</b>                      | <b>4.27</b>            | <b>6.00</b>            | <b>5.01</b>             | <b>5.00</b>            |
| <b>Part-Time Hours</b>                                       | <b>155</b>             | <b>1,123</b>           | <b>1,123</b>            | <b>1,123</b>           |
| <b>Total Full-Time and Part-Time Positions Stated as FTE</b> | <b>4.34</b>            | <b>6.54</b>            | <b>5.55</b>             | <b>5.54</b>            |

**Budget Variances**❖ **Personnel Services**

- ◆ 2012 Budget vs. 2011 Actual is up \$184,619 due to grant costs associated with Sustainability and extending a vacant position in Economic Development.
- ◆ 2012 Revised vs. 2012 Budget is down \$97,361 due to reducing the vacant position in Economic Development.

❖ **Services & Supplies**

- ◆ 2012 Budget vs. 2011 Actual is up \$347,589 due to appropriating funding for future economic endeavors with new companies including additional promotion and incentive dollars targeted to support efforts.
- ◆ 2012 Revised vs. 2012 Budget is up \$202,037 due to additional incentives targeted for the West Corridor area including consulting services plus additional expenses for the Wadsworth Station.
- ◆ 2013 Budget vs. 2012 Revised is down \$157,037 due to completion of the Wadsworth Station and the American Recovery and Reinvestment Act (ARRA) grant completed.



## Goals / Activities / Expectations / Results-Benefits

### ◆ GOAL: Build relationships to support the City's economic development goals

**Activity:** The ED&S team has focused on building and leveraging relationships with commercial real estate professionals, developers, property management, primary employers, small business, regional economic development organizations, media and many others in order to facilitate projects and stay informed on economic development activity impacting the community.

**Expectation:** The ED&S team will continue to expand and leverage relationships with the financial community and others that are on the forefront of economic activity.



*Economic Development staff meets with local small business owner as part of Small Business Academy*

**Result-Benefit:** The City of Lakewood partnered with individuals and organizations throughout the community to support and establish programs that include the Lakewood-West Colfax Business Improvement District, 40 West Arts District, Union Corridor Professionals Group, Business Energy & Efficiency Program (BEEP) and Sustainability Challenge. ED&S also continued the Small Business Academy and participated in the 2012 Sustainability Awards. The "Open for Business Show" on KLTV8 continues showcasing unique business endeavors.

### ◆ GOAL: Support customers and base policies on quantitative and qualitative information

**Activity:** The ED&S team uses various tools to compile data. With the assistance of other City departments, ED&S provides information to our customers on economic trends, the community, industries, legislation, and individual projects. Data is provided through the City's website and other customized on-demand reports.

**Expectation:** The ED&S team will expand the information that it collects and will improve access to the information for City leadership, staff, and citizens.

**Result-Benefit:** Economic information is used to evaluate and guide development, for business retention and expansion, and to attract and evaluate small business opportunities.



### Goals / Activities / Expectations / Results-Benefits (continued)

◆ **GOAL: Proactively retain, expand, and attract businesses within the City**

**Activity:** The ED&S team visits businesses in the City as part of its Business Retention & Expansion (BRE) program to proactively address issues and facilitate opportunities for individual companies and the business community.

**Expectation:** As a core component of economic development, the ED&S team will continue to implement its BRE program to gather business intelligence that will assist City staff in improving Lakewood’s business climate. The ED&S team will focus on primary employers and small businesses.



*Lakewood: Open for Business aired on Channel 8 and thru www.lakewood.org*

**Result-Benefit:** In 2011, ED&S staff visited 22 primary employers who employ nearly 1,900 in Lakewood and 20,000 globally. The business visits allowed the City to gather business intelligence and build relationships with our primary employers.

**Activity:** The ED&S team partners with the State Office of Economic Development (OEDIT), Metro Denver Economic Development Corporation (MDEDC), and Jefferson County Economic Development Corporation as part of a regional approach to attract primary employers and create jobs in the City.

**Expectation:** The ED&S team actively recruits qualified prospects by providing information and marketing the City's competitive advantages.

**Result-Benefit:** In 2011, prospects' interests ranged from locating entire business operations, land development, business assistance, financial assistance, workforce and planning, and permitting assistance. Several projects such as DaVita Clinical Research and Electro-Mechanical Products, Inc. resulted in nearly 200 new jobs in Lakewood.

◆ **GOAL: Support all types of small businesses**

**Activity:** The Small Business Academy will continue to help small business owners attain knowledge and skills that will help establish and grow local businesses with long term sustainability.

**Expectation:** Grant monies received by business academy participants through successful completion of business education courses will help establish a foundation for success. Economic Development will revisit participants to gauge the effectiveness of the program.

**Result-Benefit:** This program is designed to help our existing businesses perform better. It should result in fewer closures and lower unemployment in the City, stronger small businesses, and will leverage existing small business resources.



## Goals / Activities / Expectations / Results-Benefits (continued)

### ◆ GOAL: Work as advocates on behalf of the local business community

**Activity:** The ED&S team works as advocates for the business community by assisting businesses through the planning and permitting process, licensing, state requirements and other steps necessary to establish and maintain a business. ED&S also connects businesses to service providers in the community such as the Jefferson County Workforce Center, Jefferson County Business Resource Center, Small Business Development Center and regional industry groups.

**Expectation:** The ED&S team will continue to advocate for the business community seeking opportunities to expand benefits and services available to businesses.

**Result-Benefit:** The connections the staff facilitates should result in healthier Lakewood businesses and target limited resources.

### ◆ GOAL: To position the City of Lakewood to take advantage of emerging environmental and economic sustainability opportunities

**Activity:** A program has been developed to promote both economic as well as environmental sustainability.

**Expectation:** The grant-funded Sustainability Coordinator has been moved from a three-year grant position to a full-time position within the City. The Coordinator will work closely with both Economic Development and other departments to increase the efficiency and exchange of information for programs and services. In addition, the Coordinator will work to leverage community resources and partnerships to increase the economic, social, and environmental vitality of the City.



*Mayor Murphy presents 2012 Sustainability Awards*

**Result-Benefit:** Lakewood will foster its image as a sustainably-minded community that will attract more businesses. Further development of the City's sustainability mission is highlighting our ability to foster economic growth in a responsible way. With the City's great efforts so far and ongoing programs and initiatives, the City is becoming a leader in sustainability in our region.

## General Comments

The ED&S staff is excited for the quality of economic activity occurring in and around the City of Lakewood, the stability and positive exposure and valuable infrastructure it provides for the community. St. Anthony Medical Campus opened in June 2011. Construction continues on the West Corridor Light Rail Line and the citizens and City staff continue to plan for the anticipated changes its completion may bring. Lakewood companies as a whole have weathered the economic downturn without significant decreases in employment.



### General Comments (continued)

Small businesses continue to be a major focus of the ED&S team as new partnerships, resources, and services are formed to support this important segment of the economy. Lakewood will continue to be branded as a business friendly, forward thinking, sustainable community in local, national, and international publications.

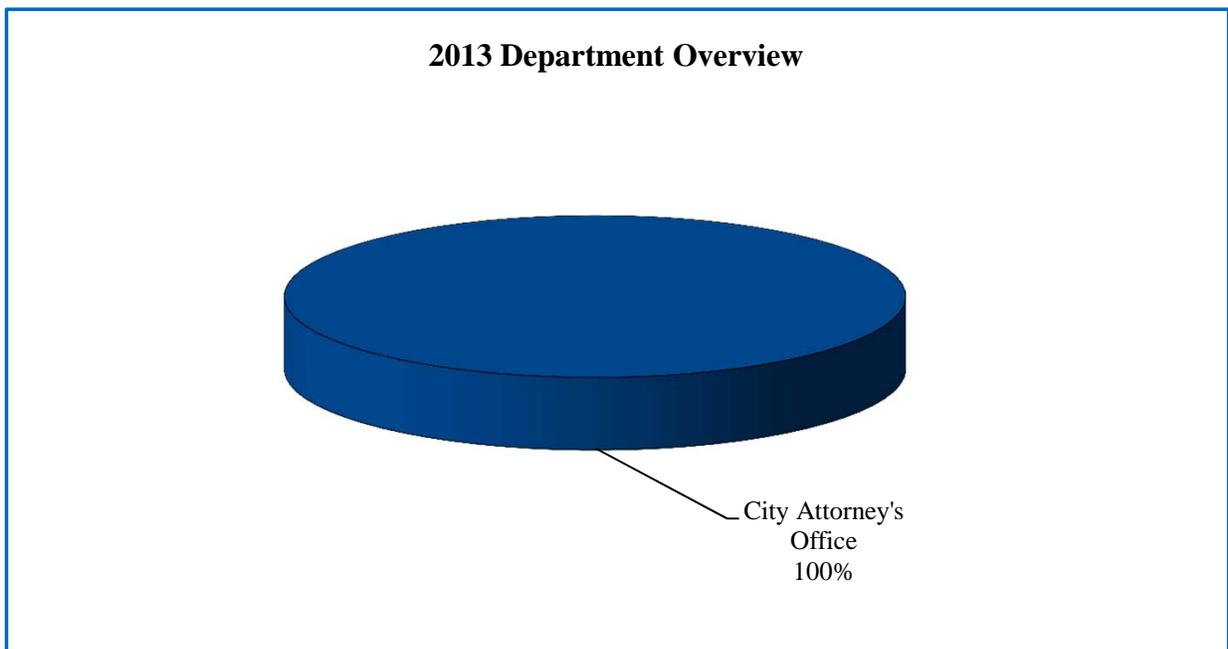
The ED&S team continues to explore development and redevelopment along major corridors and further develop opportunities stemming from Colfax mixed use, transit mixed use rezoning, and the West Corridor Light Rail Line.



*Mayor Murphy and St. Anthony Hospital President and CEO Jeffrey Brickman handing out shop local gift bags to hospital employees*



# CITY ATTORNEY'S OFFICE



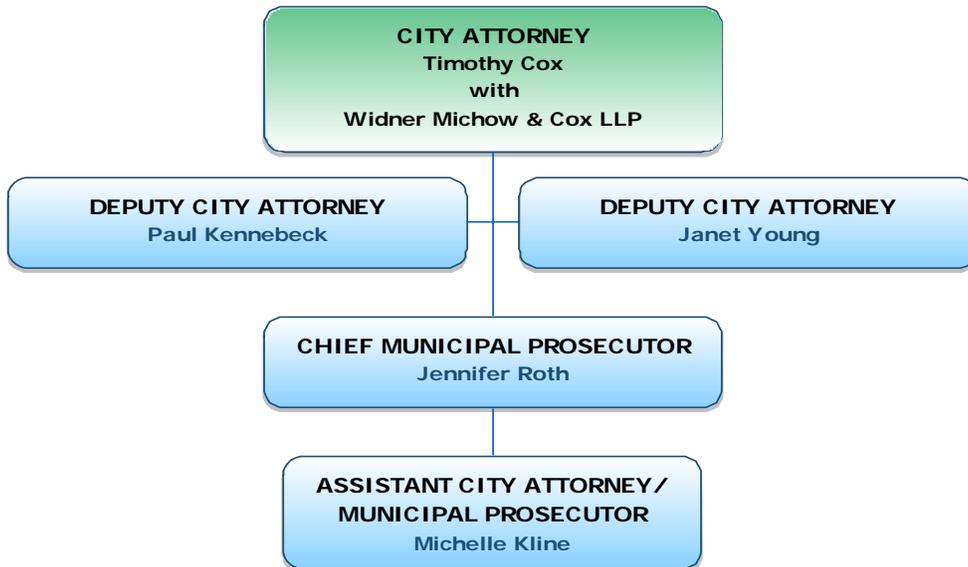
|                             | <b>2011<br/>Actual</b> | <b>2012<br/>Budget</b> | <b>2012<br/>Revised</b> | <b>2013<br/>Budget</b> |
|-----------------------------|------------------------|------------------------|-------------------------|------------------------|
| City Attorney's Office      | \$ 1,445,238           | \$ 1,578,704           | \$ 1,555,327            | \$ 1,598,632           |
| <b>TOTAL:</b>               | <b>\$ 1,445,238</b>    | <b>\$ 1,578,704</b>    | <b>\$ 1,555,327</b>     | <b>\$ 1,598,632</b>    |
| <b>Percent to All Funds</b> | 1.03%                  | 1.08%                  | 0.95%                   | 1.03%                  |



# CITY ATTORNEY'S OFFICE

(303) 987-7450

[www.lakewood.org/CityAttorney/](http://www.lakewood.org/CityAttorney/)





**Department: City Attorney's Office**

**Mission Statement:** To provide high quality legal advice and work product to the City Council, the City Manager, all City Departments, and all Boards and Commissions.

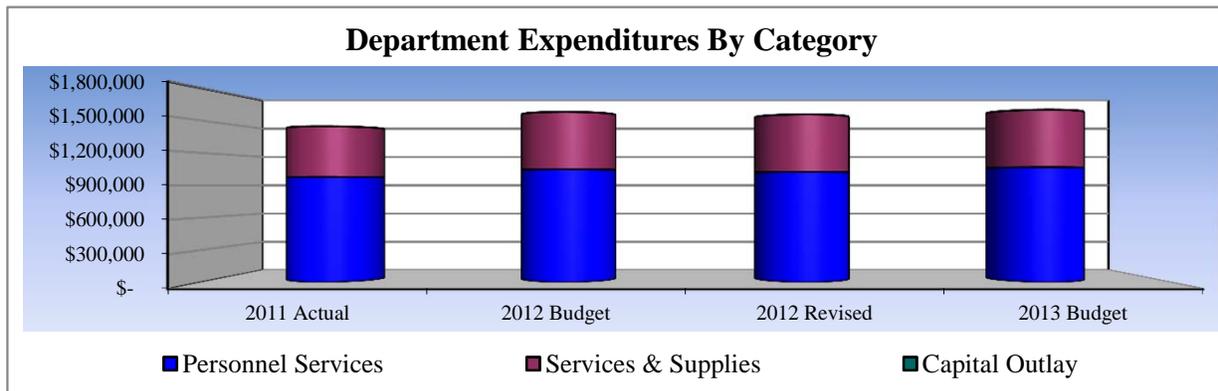
**Purpose--General Legal:** The City Attorney's Office serves as the legal counsel for the City, providing legal services to the City Council, the City Manager, all City Departments, and all Boards and Commissions. The City Attorney represents the City in all civil litigation matters, including those more complex matters that are assigned to outside counsel. Any other necessary outside legal services, including employee benefit matters, real estate, eminent domain and public finance, are coordinated through the City Attorney's Office.

**Purpose--Legal Advisor:** The Legal Advisor provides legal advice to the Police Department on such matters as police contracts, ordinances, release of criminal justice records, police employee training, and other legal issues pertaining to the enforcement of the Colorado Criminal Code and the Lakewood Municipal Code.

**Purpose--Prosecution:** The Municipal Prosecutor's Office is responsible for prosecuting Lakewood Municipal Code violations in Municipal Court. The daily cases include traffic, adult and juvenile misdemeanor criminal offenses, including domestic violence cases, zoning violations, animal control violations, and sales tax violations. The Municipal Prosecutor's Office does not have jurisdiction over felony cases.

**Department Expenditures By Category**

|                     | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|---------------------|----------------|----------------|-----------------|----------------|
| Personnel Services  | \$ 976,859     | \$ 1,047,371   | \$ 1,023,994    | \$ 1,067,299   |
| Services & Supplies | \$ 468,379     | \$ 531,333     | \$ 531,333      | \$ 531,333     |
| Capital Outlay      | \$ -           | \$ -           | \$ -            | \$ -           |
| <b>TOTAL:</b>       | \$ 1,445,238   | \$ 1,578,704   | \$ 1,555,327    | \$ 1,598,632   |



**Department Expenditures By Fund**

|               | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|---------------|----------------|----------------|-----------------|----------------|
| General Fund  | \$ 1,445,238   | \$ 1,578,704   | \$ 1,555,327    | \$ 1,598,632   |
| <b>TOTAL:</b> | \$ 1,445,238   | \$ 1,578,704   | \$ 1,555,327    | \$ 1,598,632   |

**Full-Time Positions**

*Positions are stated in full-time equivalents (FTE) based on 2,080 hours per year.*

|  | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|--|----------------|----------------|-----------------|----------------|
| Deputy City Attorney   | 2.00           | 2.00           | 2.00            | 2.00           |
| Asst City Attorney/Muni Prosecutor                           | 1.00           | 1.00           | 1.00            | 1.00           |
| Chief Municipal Prosecutor                                   | 0.93           | 1.00           | 1.00            | 1.00           |
| Legal Investigator   | 2.97           | 3.00           | 3.00            | 3.00           |
| Legal Office Support Administrator                           | 0.98           | 1.00           | 1.00            | 1.00           |
| Municipal Prosecutor   | 2.82           | 3.00           | 3.00            | 3.00           |
| <b>Total Full-Time Positions (FTE):</b>                      | 10.70          | 11.00          | 11.00           | 11.00          |
| <b>Part-Time Hours</b>                                       | 293            | 1,040          | 1,040           | 1,040          |
| <b>Total Full-Time and Part-Time Positions Stated as FTE</b> | 10.84          | 11.50          | 11.50           | 11.50          |

**Budget Variances**❖ **Services & Supplies**

- ♦ 2012 Budget vs. 2011 Actual is up \$62,954 primarily because annual costs for outside legal services are unpredictable and vary significantly from year to year. The City Attorney's Office annually budgets an amount that should be more than sufficient with the goal being to spend less than the budgeted amount. The full amount is again budgeted in 2013.

**Core Values / Goals / Activities / Expectations / Results-Benefits**❖ **SAFE COMMUNITY**♦ **GOAL: Review and prosecute traffic and penal cases**

**Activity:** All traffic and penal cases are to be reviewed, plea bargained, and/or prosecuted as necessary.

**Expectation:** All Municipal Court cases are processed so as to comply with the ninety (90) day speedy trial requirement.



**Core Values / Goals / Activities / Expectations / Results-Benefits (continued)**

**Result-Benefit:**

The Municipal Prosecutors processed the following:

|                        | 2010<br><u>Actual</u> | 2011<br><u>Actual</u> | 2012<br><u>Estimate</u> | 2013<br><u>Estimate</u> |
|------------------------|-----------------------|-----------------------|-------------------------|-------------------------|
| Traffic Tickets        | 14,324                | 15,625                | 14,664                  | 14,664                  |
| Penal Tickets          | 5,012                 | 5,155                 | 4,616                   | 4,616                   |
| Traffic & Penal Trials | 1,008                 | 997                   | 1,040                   | 1,040                   |

◆ **GOAL: Continue to train and instruct police personnel on legal issues**

**Activity:** The Legal Advisor teaches the police recruits legal courses on the subject matters of search and seizure law, Colorado Criminal Code, confession law, civil disputes, and First Amendment rights. Current sworn and civilian police employees are trained on the impact of new court rulings and legislative changes. Municipal ordinances are updated to reflect community needs and legislative actions.

**Expectation:** The Legal Advisor implements training of police personnel, Police Department policy changes, and ordinance updates that are necessitated by new court rulings and changes in state law. This includes policies regarding the registration of sexual offenders, sexually violent predators, and community notifications.

**Result-Benefit:** The Legal Advisor reduces the City's potential civil liability for police claims by reviewing and following court rulings governing police conduct and implementing new criminal and traffic laws, when appropriate.

❖ **OPEN AND HONEST COMMUNICATION**

◆ **GOAL: Inform City Council of legal issues affecting public policy decisions**

**Activity:** The City Attorney's Office provides legal advice to the City Council, the City Manager, and all City Departments on issues such as ordinances, resolutions, public improvement agreements, contracts, and a variety of other matters.

**Expectation:** City Council and City Departments' legal issues are reviewed and recommendations are provided in a timely manner.

**Result-Benefit:** The City Attorney's Office reviewed and/or drafted/revised more than 900 ordinances, resolutions, public improvement agreements, contracts and other documents, and prepared memoranda for the City Council on various legal issues.

❖ **FISCAL RESPONSIBILITY**

◆ **GOAL: Reduce costs for various City departments through the preparation of resource materials on issues such as determining when to use an ordinance v. a resolution and when Council action is required as opposed to administrative action**

**Activity:** Staff is assigned to research key issues in order to draft a user-friendly guide for answering frequently recurring questions about approval processes and procedures.



## Core Values / Goals / Activities / Expectations / Results-Benefits (continued)

**Expectation:** Time spent answering common questions is reduced and departments are allowed the flexibility to find their own answers through the use of electronic handbooks.

**Result-Benefit:** City money is saved by avoiding duplication of effort and providing departments with resources to make their jobs easier.

### ❖ EDUCATION AND INFORMATION

#### ◆ GOAL: Complete the redrafting and reorganization of the City Council Policies and Procedures Manual

**Activity:** Staff reviews and organizes existing policies and assists in the development of new ones to give the council members useful and timely information about their duties and responsibilities.

**Expectation:** New Policies and Procedures Manual is to be adopted before the end of 2012.

**Result-Benefit:** Council members will be better informed and more familiar with policies affecting their official roles, making them more effective and efficient representatives of their constituents.

### ❖ QUALITY ECONOMIC DEVELOPMENT

#### ◆ GOAL: Continue working with administration and Public Works in assembling a team of experts and identifying and carrying out other necessary tasks in connection with the development of the northwest corner of the Denver Federal Center

**Activity:** Staff reviews qualifications of legal, financial and real estate consultants with expertise in large-scale, mixed-use development and identifies and implements City processes and procedures required for the conveyance and development of this important gateway to Lakewood.

**Expectation:** A team will be assembled and property conveyed to developer(s) before the end of 2012.

**Result-Benefit:** This key property will begin to be developed just as light rail service gets under way in early 2013.

### ❖ QUALITY LIVING ENVIRONMENT

#### ◆ GOAL: Continue to assist with adoption and implementation of new City zoning regulations

**Activity:** Staff will continue to work closely with planners and others involved with the research, drafting, and reviewing of an entirely new set of zoning regulations.

**Expectation:** Staff will seek to minimize the legal issues and ambiguities within the new regulations.

**Result-Benefit:** The City's exposure to liability from legal challenges will be reduced.



## **General Comments**

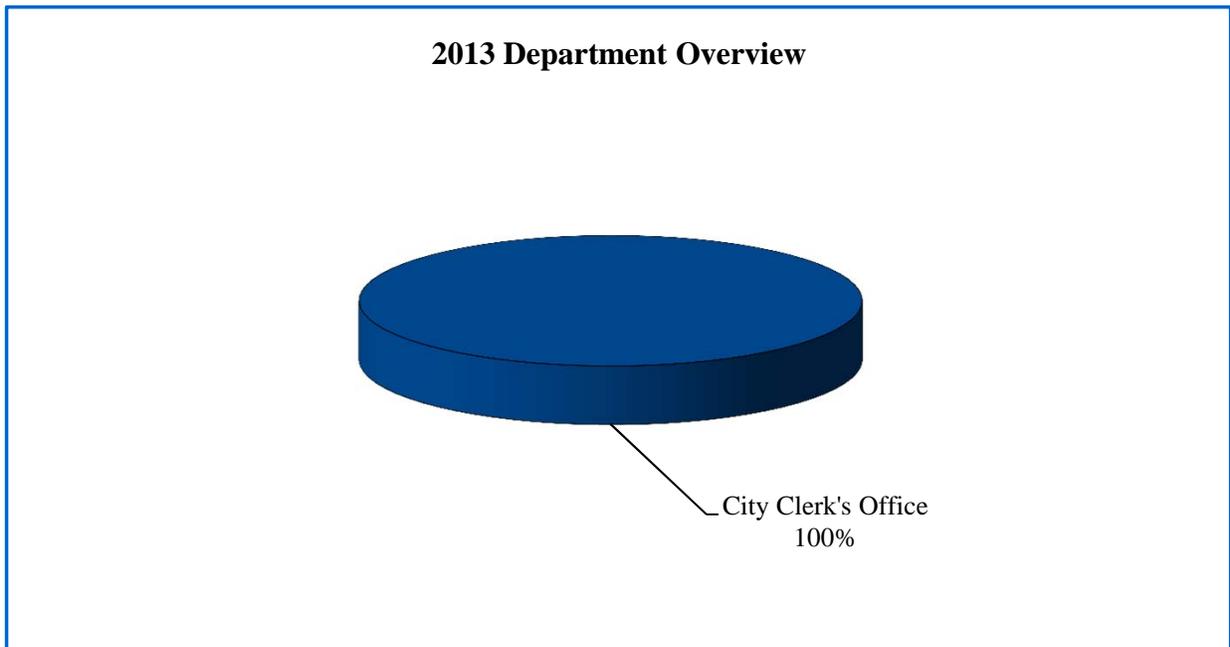
The 2012 Revised Budget reflects no adjustments over the 2011 Budget, except for the transfer of \$20,000 from the "outside legal" line item to the "general legal" line item. This change, which involves no increase in spending, merely acknowledges the recent trend in the source of the City's legal work. With the hiring of two new prosecutors in 2011, the City Attorney's Office remains fully staffed. The City Attorney's Office continues to retain the proposed Municipal Prosecutor II position, which would give one prosecutor an opportunity to take on some civil/non-prosecution work. The City Attorney's Office believes the implementation of the position will ultimately result in a cost savings for the City, but for the time being would like to ensure that the prosecutors have sufficient time to manage the fairly dramatic increase in their caseload.



THIS PAGE INTENTIONALLY LEFT BLANK



# CITY CLERK'S OFFICE



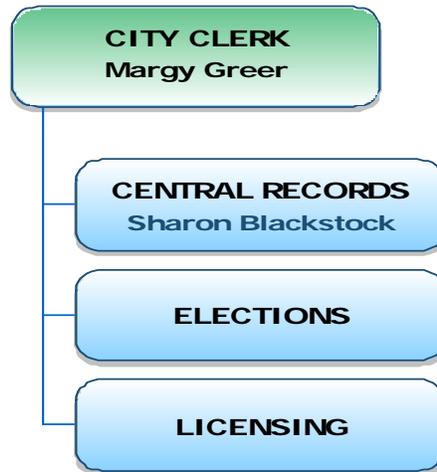
|                             | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|-----------------------------|----------------|----------------|-----------------|----------------|
| City Clerk's Office         | \$ 680,531     | \$ 830,037     | \$ 854,531      | \$ 827,099     |
| <b>TOTAL:</b>               | \$ 680,531     | \$ 830,037     | \$ 854,531      | \$ 827,099     |
| <b>Percent to All Funds</b> | 0.49%          | 0.57%          | 0.52%           | 0.54%          |



# CITY CLERK'S OFFICE

(303) 987-7080

[www.lakewood.org/CityClerk/](http://www.lakewood.org/CityClerk/)





## Department: City Clerk's Office

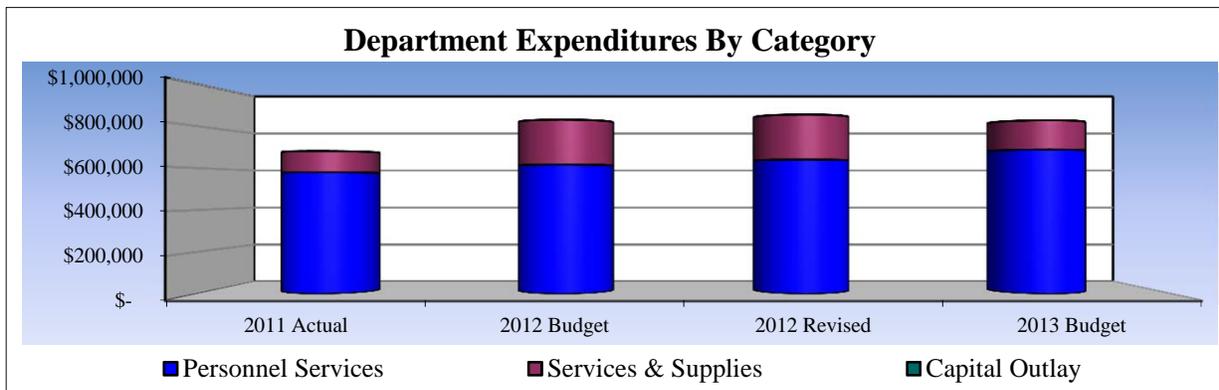
**Mission Statement:** The Lakewood City Clerk's Office will provide the highest quality of service by maintaining excellent professional standards, competence and expertise in the administration of elections, voter registration, licensing, permitting, management of public records, and service to City Council, citizens and City departments.

**Purpose:** The City Clerk's Office has the primary responsibility for conducting all regular and special municipal elections and serves as a branch voter registration office under the auspices of the Jefferson County Clerk and Recorder's Office. The City Clerk's Office prepares City Council agenda packets and meeting minutes, and works with City Council's Screening Committee regarding the application and interview process for the City's boards and commissions. The City Clerk's Office provides service to the citizens of Lakewood and support to City departments. Areas of service include being the primary receptionist for the City, providing passport acceptance service (including photos), receiving all requests for public records, preparing legal notices for publication, and serving as record keeper for all City contracts and agreements. Central Records coordinates the City's records management program, retains permanent records of the City, and preserves archival and historical documents.

The City Clerk's Office is responsible for issuing the following licenses and permits: liquor, medical marijuana business, nonalcoholic dance club, pawnbroker, amusement arcade, Christmas tree lot, parade, oversize moving, massage parlor, adult business, escort services, block party, fireworks display permits, and dog licenses. The City Clerk's Office is responsible for updates to the Lakewood Municipal Code. The office provides administrative support to the Lakewood Liquor and Fermented Malt Beverage Licensing Authority, including application review, recording of minutes and setting meeting agendas.

### Department Expenditures By Category

|                     | 2011 Actual | 2012 Budget | 2012 Revised | 2013 Budget |
|---------------------|-------------|-------------|--------------|-------------|
| Personnel Services  | \$ 579,914  | \$ 616,302  | \$ 640,256   | \$ 687,817  |
| Services & Supplies | \$ 100,617  | \$ 213,735  | \$ 214,275   | \$ 139,282  |
| Capital Outlay      | \$ -        | \$ -        | \$ -         | \$ -        |
| <b>TOTAL:</b>       | \$ 680,531  | \$ 830,037  | \$ 854,531   | \$ 827,099  |



**Department Expenditures By Fund**

|               | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|---------------|----------------|----------------|-----------------|----------------|
| General Fund  | \$ 680,531     | \$ 830,037     | \$ 854,531      | \$ 827,099     |
| <b>TOTAL:</b> | \$ 680,531     | \$ 830,037     | \$ 854,531      | \$ 827,099     |

**Full-Time Positions**

*Positions are stated in full-time equivalents (FTE) based on 2,080 hours per year.*

|  | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|--|----------------|----------------|-----------------|----------------|
| City Clerk   | 1.00           | 1.00           | 1.00            | 1.00           |
| Administrative Assistant                                     | -              | -              | 0.34            | 1.00           |
| Business Support Specialist                                  | 2.79           | 3.00           | 2.00            | 2.00           |
| Central Records Administrator                                | 0.96           | 1.00           | 1.00            | -              |
| Central Records Manager                                      | -              | -              | -               | 1.00           |
| Central Records Technician                                   | -              | -              | 1.00            | 1.00           |
| City Clerk Admin Technician                                  | 1.00           | 1.00           | 0.66            | -              |
| Imaging Technician   | 0.98           | 1.00           | 1.00            | 1.00           |
| Liquor Licensing Specialist                                  | 1.00           | 1.00           | 1.00            | 1.00           |
| Office Support Specialist                                    | 1.00           | 1.00           | 1.00            | 1.00           |
| <b>Total Full-Time Positions (FTE):</b>                      | 8.73           | 9.00           | 9.00            | 9.00           |
| <b>Part-Time Hours</b>                                       | 1,657          | 1,810          | 1,810           | 1,810          |
| <b>Total Full-Time and Part-Time Positions Stated as FTE</b> | 9.53           | 9.87           | 9.87            | 9.87           |

**Budget Variances**❖ **Services & Supplies**

- ♦ 2012 Budget vs. 2011 Actual is up \$113,118 due to several reasons. 2011 election costs were much lower than anticipated. The 2012 budget includes funds for an election even though it is not a municipal election year. 2011 legal publication costs were also lower than anticipated. The electronic records management (ERM) inventory project was not fully funded in 2011 but is fully funded and will be completed in 2012. Very little was spent on training in 2011 but with staff reassignments planned for implementation of the ERM project, additional training funds for 2012 are budgeted.
- ♦ 2013 Budget vs. 2012 Revised is down \$74,993 due to completion of the electronic records management inventory and assessment in 2012. No consultant expense for the project has been budgeted for 2013.



## Core Values / Goals / Activities / Expectations / Results-Benefits

### ❖ SAFE COMMUNITY

#### ◆ GOAL: Ensure the Lakewood Municipal Code is updated and accurate

**Activity:** Adopted ordinances are accurately codified into the Lakewood Municipal Code and posted on the City website for easy access.

**Expectation:** As ordinances are adopted by City Council, the Municipal Code is updated to ensure the most recent laws are being referenced by all interested parties.

**Result-Benefit:** Approximately 30 ordinances adopted each year are codified and posted on the website.

#### ◆ GOAL: Provide licensing, permitting and passport acceptance services

**Activity:** The City Clerk's Office administers the licensing process for liquor establishments, medical marijuana businesses, arcades, adult businesses, escort services, massage parlors, non-alcoholic dance clubs, dogs, pawnbrokers, and Christmas tree lots. The office also administers the permitting process for block parties, parades, oversize moving, and fireworks display. The City Clerk's Office is a passport acceptance facility and provides passport photo service. In 2012, the City Clerk's Office received special recognition from the U.S. Department of State.

**Expectation:** Accurate licensing/permitting and passport application information will be provided to citizens.

**Result-Benefit:** Approximately 260 liquor establishments are licensed each year by the City Clerk's Office. An average of 10 new liquor licenses, 30 transfers of ownership, 10 modifications of premises, 10 changes of corporate structure, and 35 special events permits are processed annually. Other licenses issued annually: 3 arcades, 5 adult businesses, 300 dogs, 16 pawnbrokers, 14 medical marijuana businesses, and 1 Christmas tree lot. Permits issued annually: 32 block party, 22 parade, 5 oversize moving, and 1 fireworks display. Passport applications received annually: 1,500. The City maintains 7,500 dog licenses issued by Jefferson County to Lakewood residents.

#### ◆ GOAL: Ensure that City contracts, agreements and recorded documents are properly executed and maintained, and that lawful presence of contractors is verified as required by statute

**Activity:** The City Clerk's Office maintains City contracts, agreements, and recorded documents and verifies lawful presence affidavits.



## Core Values / Goals / Activities / Expectations / Results-Benefits (continued)

**Expectation:** Active contracts/agreements and recorded documents are indexed, filed, and available when needed. Lawful presence affidavits are retained as long as required.



**Result-Benefit:** Approximately 620 active or permanent contracts/agreements and 13,300 recorded documents are maintained and protected by the City Clerk's Office. Lawful presence affidavits of contractors are collected and retained per state law.

### ❖ OPEN AND HONEST COMMUNICATION

#### ◆ GOAL: Efficiently administer elections and register voters

**Activity:** The office coordinates and administers regular and special elections for the City. In addition, citizen-initiated recall, initiative, and referendum petitions are submitted to the City Clerk and verified for sufficiency. Voter registration is completed under the auspices of the Jefferson County Clerk and Recorder.



**Expectation:** Accurate information is provided to the City Council and the public regarding municipal elections and voter registration. Municipal elections are administered in a fair and accurate manner.

**Result-Benefit:** Citizens are accurately registered to vote in municipal elections. All municipal elections are administered in a fair and honest manner.

#### ◆ GOAL: Maintain a records management program for the City of Lakewood

**Activity:** An inventory of all City records is kept, whether active, semi-active or permanent. The program maintains retention schedules for all City records, retrieves files per staff or citizen request, maintains an off-site storage facility to safeguard vital records, maintains an index of permanent records, and schedules destruction of documents according to approved retention periods. Employees are trained to understand the importance of maintaining records regardless of format (paper or electronic).

**Expectation:** Records are retained and destroyed in accordance with the State Archivist approved retention schedules. Historical documents are maintained and preserved.



**Core Values / Goals / Activities / Expectations / Results-Benefits (continued)**

**Result-Benefit:** City records are retained and protected as required by state law; historical documents are preserved. There are more than 750 record types throughout the City with individual retention periods. Fifty departmental records liaisons are notified annually regarding procedures for maintaining and protecting records in their departments.

◆ **GOAL: Ensure that public records requests are received and responded to in a timely manner**

**Activity:** The City Clerk's Office receives public records requests and coordinates the process for responding.

**Expectation:** Public records requests are responded to in a timely manner and in accordance with state statutes.

**Result-Benefit:** Documents are retrieved for citizens and staff in the time period required by state law.

◆ **GOAL: Utilize volunteers to supplement front counter reception and customer service**

**Activity:** The search continues for one additional long-term volunteer willing and able to provide excellent customer service to Lakewood citizens.



**Expectation:** Volunteer receptionists will greet citizens and provide accurate, friendly customer service.

**Result-Benefit:** Volunteer receptionists will provide quality customer service and accurate information while helping the City to reduce costs.



◆ **GOAL: Provide service to City Council and citizens; support all City departments**

**Activity:** The City Clerk's Office is the first point of contact for telephone and walk-in inquiries. The City Clerk prepares accurate minutes, provides administrative and secretarial support to the City Council, the Lakewood Reinvestment Authority, the Lakewood Liquor and Fermented Malt Beverage Licensing Authority, the Advisory Commission for an Inclusive Community, the Lakewood Police Money Purchase Pension Plan Manager Committee, the Lakewood Duty Death and Disability Plan Manager Committee, and other committees, as needed. The City Clerk is an active member of the City Manager's Deferred Compensation Plan and Trust Board and the Employees Deferred Compensation Plan and Trust Board. Notary services are provided as needed.

**Expectation:** Professional assistance is provided to City Council, citizens, employees, and boards and commissions. Accurate agendas and minutes for various meetings are prepared. The City Clerk attends and provides administrative support to board and commission meetings as required.





**Core Values / Goals / Activities / Expectations / Results-Benefits (continued)**

**Result-Benefit:** Questions are answered, services are provided, and direction is given to approximately 6,000 customers per year at the front counter. In addition, annually, an estimated 10,000 phone calls are answered and directed to the appropriate department or agency. Accurate agenda packets and minutes are produced and retained for approximately 34 City Council meetings, 20 Lakewood Liquor and Fermented Malt Beverage Licensing Authority meetings, 28 Advisory Commission for an Inclusive Community meetings, and quarterly meetings of the Lakewood Police Money Purchase Pension Plan Manager Committee, Lakewood Duty Death and Disability Plan Manager Committee, Lakewood Reinvestment Authority, and various other meetings.

---

**Activity:** City Clerk staff maintains an electronic calendar for Civic Center events and meetings.

**Expectation:** City staff can quickly and accurately respond to inquiries about meeting and event locations.

**Result-Benefit:** Accurate information about events and meetings being held in the Civic Center is provided to citizens and City departments.

---

**Activity:** City Clerk staff are cross-trained so that citizens and departments can be served more efficiently.

**Expectation:** Citizens and employees are served efficiently by a staff cross-trained in all functions of the department.

**Result-Benefit:** Accurate information is provided to citizens and City departments.

◆ **GOAL: Effectively liaise between board and commission applicants and the City Council Screening Committee**

**Activity:** City Clerk's Office provides administrative support to the City Council Screening Committee. Vacancy notices are published and posted in various media sources. Applications are received and interviews are coordinated. Appointment resolutions, letters and certificates for all boards and commissions are prepared. A member directory and orientation manual are provided to all members and staff liaisons.

**Expectation:** Records of interviews and applications for all boards and commissions are accurately maintained.

**Result-Benefit:** A record is maintained for each of the 46 members serving on the City's eight regulatory boards and commissions and the 43 members of the City's advisory commission. Each individual member record contains term information, addresses, phone numbers, ward number (if applicable), and information particular to that board or commission. Historical data is preserved.

◆ **GOAL: Effectively support the members of the Advisory Commission for an Inclusive Community (ACIC)**

**Activity:** City Clerk's Office provides advice, guidance, and administrative support to the Advisory Commission for an Inclusive Community (ACIC). Administrative support includes coordinating ACIC activities such as speakers, meetings, work flow, minutes, and communication to and from City Council and/or staff.



## Core Values / Goals / Activities / Expectations / Results-Benefits (continued)

**Expectation:** Have a productive commission which contributes thoughtful and well researched advice to City Council and acts as an ambassador for the City.

**Result-Benefit:** City Council makes well informed decisions based on recommendations from an appointed group of diverse citizens.

- ◆ **GOAL: Image selected documents for faster and easier access by staff and citizens; maintain and protect vital records in an electronic format**

**Activity:** Laserfiche imaging technology is utilized to organize and scan records. Employees are trained on the use of Laserfiche. Backup disk drives are maintained and stored offsite.

**Expectation:** All employees have access to City records through the use of their desktop computers. Historic and permanent records are protected and secure.

**Result-Benefit:** The document imaging system currently maintains and protects nearly 300 gigabytes (GB) of data, including over 2.1 million images. Approximately 50 gigabytes (GB) of data are added each year. Training is provided on a regular basis for employees.



### ❖ PHYSICAL AND TECHNOLOGICAL INFRASTRUCTURE

- ◆ **GOAL: Maintain and upgrade the document imaging system so that it continually serves the needs of the City; integrate new line of business applications with Laserfiche**

**Activity:** The Laserfiche imaging system software is continually upgraded, including conversion of data, installation of new upgrades and components, and training of users. Steps necessary to successfully integrate new line of business applications will be identified. The evaluation of the Laserfiche Rio enterprise content management system is complete. The software was purchased in 2012.

**Expectation:** The imaging system will be upgraded so that all current data is protected and maintained over time. Integration with other systems in the City will improve customer service and increase productivity. Employees will be trained regarding any changes.

**Result-Benefit:** Permanent and vital records are migrated and protected. Employees are trained regarding the use of this resource to provide better and more efficient customer service to citizens and City employees.

- ◆ **GOAL: Follow the guidance provided by the Strategic Plan and Roadmap for Implementing an Electronic Records Management (ERM) Plan for the City**

**Activity:** The inventory and assessment of the City's electronic records and updating of records retention schedules will be completed in 2012. Staff is reviewing several ongoing training and policy development needs identified by the assessment and making plans for addressing those needs.

**Expectation:** All records of the City, regardless of format or media, will be included on the records retention schedule. A records management training program will be developed for employees and carried out by City Clerk's Office staff.



## Core Values / Goals / Activities / Expectations / Results-Benefits (continued)

**Result-Benefit:** All records of the City, regardless of format or media, will be protected and maintained according to an approved records retention schedule. City employees will understand their responsibilities regarding management of City records.

♦ **GOAL: Utilize technology to improve external and internal processes, productivity and customer service**

**Activity:** Technology solutions are continuously evaluated and developed to improve customer service. Fair Campaign Practices Act (FCPA) reports can now be downloaded online by candidates for municipal office and by current council members. FCPA reports and candidate/committee affidavits received by the City Clerk are posted on the City website. Processes for achieving an electronic meeting/agenda packet have been developed and implemented. Internal electronic processes have been created for miscellaneous permit and license applications.

**Expectation:** Technological solutions must improve customer service and preserve resources in order to be implemented.

**Result-Benefit:** Customer service will be improved, streamlined and, when possible, be made available online to citizens and City staff.

❖ **QUALITY LIVING ENVIRONMENT**

♦ **GOAL: Ensure the Lakewood Municipal Code is being adhered to by regulating, training, and inspecting certain businesses within the City**

**Activity:** Certain business activities are licensed, inspected and/or permitted. These businesses include liquor establishments, medical marijuana businesses, nonalcoholic dance clubs, pawnbrokers, adult businesses, amusement arcades, Christmas tree lots, parades, oversize moving permits, noise permits, massage parlors, fireworks displays, and block parties.

**Expectation:** Liquor and medical marijuana licensees will be well-educated and adhere to state and municipal codes.

**Result-Benefit:** An average of 40 show cause hearings are conducted before the Liquor Authority each year. Liquor establishments are inspected approximately twice each year, resulting in over 350 inspections, and their employees are educated in the area of responsible service. Approximately 300 individuals attend 9 alcohol awareness trainings every year. In addition, 12 inspections of adult businesses are carried out annually. It is anticipated that the Liquor Authority will hear 2-4 appeals related to licensing of medical marijuana businesses. All other licensing and permitting activities are monitored for compliance with local ordinances.

❖ **COMMUNITY SUSTAINABILITY**

♦ **GOAL: Go green! Ensure that City offices do their part to protect the environment through recycling**

**Activity:** The City Clerk's Office administers the in-house recycling program for City offices and recreation and community centers.

**Expectation:** Paper, plastic, aluminum, and other materials are recycled throughout City offices.



## Core Values / Goals / Activities / Expectations / Results-Benefits (continued)

**Result-Benefit:** Weekly or biweekly recycling service is provided at 11 of the City's facilities. There are nearly 40 shredding consoles throughout City offices for collection and future destruction of confidential materials.

### General Comments

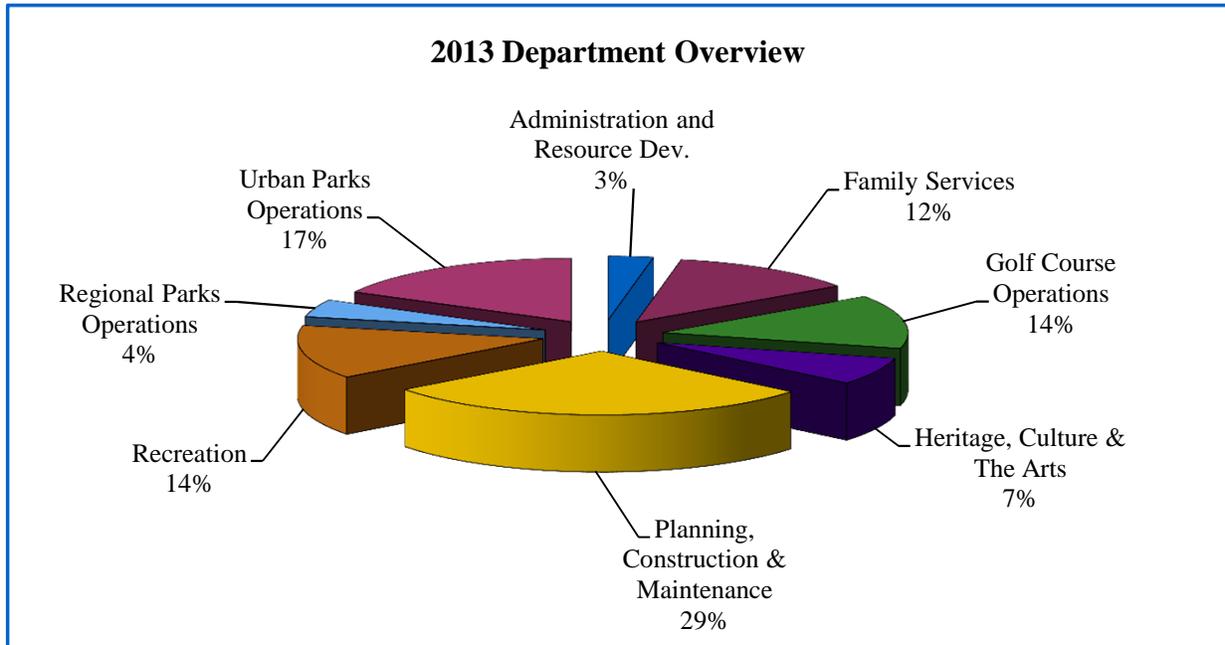
- ❖ Utilization of the website and Laserfiche has provided easy access to agendas, minutes, resolutions, ordinances, the Municipal Code, City contracts, and similar records to a greater number of people.
- ❖ Due to the repeated changes in legislation regarding medical marijuana, voter registration, elections, and liquor licensing laws, training of personnel is more important than ever.
- ❖ The City Clerk's Office, jointly with the Information Technology Department, organized an interdepartmental Electronic Records Management (ERM) Project Team in 2008 that adopted an Electronic Records Management Strategic Plan. The 4-year process of inventorying and assessing all of the City's electronic records will be completed in 2012. The project has identified many ongoing training and policy needs that will be addressed beginning in 2012.



THIS PAGE INTENTIONALLY LEFT BLANK



# COMMUNITY RESOURCES



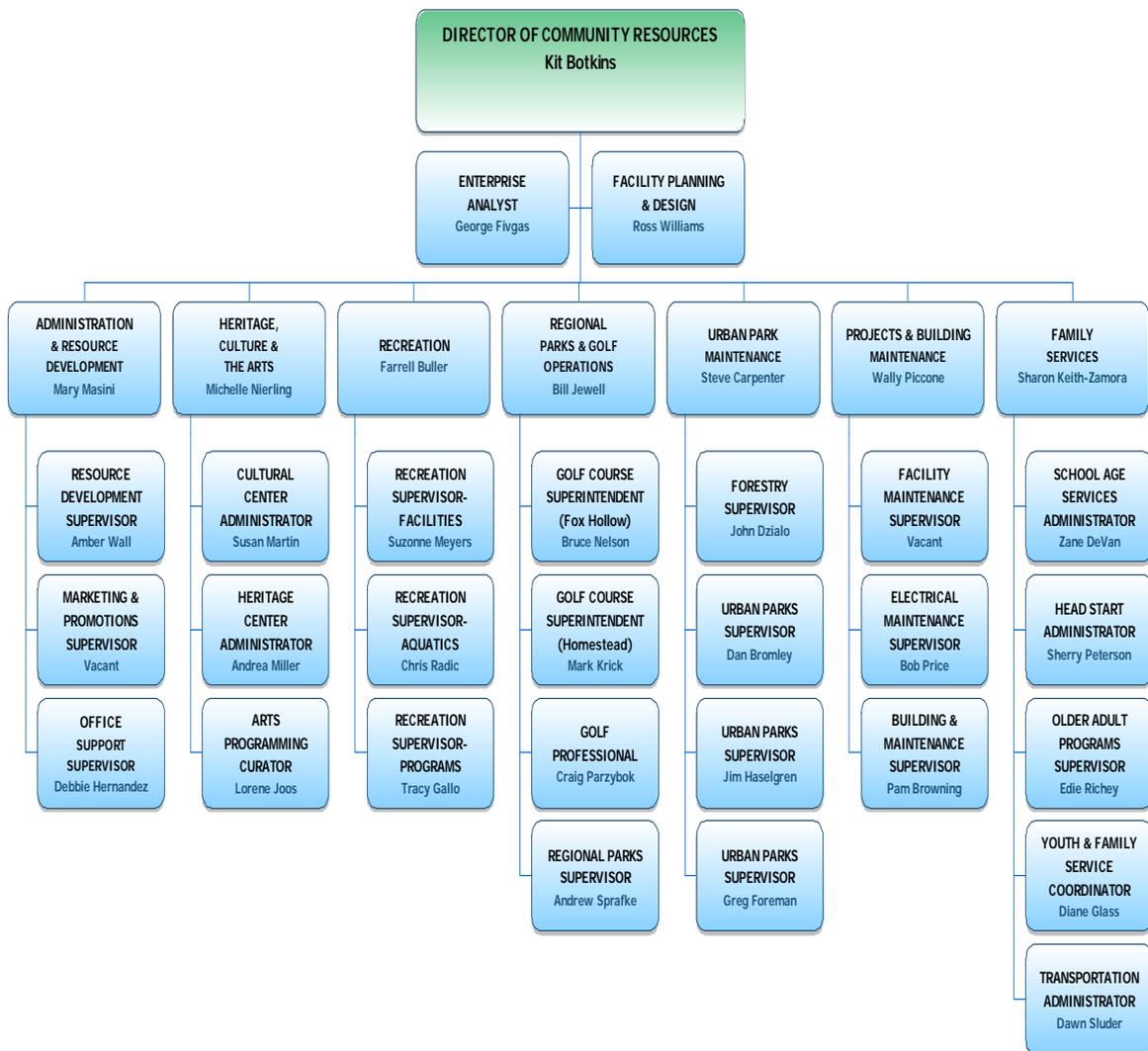
|                                      | 2011<br>Actual       | 2012<br>Budget       | 2012<br>Revised      | 2013<br>Budget       |
|--------------------------------------|----------------------|----------------------|----------------------|----------------------|
| Administration and Resource Dev.     | \$ 824,260           | \$ 1,002,212         | \$ 1,008,407         | \$ 1,041,549         |
| Family Services                      | \$ 3,747,468         | \$ 4,218,337         | \$ 4,219,473         | \$ 4,379,935         |
| Golf Course Operations               | \$ 4,359,649         | \$ 4,699,416         | \$ 4,630,279         | \$ 4,816,854         |
| Heritage, Culture & The Arts         | \$ 2,198,461         | \$ 2,533,117         | \$ 2,436,005         | \$ 2,452,951         |
| Planning, Construction & Maintenance | \$ 7,497,671         | \$ 7,841,125         | \$ 9,497,560         | \$ 10,140,496        |
| Recreation                           | \$ 4,351,456         | \$ 4,632,644         | \$ 4,570,552         | \$ 4,807,825         |
| Regional Parks Operations            | \$ 1,380,963         | \$ 1,524,299         | \$ 1,563,401         | \$ 1,564,385         |
| Urban Parks Operations               | \$ 5,115,658         | \$ 5,750,257         | \$ 6,143,017         | \$ 6,075,212         |
| <b>TOTAL:</b>                        | <b>\$ 29,475,586</b> | <b>\$ 32,201,407</b> | <b>\$ 34,068,694</b> | <b>\$ 35,279,207</b> |
| <b>Percent to All Funds</b>          | 21.09%               | 22.01%               | 20.71%               | 22.83%               |



# COMMUNITY RESOURCES

(303) 987-7800

[www.lakewood.org/CommunityResources/](http://www.lakewood.org/CommunityResources/)



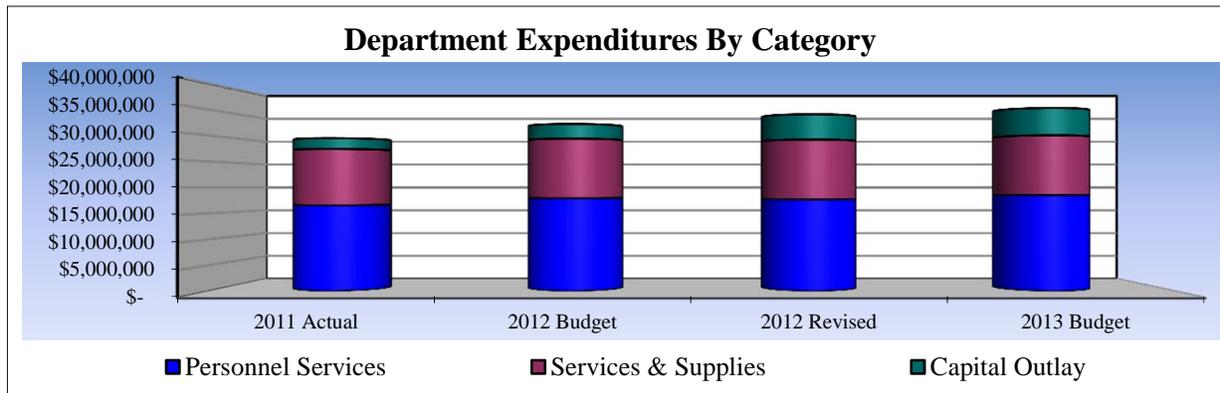


**Department: Community Resources**

**Mission Statement:** To plan, develop, and offer a broad range of high quality park, recreation, family services, and cultural services which enhance the well-being of the Lakewood community.

**Department Expenditures By Category**

|                     | 2011<br>Actual       | 2012<br>Budget       | 2012<br>Revised      | 2013<br>Budget       |
|---------------------|----------------------|----------------------|----------------------|----------------------|
| Personnel Services  | \$ 16,552,476        | \$ 17,910,530        | \$ 17,674,304        | \$ 18,516,922        |
| Services & Supplies | \$ 10,853,674        | \$ 11,478,409        | \$ 11,533,555        | \$ 11,503,354        |
| Capital Outlay      | \$ 2,069,436         | \$ 2,812,468         | \$ 4,860,835         | \$ 5,258,931         |
| <b>TOTAL:</b>       | <b>\$ 29,475,586</b> | <b>\$ 32,201,407</b> | <b>\$ 34,068,694</b> | <b>\$ 35,279,207</b> |



**Department Expenditures By Fund**

|                              | 2011<br>Actual       | 2012<br>Budget       | 2012<br>Revised      | 2013<br>Budget       |
|------------------------------|----------------------|----------------------|----------------------|----------------------|
| General Fund                 | \$ 15,244,786        | \$ 16,381,906        | \$ 16,441,785        | \$ 17,008,671        |
| Capital Improvement Fund     | \$ 805,459           | \$ 790,586           | \$ 1,726,415         | \$ 3,790,843         |
| Conservation Trust Fund      | \$ 1,176,046         | \$ 1,253,618         | \$ 1,463,618         | \$ 1,347,669         |
| Golf Course Enterprise Fund  | \$ 4,359,649         | \$ 4,699,416         | \$ 4,630,279         | \$ 4,816,854         |
| Grants Fund                  | \$ 1,307,422         | \$ 1,319,398         | \$ 1,263,475         | \$ 1,276,317         |
| Heritage Culture & Arts Fund | \$ 2,198,461         | \$ 2,533,117         | \$ 2,436,005         | \$ 2,452,951         |
| Open Space Fund              | \$ 4,383,763         | \$ 5,223,366         | \$ 6,107,117         | \$ 4,585,902         |
| <b>TOTAL:</b>                | <b>\$ 29,475,586</b> | <b>\$ 32,201,407</b> | <b>\$ 34,068,694</b> | <b>\$ 35,279,207</b> |



**Full-Time Positions**

*Positions are stated in full-time equivalents (FTE) based on 2,080 hours per year.*

|                                      | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|--------------------------------------|----------------|----------------|-----------------|----------------|
| Director of Community Resources      | 1.00           | 1.00           | 1.00            | 1.00           |
| Administrative Assistant             | 0.77           | -              | -               | -              |
| Advertising and Media Specialist     | 1.00           | 1.00           | 1.00            | 1.00           |
| Aquatics Coordinator                 | 2.00           | 2.00           | 2.00            | 2.00           |
| Arts Programming Curator             | 1.00           | 1.00           | 1.00            | 1.00           |
| Assistant Facilities Specialist      | 3.33           | 4.00           | 4.00            | 4.00           |
| Assistant Golf Course Professional   | 2.00           | 2.00           | 2.00            | 2.00           |
| Asst Golf Course Superintendent      | 1.31           | 1.00           | 1.00            | 1.00           |
| Building & Repair Technician         | 0.74           | 1.00           | 1.00            | 1.00           |
| Building Maintenance Specialist      | 7.40           | 7.00           | 7.00            | 7.00           |
| Building & Maintenance Supervisor    | -              | -              | 0.58            | 1.00           |
| Bus Driver                           | 3.54           | 4.00           | 3.93            | 4.00           |
| Business & Enrollment Coordinator    | 1.00           | 1.00           | 1.00            | 1.00           |
| Business Specialist                  | 2.69           | 3.00           | 3.00            | 3.00           |
| Business Support Specialist          | 2.98           | 3.00           | 3.00            | 3.00           |
| Class and Travel Coordinator         | 1.00           | 1.00           | 1.00            | 1.00           |
| Community Events Coordinator         | 1.00           | 1.00           | 1.00            | 1.00           |
| Construction Administrator           | 1.00           | 1.00           | 1.00            | 1.00           |
| Cultural Arts Coordinator            | -              | 1.00           | -               | -              |
| Cultural Center Administrator        | 1.00           | 1.00           | 1.00            | 1.00           |
| Cultural Center Assistant            | 1.00           | 1.00           | 1.00            | 1.00           |
| Cultural Center Specialist           | 1.00           | 1.00           | 1.00            | 1.00           |
| Cultural Programs Coordinator        | 1.00           | -              | 1.00            | 1.00           |
| Custodian                            | 1.00           | 1.00           | 1.00            | 1.00           |
| Custodian II                         | 1.00           | 1.00           | 1.00            | 1.00           |
| Early Childhood Education Supervisor | 0.98           | 1.00           | 0.98            | 1.00           |
| Early Learning Mentor Coach          | 2.92           | 2.17           | 2.58            | 2.00           |
| Electrical Maintenance Supervisor    | 1.00           | 1.00           | 1.00            | 1.00           |
| Electrician I                        | 1.79           | 2.00           | 2.00            | 2.00           |
| Electrician II                       | 1.00           | 1.00           | 1.00            | 1.00           |
| Enterprise Analyst                   | 1.00           | 1.00           | 1.00            | 1.00           |
| Facilities Planner                   | 1.00           | 1.00           | 1.00            | 1.00           |
| Facility Coordinator                 | 5.00           | 5.00           | 5.00            | 5.00           |
| Facility Maintenance Supervisor      | 1.00           | 1.00           | 1.00            | 1.00           |
| Facility Specialist                  | 3.00           | 3.00           | 3.00            | 3.00           |
| Family Services Manager              | 1.00           | 1.00           | 1.00            | 1.00           |
| Family Support Team Coordinator      | 0.98           | 1.00           | 1.00            | 1.00           |
| Forestry Supervisor                  | 1.00           | 1.00           | 1.00            | 1.00           |
| Forestry Technician                  | 2.00           | 2.00           | 2.00            | 2.00           |
| Gift Shop Coordinator                | -              | 1.00           | -               | -              |
| Golf Cart/Clubhouse Maint Tech       | 1.00           | 1.00           | 1.00            | 1.00           |
| Golf Course Equip Oper Supervisor    | 1.00           | 1.00           | 1.00            | 1.00           |
| Golf Course Foreman                  | 0.99           | 1.00           | 0.75            | -              |
| Golf Course Irrigation Specialist    | 1.00           | 1.00           | 1.00            | 1.00           |
| Golf Course Irrigation Technician    | 1.00           | 1.00           | 1.00            | 1.00           |
| Golf Course Maintenance Specialist   | 1.95           | 2.00           | 2.00            | 2.00           |
| Golf Course Mechanic                 | 2.00           | 2.00           | 2.00            | 2.00           |
| Golf Course Superintendent           | 2.00           | 2.00           | 2.00            | 2.00           |

**Full-Time Positions (continued)***Positions are stated in full-time equivalents (FTE) based on 2,080 hours per year.*

|                                     | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|-------------------------------------|----------------|----------------|-----------------|----------------|
| Golf Professional                   | 1.00           | 1.00           | 1.00            | 1.00           |
| Greenhouse Lead Person              | 1.00           | 1.00           | 1.00            | 1.00           |
| Greenhouse Technician               | 1.00           | 1.00           | 1.00            | 1.00           |
| Head Start Administrator            | 0.25           | -              | 0.44            | 1.00           |
| Head Start Co-Teacher               | 1.00           | 1.00           | 1.00            | 1.00           |
| Head Start Family Support Worker    | 1.92           | 2.00           | 2.00            | 2.00           |
| Head Start Teacher                  | 3.26           | 4.00           | 1.81            | 1.81           |
| Health & Disabilities Coordinator   | 0.98           | 1.00           | 1.00            | 1.00           |
| Heritage Center Administrator       | 0.95           | 1.00           | 1.00            | 1.00           |
| Heritage Center Specialist          | 1.00           | 1.00           | 1.00            | 1.00           |
| Heritage, Culture & Arts Manager    | 1.00           | 1.00           | 1.00            | 1.00           |
| HVAC Technician                     | 1.00           | 1.00           | 1.00            | 1.00           |
| Landscape Architect                 | 1.00           | 1.00           | 1.00            | 1.00           |
| Large Tree Specialist               | 1.00           | 1.00           | 1.00            | 1.00           |
| Lead Bus Driver                     | 1.00           | 1.00           | 1.00            | 1.00           |
| Marketing & Promotions Supervisor   | 1.00           | 1.00           | 1.00            | 1.00           |
| Media and Administrative Technician | 1.00           | 1.00           | 1.00            | 1.00           |
| Museum Curator                      | 1.00           | 1.00           | 1.00            | 1.00           |
| Museum Stores Coordinator           | 1.00           | -              | 1.00            | 1.00           |
| Natural Resources Specialist        | 1.00           | 1.00           | 1.00            | 1.00           |
| Office Support Specialist           | 1.00           | 1.00           | 1.00            | 1.00           |
| Office Support Supervisor           | 0.23           | 1.00           | 1.00            | 1.00           |
| Older Adult Program Supervisor      | 1.00           | 1.00           | 1.00            | 1.00           |
| Park Naturalist                     | 1.00           | 1.00           | 1.00            | 1.00           |
| Park Ranger                         | 2.00           | 2.00           | 2.00            | 2.00           |
| Parks Equipment Mechanic            | 1.00           | 1.00           | 1.00            | 1.00           |
| Parks Irrigation Specialist         | 2.00           | 2.00           | 2.00            | 2.00           |
| Parks Maintenance Lead Person       | 6.96           | 7.00           | 7.00            | 7.00           |
| Parks Maintenance Specialist II     | 16.95          | 17.00          | 17.00           | 17.00          |
| Planner II                          | 1.00           | 1.00           | 1.00            | 1.00           |
| Planning & Construction Specialist  | 0.54           | 1.00           | 0.42            | -              |
| Planning & Construction Technician  | 0.46           | -              | -               | -              |
| Planning and Construction Manager   | 0.04           | -              | -               | -              |
| Plumber                             | 0.40           | 1.00           | 1.00            | 1.00           |
| Pool Manager                        | 3.00           | 3.00           | 3.00            | 3.00           |
| Preschool Assistant II              | 1.85           | 2.00           | 2.00            | 2.00           |
| Preschool Site Coordinator II       | 0.93           | 1.00           | 1.00            | 1.00           |
| Prgm Dev Spec Volunteer Coord       | -              | 1.00           | -               | -              |
| Program Specialist I                | 1.00           | 1.00           | 1.00            | 1.00           |
| Program Specialist II               | 2.77           | 3.00           | 3.00            | 3.00           |
| Projects and Maintenance Manager    | 0.50           | 1.00           | 1.00            | 1.00           |
| Recreation Coordinator              | 2.29           | 3.00           | 3.00            | 3.00           |
| Recreation Manager                  | 0.72           | 1.00           | 1.00            | 1.00           |
| Recreation Supervisor/Facilities    | 1.00           | 1.00           | 1.00            | 1.00           |
| Recreation Supervisor/Programs      | 1.00           | 1.00           | 1.00            | 1.00           |
| Recreation Supr/Aquatics/Fitness    | 1.00           | 1.00           | 1.00            | 1.00           |
| Regional Parks Supervisor           | 1.00           | 1.00           | 1.00            | 1.00           |
| Regional Parks/Golf Course Manager  | 1.00           | 1.00           | 1.00            | 1.00           |

**Full-Time Positions (continued)***Positions are stated in full-time equivalents (FTE) based on 2,080 hours per year.*

|  | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|--|----------------|----------------|-----------------|----------------|
| Resource Development Manager                                 | 1.00           | 1.00           | 1.00            | 1.00           |
| Resource Development Specialist                              | 2.00           | 2.00           | 2.00            | 2.00           |
| Resource Development Supervisor                              | 1.00           | 1.00           | 1.00            | 1.00           |
| Right-of-Way Specialist                                      | 1.00           | 1.00           | 1.00            | 1.00           |
| RISE Coordinator   | 0.88           | 1.00           | 1.00            | 1.00           |
| School Age & Support Svcs Sup                                | 1.00           | 1.00           | 1.00            | 1.00           |
| Second Assistant Superintendent                              | -              | -              | 0.25            | 1.00           |
| Senior Nutrition Program Coord                               | 0.69           | -              | 1.00            | 1.00           |
| Senior Support Services Specialist                           | 2.00           | 2.00           | 1.40            | 1.00           |
| Substitute   | 0.92           | 1.00           | -               | -              |
| Substitute Coordinator                                       | 0.96           | 1.00           | 1.00            | 1.00           |
| Theatre Production Assistant                                 | 0.96           | 1.00           | 1.00            | 1.00           |
| Theatre Production Coordinator                               | 1.00           | 1.00           | 1.00            | 1.00           |
| Therapist  | 1.70           | 2.00           | 2.00            | 2.00           |
| Ticket Office Coordinator                                    | 1.00           | 1.00           | 1.00            | 1.00           |
| Transportation Administrator                                 | 1.00           | 1.00           | 1.00            | 1.00           |
| Transportation Scheduler/Dispatcher                          | 1.00           | 1.00           | 1.00            | 1.00           |
| Urban Parks Manager  | 1.00           | 1.00           | 1.00            | 1.00           |
| Urban Parks Supervisor                                       | 3.00           | 3.00           | 3.00            | 3.00           |
| Visitor Center Specialist                                    | -              | -              | 0.25            | 1.00           |
| Volunteer/Membership Coordinator                             | 1.00           | 1.00           | 1.00            | 1.00           |
| Water Quality/ Maint Technician                              | 1.00           | 1.00           | 1.00            | 1.00           |
| Youth Programmer   | 1.00           | 1.00           | 1.00            | 1.00           |
| <b>Total Full-Time Positions (FTE):</b>                      | <b>174.48</b>  | <b>179.17</b>  | <b>176.39</b>   | <b>176.81</b>  |
| <b>Part-Time Hours</b>                                       | <b>386,826</b> | <b>425,941</b> | <b>420,357</b>  | <b>418,656</b> |
| <b>Total Full-Time and Part-Time Positions Stated as FTE</b> | <b>360.45</b>  | <b>383.95</b>  | <b>378.48</b>   | <b>378.09</b>  |

**Budget Variances**❖ **Personnel Services**

- ◆ 2012 Budget vs. 2011 Actual is up \$1,358,054 due to anticipated increases in salary and benefits, temporary part-time staff hours, re-evaluation and reclassification of positions, and budgeting to be fully staffed in 2012.

❖ **Services & Supplies**

- ◆ 2012 Budget vs. 2011 Actual is up \$624,735 due to carefully monitoring program expenses in 2011, costs for contract maintenance being lower than projected, and budgeting to expend all allocated funds in 2012.



## Budget Variances (continued)

### ❖ Capital Outlay

- ◆ 2012 Budget vs. 2011 Actual is up \$743,032 due to projects not completed in 2011 being carried forward into 2012 and new projects completed in 2012.
- ◆ 2012 Revised vs. 2012 Budget is up \$2,048,367 due to planning, engineering and design of the Civic Center Plaza and drive lane, and carry forward of projects.

## Core Values / Goals

### ❖ OPEN AND HONEST COMMUNICATION

- ◆ GOAL: Provide quality customer service

### ❖ EDUCATION AND INFORMATION

- ◆ GOAL: Involve the community in planning and implementation of Department programs and services

### ❖ QUALITY ECONOMIC DEVELOPMENT

- ◆ GOAL: Provide high quality and equitable levels of park, recreation, cultural, and family services which enhance the well-being of Lakewood's diverse community

### ❖ PHYSICAL & TECHNOLOGICAL INFRASTRUCTURE

- ◆ GOAL: Value the contribution that each employee makes to the Department

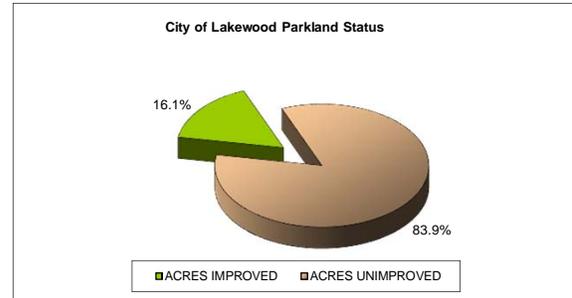
### ❖ QUALITY LIVING ENVIRONMENT

- ◆ GOAL: Position the Department to be responsive to change by employing sound short- and long-term resource management strategies



**DEPARTMENT PARK SUMMARY**

| YEAR                 | 2013   |       |
|----------------------|--------|-------|
| NUMBER OF PARKS      | 99     |       |
| TOTAL ACRES OF PARKS | 7162.5 |       |
| ACRES IMPROVED       | 1154.2 | 16.1% |
| ACRES UNIMPROVED     | 6008.3 | 83.9% |



Improved = Land where there are man-made improvements to enhance the recreational use of the site.

**PARKS**

|   | TOTAL AC | Improved AC | Unimproved AC |                               | TOTAL AC       | Improved AC    | Unimproved AC  |
|---|----------|-------------|---------------|-------------------------------|----------------|----------------|----------------|
|   | 2013     | 2013        | 2013          |                               | 2013           | 2013           | 2013           |
| ADDENBROOKE PARK (Jackson Park)         | 111.4    | 72.0        | 39.4          | LAKWOOD-SISTER CITY PARK      | 20.3           | 5.3            | 15.0           |
| ALL_STAR PARK                           | 10.3     | 10.3        | 0.0           | LASLEY PARK                   | 10.0           | 10.0           | 0.0            |
| ANDERSON POND                           | 4.7      | 1.0         | 3.7           | LOCHMOOR PARK                 | 0.3            | 0.3            | 0.0            |
| AVIATION CLUB                           | 3.1      | 3.1         | 0.0           | LOVELAND TRAIL                | 23.0           | 0.0            | 23.0           |
| B.C.LAKE PARK/SODA LAKE                 | 2623.9   | 510.6       | 2113.3        | LOWER COYOTE GULCH(Hutch #58) | 13.9           | 0.0            | 13.9           |
| BALSAM POND PARK                        | 4.1      | 0.0         | 4.1           | MAIN RESERVOIR                | 72.3           | 5.0            | 67.3           |
| BEAR CREEK GREENBELT                    | 378.8    | 27.9        | 350.9         | MCNABB PARK                   | 0.3            | 0.0            | 0.3            |
| BEECH PARK                              | 18.0     | 8.0         | 10.0          | MEADOWLARK PARK               | 2.1            | 1.9            | 0.2            |
| BELLOWS PARK                            | 10.6     | 2.0         | 8.6           | MOLHOLM PARK                  | 2.4            | 2.4            | 0.0            |
| BELMAR PARK                             | 132.5    | 35.0        | 97.5          | MOM'S HILL                    | 1.0            | 0.0            | 1.0            |
| BLUE STAR MEMORIAL PARK                 | 1.0      | 0.5         | 0.5           | MORSE PARK                    | 20.1           | 20.1           | 0.0            |
| BONFILS-STANTON PARK                    | 12.8     | 5.0         | 7.8           | MOUNTAINSIDE PARK             | 6.5            | 0.5            | 6.0            |
| BONVUE PARK                             | 1.3      | 1.2         | 0.1           | MOUNTAIR PARK                 | 9.7            | 9.7            | 0.0            |
| CARMODY PARK                            | 34.0     | 28.5        | 5.5           | NEWLAND PARK                  | 0.5            | 5.0            | -4.5           |
| CHARLES WHITLOCK CENTER                 | 11.8     | 9.8         | 2.0           | O'KANE PARK                   | 28.8           | 25.5           | 3.3            |
| CHESTER PORTSMOUTH PARK                 | 12.8     | 10.8        | 2.0           | OVERLOOK AT BC PARKSITE       | 12.3           | 0.0            | 12.3           |
| COTTONWOOD PARK                         | 16.0     | 9.2         | 6.8           | PETERSON PARK                 | 2.3            | 0.0            | 2.3            |
| COYOTE GULCH PARK                       | 44.6     | 9.0         | 35.6          | RAMPART PARK                  | 0.9            | 0.9            | 0.0            |
| CROWN HILL PARK                         | 230.5    | 12.5        | 218.0         | RAVINE OPEN SPACE             | 56.7           | 0.0            | 56.7           |
| DANIEL'S PARK                           | 12.8     | 12.8        | 0.0           | RAY ROSS PARK                 | 12.0           | 11.8           | 0.2            |
| DRY GULCH TRAIL                         | 10.4     | 1.0         | 9.4           | SANCTUARY PARK                | 8.9            | 2.5            | 6.4            |
| EAST RESERVOIR                          | 43.9     | 0.0         | 43.9          | SANDERSON GULCH               | 3.7            | 0.7            | 3.0            |
| FOOTHILLS PARK                          | 6.0      | 5.8         | 0.2           | SLOAN'S LAKE DRAINWAY         | 2.0            | 0.5            | 1.5            |
| FORSBERG PARK                           | 20.2     | 0.0         | 20.2          | SMITH RESERVOIR               | 68.2           | 2.0            | 66.2           |
| FOUNDERS PARK                           | 3.0      | 3.0         | 0.0           | SOUTH CODY PARK               | 1.5            | 1.5            | 0.0            |
| GARY R. MCDONNELL PARK                  | 15.8     | 14.0        | 1.8           | SOUTH SHERIDAN FIELDS & PARK  | 16.8           | 7.8            | 9.0            |
| GLEN CREIGHTON PARK                     | 0.3      | 0.3         | 0.0           | SOUTH SIMMS PARK              | 4.0            | 4.0            | 0.0            |
| GLENNON DALE PARK                       | 8.0      | 0.0         | 8.0           | SUNSET PARK                   | 16.7           | 3.5            | 13.2           |
| GLENNON HEIGHTS PARK                    | 6.0      | 5.8         | 0.2           | SURFSIDE POOL                 | 1.1            | 1.1            | 0.0            |
| GRAHAM PARK                             | 5.5      | 1.0         | 4.5           | SUTHERLAND SHIRE PARK         | 6.0            | 5.0            | 1.0            |
| GREEN GABLES PARK                       | 12.6     | 12.0        | 0.6           | TAFT PARK                     | 1.3            | 1.0            | 0.3            |
| GREEN MOUNTAIN CENTER                   | 8.1      | 6.4         | 1.7           | TAMARISK Tract D              | 7.9            | 0.0            | 7.9            |
| HERITAGE HILL PARK                      | 15.7     | 0.0         | 15.7          | THUNDER VALLEY                | 85.1           | 38.5           | 46.6           |
| HILLTOP PARK                            | 0.7      | 0.7         | 0.0           | TRIANGLE PARK                 | 0.3            | 0.3            | 0.0            |
| HODGSON PARK                            | 3.1      | 3.1         | 0.0           | TWO CREEKS PARKSITE           | 3.2            | 0.0            | 3.2            |
| HOLBROOK PARK                           | 10.1     | 9.8         | 0.3           | UNION RIDGE PARK              | 21.4           | 5.0            | 16.4           |
| HUTCHINSON PARK                         | 44.0     | 0.3         | 43.7          | UNION SQUARE PARK             | 13.9           | 7.0            | 6.9            |
| IDLEWILD PARK                           | 1.2      | 1.2         | 0.0           | UTE TRAIL AND LOWER RAVINES   | 39.5           | 0.5            | 39.0           |
| IRON SPRING EAST (HUTCHINSON FILING 54) | 13.3     | 0.0         | 13.3          | WALKER-BRANCH PARK            | 13.2           | 13.2           | 0.0            |
| IRON SPRING PARK                        | 117.5    | 30.8        | 86.7          | WASHINGTON HEIGHTS PARK       | 19.5           | 8.4            | 11.1           |
| JACKSON PARK                            | 4.0      | 4.0         | 0.0           | WELCHESTER PARK               | 20.0           | 1.0            | 19.0           |
| JAMES J. RICHEY PARK                    | 5.3      | 5.3         | 0.0           | WESTBOROUGH PARK              | 2.5            | 2.5            | 0.0            |
| JEFFERSON GREEN PARK                    | 5.2      | 5.2         | 0.0           | WESTGATE PARK                 | 5.6            | 5.6            | 0.0            |
| JEWELL PARK                             | 7.7      | 6.0         | 1.7           | WESTLAND PARK                 | 1.0            | 1.0            | 0.0            |
| KENDRICK LAKE PARK                      | 57.0     | 12.5        | 44.5          | WESTSTAR                      | 9.4            | 0.0            | 9.4            |
| KENT KNUTSON PARK                       | 3.5      | 3.5         | 0.0           | WILLIAM FREDERICK HAYDEN PAR  | 2325.6         | 5.0            | 2320.6         |
| LAKWOOD ESTATES PARK                    | 3.5      | 3.4         | 0.1           | WILSON DRAINAGEWAY            | 5.5            | 1.5            | 4.0            |
| LAKWOOD GULCH (Westland Dist.)          | 2.3      | 0.0         | 2.3           | WILSON PROPERTY               | 13.8           | 0.0            | 13.8           |
| LAKWOOD LINK RECREATION CENTER          | 9.5      | 9.0         | 0.5           | WRIGHT STREET SITE            | 10.0           | 2.0            | 8.0            |
| LAKWOOD PARK                            | 21.4     | 21.4        | 0.0           | <b>TOTAL</b>                  | <b>7,162.5</b> | <b>1,154.2</b> | <b>6,008.3</b> |



**Program:** Administration and Resource Development

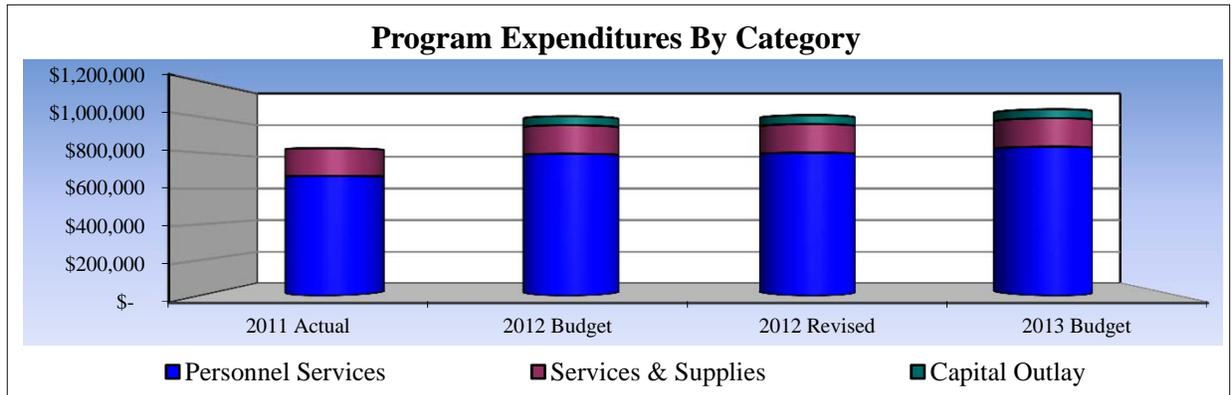
**Department:** Community Resources

**Division:** Administration

**Purpose:** The Administration and Resource Development Division provides management and direction to the Department of Community Resources (CR) for the effective implementation of City Council policy and Department priorities. Oversight, administrative support, marketing, and alternative resource development is provided to the seven divisions within the Department.

**Program Expenditures By Category**

|                     | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|---------------------|----------------|----------------|-----------------|----------------|
| Personnel Services  | \$ 669,481     | \$ 793,248     | \$ 799,443      | \$ 832,585     |
| Services & Supplies | \$ 154,779     | \$ 158,964     | \$ 158,964      | \$ 158,964     |
| Capital Outlay      | \$ -           | \$ 50,000      | \$ 50,000       | \$ 50,000      |
| <b>TOTAL:</b>       | \$ 824,260     | \$ 1,002,212   | \$ 1,008,407    | \$ 1,041,549   |



**Program Expenditures By Fund**

|               | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|---------------|----------------|----------------|-----------------|----------------|
| General Fund  | \$ 824,260     | \$ 1,002,212   | \$ 1,008,407    | \$ 1,041,549   |
| <b>TOTAL:</b> | \$ 824,260     | \$ 1,002,212   | \$ 1,008,407    | \$ 1,041,549   |



**Full-Time Positions**

*Positions are stated in full-time equivalents (FTE) based on 2,080 hours per year.*

|  | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|--|----------------|----------------|-----------------|----------------|
| Director of Community Resources                              | 1.00           | 1.00           | 1.00            | 1.00           |
| Administrative Assistant                                     | 0.77           | -              | -               | -              |
| Advertising and Media Specialist                             | 0.10           | 0.10           | 0.10            | 0.10           |
| Business Specialist  | 0.48           | 0.50           | 0.50            | 0.50           |
| Enterprise Analyst   | 0.65           | 1.00           | 1.00            | 1.00           |
| Office Support Specialist                                    | 1.00           | 1.00           | 1.00            | 1.00           |
| Office Support Supervisor                                    | 0.23           | 1.00           | 1.00            | 1.00           |
| Resource Development Manager                                 | 1.00           | 1.00           | 1.00            | 1.00           |
| Resource Development Specialist                              | 2.00           | 2.00           | 2.00            | 2.00           |
| Resource Development Supervisor                              | 1.00           | 1.00           | 1.00            | 1.00           |
| <b>Total Full-Time Positions (FTE):</b>                      | <b>8.23</b>    | <b>8.60</b>    | <b>8.60</b>     | <b>8.60</b>    |
| <b>Part-Time Hours</b>                                       | <b>1,009</b>   | <b>3,601</b>   | <b>3,601</b>    | <b>3,601</b>   |
| <b>Total Full-Time and Part-Time Positions Stated as FTE</b> | <b>8.72</b>    | <b>10.33</b>   | <b>10.33</b>    | <b>10.33</b>   |

**Budget Variances**

❖ **Personnel Services**

- ◆ 2012 Budget vs. 2011 Actual is up \$123,767 due to full year allocation of one full-time position in 2012, an anticipated increase in salary and benefits, increase in temporary part-time hours, and reclassification of positions.

**Goals / Activities / Expectations / Results-Benefits**

◆ **GOAL: Provide quality customer service**

**Activity:** Electronic newsletters are sent to interested members of the public on a quarterly basis for informational and educational purposes.

**Expectation:** Community members who opt to receive electronic newsletters are able to stay informed in a convenient and easy way, which upholds the City's goals related to environmental sustainability and green practices.

**Result-Benefit:** Paper use is reduced and the public is provided with access to information and updates about upcoming projects, recreational opportunities, performances, and many other elements of the Department.

**Activity:** Social media, such as Facebook and Twitter, is used to easily update the public about events and opportunities, as well as assist the Department in broadening the base of participants.

**Expectation:** Assessment of initial trial groups will result in broadened use of this technology to reach new audiences.



## Goals / Activities / Expectations / Results-Benefits (continued)

**Result-Benefit:** Use of this technology will further expand the audience of participants and serve as an important networking tool.

---

**Activity:** Participation in Citywide committees focused on improving customer service related to the City website and City marketing efforts.

**Expectation:** Lakewood citizens will have improved access to information via the website, print, radio, and TV communications.

**Result-Benefit:** Information will be readily available and easier to access and citizens will experience coordinated releases of information across City Departments and Community Resources Divisions.

◆ **GOAL: Involve the community in planning and implementation of Department programs and services**

**Activity:** Implementation of the Comprehensive Master Plan will continue.

**Expectation:** Completed Priority 1 objectives will be implemented into the operations of Community Resources, and Priority 2 objectives will be addressed for implementation. Priority 3 through 5 objectives will be addressed for completion.

**Result-Benefit:** Priorities identified by the community are addressed in the Comprehensive Master Plan implementation strategies including the establishment of standards and processes for identified projects.

---

**Activity:** Partnerships with corporations, small businesses, foundations, schools, local non-profit, and community organizations are facilitated and nurtured by developing joint use agreements, sharing resources, and improving efficiencies.

**Expectation:** Partnerships with foundations and corporations to support park and trail development, programs, and services will be acknowledged in accordance with the donor recognition plan. Of specific note in 2012/2013, is a partnership with Team Summit, a non-profit group working with the City of Lakewood to construct an Aerial Water Ramp at Bear Creek Lake Park (BCLP).

**Result-Benefit:** Partnerships to support capital projects and programs will continue in 2012/2013, including sources such as Jefferson County Open Space, Great Outdoors Colorado, Colorado Lottery, Scientific and Cultural Facilities District, private foundations, individuals, and local businesses.

---

**Activity:** The Department will participate in the Mayor's Challenge.

**Expectation:** Through the Department's planning session, activities are identified that further support the Mayor's Challenge.

**Result-Benefit:** Through the Department's efforts, appropriate activities will be implemented that address serious social or economic problems, improve customer service for residents or businesses, enhance accountability to or engagement with the public, and create efficiencies that make the Department's work better, faster, and more cost effective.



**Goals / Activities / Expectations / Results-Benefits (continued)**

◆ **GOAL: Provide high quality and equitable levels of park, recreation, cultural, and family services which enhance the well-being of Lakewood's diverse community**

**Activity:** The Department conducts an annual coordinated planning process.

**Expectation:** Department priorities based on community needs and availability of funds are identified in accordance with the Department Master Plan.

**Result-Benefit:** Support is provided to fund priority projects and enhance community collaboration. Completion of a section of the Dry Gulch Trail, Lakewood Park playground improvements, site improvements to the Carmody Recreation Center parking lot that includes expansion and reconfiguration, and the Bear Creek trail improvements are examples of projects for 2013.

---

**Activity:** Annual plans for the pursuit of alternative resources and marketing strategies are implemented addressing all divisions in the Department.

**Expectation:** A work plan is established for each area supported by Resource Development that outlines priorities and timelines for completion.

**Result-Benefit:** Annual plans for securing alternative resources and supporting marketing needs Department-wide will be developed by Resource Development in coordination with each division for 2012.

---

**Activity:** An interagency lease agreement is signed on the Federal Center Property.

**Expectation:** A conceptual plan for property use is completed.

**Result-Benefit:** A schedule for development of sports fields and recreational opportunities at the site is established and completed as funds become available.

◆ **GOAL: Value the contribution that each employee makes to the Department**

**Activity:** The Department's recognition system is utilized and supported.

**Expectation:** Staff are actively recognized by management during the weekly Community Resources team meetings and followed through with written acknowledgement.

**Result-Benefit:** The continued efforts to recognize staff will create a strong and cohesive approach in providing services to the community.

---

**Activity:** Staff training is further enhanced through the Department's Community Resources University program.

**Expectation:** Mentorship opportunities, job skill trainings, and career development training opportunities will be increased during 2013.

**Result-Benefit:** Staff will be prepared to provide enhanced customer service, perform their work functions more effectively and efficiently, increase their opportunities for career enhancement/upward mobility, and raise their level of understanding that they are valued partners in the Department.



## Goals / Activities / Expectations / Results-Benefits (continued)

♦ **GOAL: Position the Department to be responsive to change by employing sound short- and long-term resource management strategies**

**Activity:** A coordinated and comprehensive Department resource development, marketing, and volunteer coordination effort continues to promote and support Department programs and services.

**Expectation:** Ongoing refinement of the Department-wide resource development and volunteer program will occur to efficiently address the needs of all programs and services including promotions, alternative resource needs, and incorporation of volunteer services.

**Result-Benefit:** A marketing and volunteer plan will be in place which factors in the strategies set forth in the Department Master Plan and provides direction that will increase participation and revenues for Department programs and services.

---

**Activity:** Recommendations made through the Department Assessment will be reviewed.

**Expectation:** Assessment recommendations will be implemented as determined by the Director.

**Result-Benefit:** Recommendations implemented will result in cost savings and operational efficiencies.

## General Comments

Each year the Department conducts a short-term and long-term strategic planning session in order to determine the most effective use of resources and assess capital project priorities. Opportunities for alternative resources through grants, corporate sponsorships, volunteers, and in-kind contributions are identified and applied to annual plans. This process is critical in addressing the external influences that impact the operations of Community Resources. The Department is funded by the following sources:

- ♦ General Fund
- ♦ Jefferson County Open Space Fund
- ♦ Conservation Trust Fund
- ♦ Capital Improvement Fund
- ♦ Fees and charges from participants
- ♦ Alternative resources (grants, corporate sponsorships, and in-kind contributions)

The level of support received from the above resources fluctuates based on sales tax dollars, county taxes, lottery sales, and participation levels.

The state of the economy affects the Department's ability to provide programs and services for the community. Within the Department of Community Resources, programs and services can be significantly impacted by external factors such as weather which affects participation in outdoor programs, impacts parks during drought situations, and other similar factors. Growing competition in the area of programs and services also impacts participation levels, and therefore revenues.



**Program:** Family Services  
**Department:** Community Resources  
**Division:** Family Services

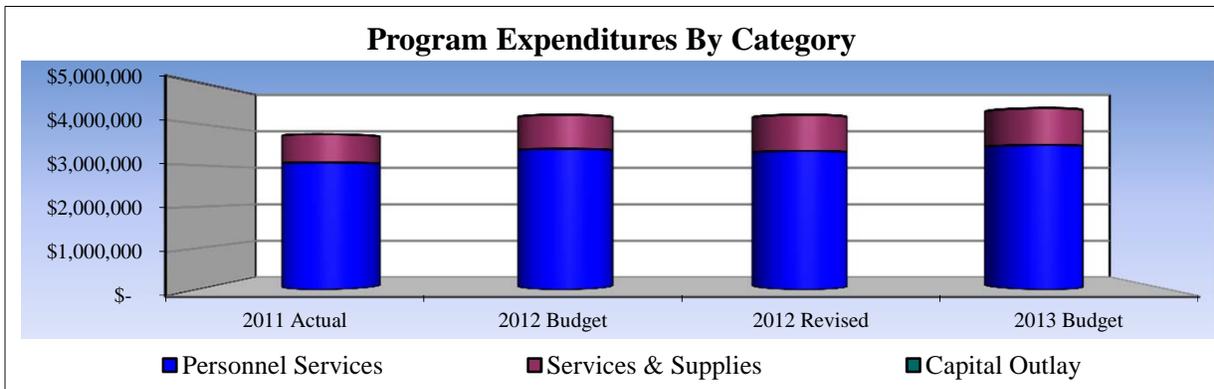
**Purpose:** The Family Services Division consists of Older Adult Programs and Services, Lakewood Rides, Head Start, Early Childhood Education, School Age Services, and Youth and Family Services. The goal of the Division is to support and strengthen families in the community by providing non-duplicative services to the target populations. The programs and services offered through the Division include: information and referral services; camp and preschool programs; counseling support programs; a congregate meal site; transportation services for older adults and individuals with disabilities; class and travel programs for older adults; facility rentals; and comprehensive self-sufficiency services.



The programs and services that are available in the Division are offered at a variety of venues in the City including: the Lloyd G. Clements Community Center, Wilbur Rogers Center, the Patterson, Lasley, DeVinny, and Daniels Centers, three elementary schools, two area churches, and the 11th Avenue Head Start facility.

**Program Expenditures By Category**

|                     | 2011<br>Actual      | 2012<br>Budget      | 2012<br>Revised     | 2013<br>Budget      |
|---------------------|---------------------|---------------------|---------------------|---------------------|
| Personnel Services  | \$ 3,068,377        | \$ 3,397,506        | \$ 3,345,349        | \$ 3,490,551        |
| Services & Supplies | \$ 677,441          | \$ 817,831          | \$ 866,624          | \$ 881,884          |
| Capital Outlay      | \$ 1,650            | \$ 3,000            | \$ 7,500            | \$ 7,500            |
| <b>TOTAL:</b>       | <b>\$ 3,747,468</b> | <b>\$ 4,218,337</b> | <b>\$ 4,219,473</b> | <b>\$ 4,379,935</b> |



**Program Expenditures By Fund**

|                          | <b>2011<br/>Actual</b> | <b>2012<br/>Budget</b> | <b>2012<br/>Revised</b> | <b>2013<br/>Budget</b> |
|--------------------------|------------------------|------------------------|-------------------------|------------------------|
| General Fund             | \$ 2,439,368           | \$ 2,898,939           | \$ 2,992,102            | \$ 3,103,618           |
| Capital Improvement Fund | \$ 1,650               | \$ -                   | \$ 9,728                | \$ -                   |
| Grants Fund              | \$ 1,306,450           | \$ 1,319,398           | \$ 1,217,643            | \$ 1,276,317           |
| <b>TOTAL:</b>            | <b>\$ 3,747,468</b>    | <b>\$ 4,218,337</b>    | <b>\$ 4,219,473</b>     | <b>\$ 4,379,935</b>    |

**Full-Time Positions**

*Positions are stated in full-time equivalents (FTE) based on 2,080 hours per year.*

|  | <b>2011<br/>Actual</b> | <b>2012<br/>Budget</b> | <b>2012<br/>Revised</b> | <b>2013<br/>Budget</b> |
|--|------------------------|------------------------|-------------------------|------------------------|
| Family Services Manager  | 1.00                   | 1.00                   | 1.00                    | 1.00                   |
| Bus Driver   | 3.54                   | 4.00                   | 3.93                    | 4.00                   |
| Business & Enrollment Coordinator                                | 1.00                   | 1.00                   | 1.00                    | 1.00                   |
| Business Specialist  | 0.73                   | 1.00                   | 1.00                    | 1.00                   |
| Business Support Specialist                                      | 2.00                   | 2.00                   | 2.00                    | 2.00                   |
| Class and Travel Coordinator                                     | 1.00                   | 1.00                   | 1.00                    | 1.00                   |
| Early Childhood Education Supervisor                             | 0.98                   | 1.00                   | 0.98                    | 1.00                   |
| Early Learning Mentor Coach                                      | 2.92                   | 2.17                   | 2.58                    | 2.00                   |
| Facility Coordinator   | 1.00                   | 1.00                   | 1.00                    | 1.00                   |
| Family Support Team Coordinator                                  | 0.98                   | 1.00                   | 1.00                    | 1.00                   |
| Head Start Administrator   | 0.25                   | -                      | 0.44                    | 1.00                   |
| Head Start Co-Teacher  | 1.00                   | 1.00                   | 1.00                    | 1.00                   |
| Head Start Family Support Worker                                 | 1.92                   | 2.00                   | 2.00                    | 2.00                   |
| Head Start Teacher   | 3.26                   | 4.00                   | 1.81                    | 1.81                   |
| Health & Disabilities Coordinator                                | 0.98                   | 1.00                   | 1.00                    | 1.00                   |
| Lead Bus Driver  | 1.00                   | 1.00                   | 1.00                    | 1.00                   |
| Older Adult Program Supervisor                                   | 1.00                   | 1.00                   | 1.00                    | 1.00                   |
| Preschool Assistant II   | 1.85                   | 2.00                   | 2.00                    | 2.00                   |
| Preschool Site Coordinator II                                    | 0.93                   | 1.00                   | 1.00                    | 1.00                   |
| Prgm Dev Spec Volunteer Coord                                    | -                      | 1.00                   | -                       | -                      |
| School Age & Support Svcs Sup                                    | 1.00                   | 1.00                   | 1.00                    | 1.00                   |
| Senior Nutrition Program Coord                                   | 0.69                   | -                      | 1.00                    | 1.00                   |
| Senior Support Services Specialist                               | 2.00                   | 2.00                   | 1.40                    | 1.00                   |
| Substitute   | 0.92                   | 1.00                   | -                       | -                      |
| Substitute Coordinator   | 0.96                   | 1.00                   | 1.00                    | 1.00                   |
| Therapist  | 1.70                   | 2.00                   | 2.00                    | 2.00                   |
| Transportation Administrator                                     | 1.00                   | 1.00                   | 1.00                    | 1.00                   |
| Transportation Scheduler/Dispatcher                              | 1.00                   | 1.00                   | 1.00                    | 1.00                   |
| <b>Total Full-Time Positions (FTE):</b>                          | <b>36.61</b>           | <b>38.17</b>           | <b>35.14</b>            | <b>34.81</b>           |
| <b>Part-Time Hours</b>   | <b>57,881</b>          | <b>73,180</b>          | <b>75,431</b>           | <b>74,334</b>          |
| <b>Total Full-Time and Part-Time<br/>Positions Stated as FTE</b> | <b>64.44</b>           | <b>73.35</b>           | <b>71.40</b>            | <b>70.55</b>           |



## Budget Variances

### ❖ Personnel Services

- ♦ 2012 Budget vs. 2011 Actual is up \$329,129 due to not filling or delaying the hiring of some positions in 2011, minimizing the number of temporary part-time hours used in 2011, and budgeting to be fully staffed in 2012.

### ❖ Services & Supplies

- ♦ 2012 Budget vs. 2011 Actual is up \$140,390 due to carefully monitoring and limiting program expenses in 2011 and budgeting to expend all allocated funds in 2012.

## Goals / Activities / Expectations / Results-Benefits

### ♦ GOAL: Provide quality customer service

**Activity:** Family Services staff will utilize a variety of formats to inform potential participants about the types of services that are offered.

**Expectation:** Lakewood residents will easily access information about the wide array of programs and services that are available through the Division and be able to participate in the programs that best meet their individual needs.

**Result-Benefit:** Program participants will be able to enroll and receive timely and accurate information regarding the services that are offered.



**Activity:** Family Services will utilize volunteers to enhance the quality of programs and services that are offered.

**Expectation:** Volunteers will be engaged in positive worthwhile experiences while providing support to the Lakewood community and program staff.

**Result-Benefit:** The quality of services offered to participants is improved by more frequent contact with trained volunteers.

### ♦ GOAL: Involve the community in planning and implementation of Department programs and services

**Activity:** Family Services staff will provide quality programs and services and be responsive to clients' needs.

**Expectation:** All programs will conduct periodic customer satisfaction surveys to obtain participant feedback and provide opportunities for community input into the types and quality of programs that are offered.

**Result-Benefit:** Participant input is valued and considered when determining what programs and services will be offered. This will result in increased customer satisfaction and be inclusive of community feedback.



## Goals / Activities / Expectations / Results-Benefits (continued)

- ◆ **GOAL: Provide high quality and equitable levels of park, recreation, cultural, and family services which enhance the well-being of Lakewood's diverse community**

**Activity:** Quality programs and services will be offered to target populations that augment each individual participant's quality of life.

**Expectation:** Staff members will make accommodations so that residents can easily access services and programs that are offered at a variety of venues in the City.

**Result-Benefit:** All citizens that qualify for the available programs will have access to those programs and services.

**Activity:** Family Services staff will provide access to scholarship funds to eliminate financial barriers for individuals or families that need assistance and wish to participate in programs that are offered.

**Expectation:** Staff members will work with individuals to determine if they qualify for scholarship funds and provide short-term support so that they may enroll in programs that are offered.

**Result-Benefit:** Citizens will have the opportunity to participate in the programs and services that are offered in the Division regardless of economic status.



- ◆ **GOAL: Value the contribution each employee makes to the Department**

**Activity:** Family Services staff members will recognize the accomplishments of their co-workers and express their appreciation for the contributions of other team members.

**Expectation:** All staff at every level are valued and recognized for their unique contributions to the organization. Supervisors will recognize the contributions of their staff through the performance review system.

**Result-Benefit:** The Division will experience lower levels of employee turnover and increased employee satisfaction, which will improve overall service delivery by retaining quality staff members.

- ◆ **GOAL: Position the Department to be responsive to change by employing sound short- and long-term resource management strategies**

**Activity:** Family Services staff members will provide services based on the demand in the community and strive to recover program costs whenever feasible.

**Expectation:** The Division will evaluate the programs and services that are offered on a regular basis to determine the participation levels, the true operating cost of services, and the appropriate staffing patterns. Adjustments in programs and services will be modified based on the needs of the target populations.

**Result-Benefit:** The Division will utilize appropriate grant funds and user fees to offset the costs of services provided, benefitting the community.



### General Comments

The City first provided some of the programs offered through this Division in 1969. Since that time, new services have been added and programs modified to meet current customer demands. All programs continue to experience high levels of participation. The Wilbur Rogers Center is the central location for early childhood programs, school age services, and summer camps registration. It is also home to the Youth and Family Services team.

The Lloyd G. Clements Community Center is the central location for Lakewood Rides, Older Adult programs, and offers rental space for the community. Lakewood Rides provides door through door transportation services for residents age 60 years and older and individuals with disabilities of any age. Older Adult programs offers an attractive, healthy, and enjoyable environment with a wide variety of activities and services that emphasize social, mental, and physical wellness for people age 55 years and older. Activities offered include classes and wellness activities, travel programs, outdoor recreation, drop-in activities, and a congregate meal site for people age 60 years and older.

#### Participation Levels:

|  | <b>2010</b><br><b>Actual</b> | <b>2011</b><br><b>Actual</b> | <b>2012</b><br><b>Projected</b> | <b>2013</b><br><b>Budget</b> |
|--|------------------------------|------------------------------|---------------------------------|------------------------------|
| Preschool  | 9,500                        | 7,725                        | 7,800                           | 7,800                        |
| Head Start                                       | 17,891                       | 17,066                       | 17,200                          | 17,200                       |
| School Age                                       | 26,145                       | 22,203                       | 22,200                          | 22,200                       |
| Youth & Family                                   |                              |                              |                                 |                              |
| Classes/Group                                    | 5,740                        | 4,641                        | 4,600                           | 4,700                        |
| Therapy Sessions                                 | 335                          | 353                          | 350                             | 360                          |
| Lakewood Rides                                   |                              |                              |                                 |                              |
| Group Trips Total # of Riders                    | 10,481                       | 13,359                       | 13,400                          | 13,500                       |
| Door through Door One-Way                        | 18,479                       | 19,640                       | 19,650                          | 19,650                       |
| Older Adult Programs                             |                              |                              |                                 |                              |
| Classes/Trips/etc.                               | 42,042                       | 40,566                       | 40,600                          | 40,700                       |
| Resource/Info                                    | 15,378                       | 15,920                       | 15,500                          | 15,600                       |
| Meal Site  | 10,306                       | 9,655                        | 9,700                           | 9,800                        |
| CCC Facility                                     |                              |                              |                                 |                              |
| Number of Rentals                                | 987                          | 700                          | 700                             | 700                          |
| * Number of Participants                         | 55,976                       | 27,934                       | 28,000                          | 28,000                       |
| <i>* not included in total count of services</i> |                              |                              |                                 |                              |
| <b>Total # of Services</b>                       | <b>157,284</b>               | <b>151,828</b>               | <b>151,700</b>                  | <b>152,210</b>               |
| Volunteer Hours                                  | 21,435                       | 22,902                       | 22,500                          | 22,500                       |



**Program:** Golf Course Operations

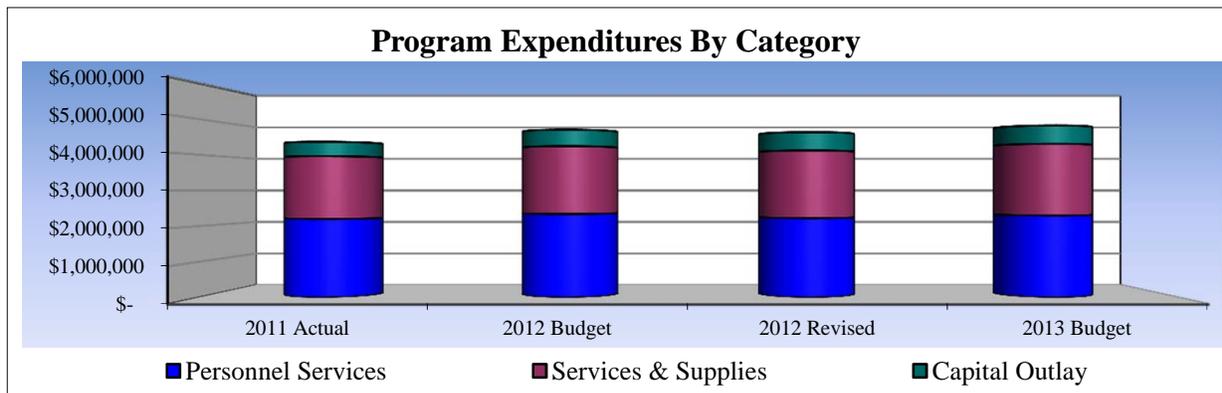
**Department:** Community Resources

**Division:** Regional Parks and Golf

**Purpose:** Golf Course Operations provides for the coordination of all activities at the Fox Hollow at Lakewood Golf Course and the Homestead Golf Course. This includes course and grounds maintenance, green fee collection, pro shop sales, and food and beverage services at both golf courses.

**Program Expenditures By Category**

|                     | 2011<br>Actual      | 2012<br>Budget      | 2012<br>Revised     | 2013<br>Budget      |
|---------------------|---------------------|---------------------|---------------------|---------------------|
| Personnel Services  | \$ 2,200,039        | \$ 2,340,894        | \$ 2,223,311        | \$ 2,298,140        |
| Services & Supplies | \$ 1,756,951        | \$ 1,896,269        | \$ 1,893,869        | \$ 2,005,615        |
| Capital Outlay      | \$ 402,659          | \$ 462,253          | \$ 513,099          | \$ 513,099          |
| <b>TOTAL:</b>       | <b>\$ 4,359,649</b> | <b>\$ 4,699,416</b> | <b>\$ 4,630,279</b> | <b>\$ 4,816,854</b> |



**Program Expenditures By Fund**

|                             | 2011<br>Actual      | 2012<br>Budget      | 2012<br>Revised     | 2013<br>Budget      |
|-----------------------------|---------------------|---------------------|---------------------|---------------------|
| Golf Course Enterprise Fund | \$ 4,359,649        | \$ 4,699,416        | \$ 4,630,279        | \$ 4,816,854        |
| <b>TOTAL:</b>               | <b>\$ 4,359,649</b> | <b>\$ 4,699,416</b> | <b>\$ 4,630,279</b> | <b>\$ 4,816,854</b> |

**Full-Time Positions***Positions are stated in full-time equivalents (FTE) based on 2,080 hours per year.*

|  | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|--|----------------|----------------|-----------------|----------------|
| Regional Parks/Golf Course Manager                           | 0.50           | 0.50           | 0.50            | 0.50           |
| Assistant Golf Course Professional                           | 2.00           | 2.00           | 2.00            | 2.00           |
| Asst Golf Course Superintendent                              | 1.31           | 1.00           | 1.00            | 1.00           |
| Business Support Specialist                                  | 0.98           | 1.00           | 1.00            | 1.00           |
| Golf Cart/Clubhouse Maint Tech                               | 1.00           | 1.00           | 1.00            | 1.00           |
| Golf Course Equip Oper Supervisor                            | 1.00           | 1.00           | 1.00            | 1.00           |
| Golf Course Foreman  | 0.99           | 1.00           | 0.75            | -              |
| Golf Course Irrigation Specialist                            | 1.00           | 1.00           | 1.00            | 1.00           |
| Golf Course Irrigation Technician                            | 1.00           | 1.00           | 1.00            | 1.00           |
| Golf Course Maintenance Specialist                           | 1.95           | 2.00           | 2.00            | 2.00           |
| Golf Course Mechanic   | 2.00           | 2.00           | 2.00            | 2.00           |
| Golf Course Superintendent                                   | 2.00           | 2.00           | 2.00            | 2.00           |
| Golf Professional  | 1.00           | 1.00           | 1.00            | 1.00           |
| Marketing & Promotions Supervisor                            | 0.07           | 0.07           | 0.07            | 0.07           |
| Media and Administrative Technician                          | 0.25           | 0.25           | 0.25            | 0.25           |
| Second Assistant Superintendent                              | -              | -              | 0.25            | 1.00           |
| <b>Total Full-Time Positions (FTE):</b>                      | 17.05          | 16.82          | 16.82           | 16.82          |
| <b>Part-Time Hours</b>                                       | 82,829         | 87,360         | 77,731          | 77,187         |
| <b>Total Full-Time and Part-Time Positions Stated as FTE</b> | 56.87          | 58.82          | 54.19           | 53.93          |

**Budget Variances**❖ **Services & Supplies**

- ◆ 2012 Budget vs. 2011 Actual is up \$139,318 due to carefully monitoring program expenses in 2011 and budgeting to expend all allocations funded in 2012.

**Goals / Activities / Expectations / Results-Benefits**◆ **GOAL: Provide quality customer service**

**Activity:** Exceptional customer service is provided to nearly 65,000 patrons at Fox Hollow and 40,000 patrons at The Homestead.

**Expectation:** Skilled staff members are hired to provide exceptional customer service. Continuing education and professional development opportunities for staff are promoted and encouraged.

**Result-Benefit:** Fox Hollow continues to be rated among the top public golf courses in the state in terms of premier customer service in the annual customer and media polls.



### Goals / Activities / Expectations / Results-Benefits (continued)

**Activity:** Fox Hollow and The Homestead are managed and maintained in a manner that will ensure a stable, loyal customer base.

**Expectation:** Golf courses are maintained to provide excellent playing conditions.

**Result-Benefit:** Through sound management practices, the Division will strive to achieve its stated goals of 65,000 rounds of golf at Fox Hollow in 2012 and 65,000 rounds in 2013. A goal of 40,000 rounds at The Homestead in 2012 and 40,000 rounds in 2013 are targeted.



◆ **GOAL: Involve the community in planning and implementation of Department programs and services**

**Activity:** Public involvement is increased in the Junior Golf Programs, the special education golf schools, and other similar learning programs as they become available, including men's and women's clubs.

**Expectation:** A strong instruction program is continued that is capable of combining golfing principles with modern technology to increase participation of beginning and experienced golfers alike, including Junior Golf Programs.

**Result-Benefit:** The Junior Golf and Special Education Programs will help almost 250 kids in 2012, enhancing opportunities for kids within the community. The goal will be to increase the Junior Golf Program slightly in 2013.

**Activity:** Opinions/comments of public golfers and other users through survey responses collected at our golf facilities or general input are addressed.

**Expectation:** Golf course facility and/or staff improvements are considered in response to the opinions and needs of golfers.

**Result-Benefit:** Fox Hollow continues to be among the premier public golf courses in Colorado and receives national attention in course design, maintenance, and overall operation. The Homestead received designation as a top ten short course in North America by Range Magazine in 2008, 2010, and 2011.

◆ **GOAL: Provide high quality and equitable levels of park, recreation, cultural, and family services which enhance the well-being of Lakewood's diverse community**

**Activity:** The golf courses are maintained with respect to the architect's original philosophy. This is carried out in an environmentally conscious manner.

**Expectation:** The Division maintains upscale, premier golf course status among Colorado golf courses at Fox Hollow and continues promotion of The Homestead championship short course.





**Goals / Activities / Expectations / Results-Benefits (continued)**

**Result-Benefit:** The environments at Fox Hollow and The Homestead, which are located on sites that attract a wide variety of wildlife, are further enhanced through both turf grass and water "Best Management Practices" (BMPs). Both courses have received national recognition (*Audubon International*) for their environmental stewardship. The Homestead has also been recognized as an "Environmental Leader in Golf" in 2005, 2008, and 2011.

---

**Activity:** Staff coordinates both clubhouse activities and golf programs with grounds maintenance operations to ensure quality golf and dining experiences.

**Expectation:** Fox Hollow and The Homestead have developed into model operations that can provide comparative analysis for other large-scale golf endeavors within the metropolitan area.

**Result-Benefit:** Citizens young and old will continue to enjoy the golf courses and restaurant facilities at Fox Hollow and The Homestead. The two courses host nearly 120,000 visitors annually.

◆ **GOAL: Value the contribution each employee makes to the Department**

**Activity:** Appropriate opportunities to assist employees in their professional growth are provided.

**Expectation:** Training opportunities through internal City programs, industry and professional organizations, and outside corporate and university programs are offered to employees as they become available.

**Result-Benefit:** The golf courses have trained and continue to employ over 200 individuals in order to provide an exceptional golf course experience at the highest level.

---

**Activity:** Unique and/or positive employee contributions to the golf course operations are recognized.

**Expectation:** The annual number of staff recognitions is increased through the bi-monthly employee newsletter and the end of year potluck celebration.

**Result-Benefit:** Recognizing employee efforts increases a sense of pride and will encourage a more productive and enriched workplace.

◆ **GOAL: Position the Department to be responsive to change by employing sound short- and long-term resource management strategies**

**Activity:** Contingency plans are developed to operate under severe drought and challenging economic conditions.

**Expectation:** A program is prepared that addresses specific strategies for budget expenditure control and options for future revenue increases.

**Result-Benefit:** A contingency reserve for the golf courses (15% of annual income) will be accumulated over the next 5-6 years to account for downturns in revenue due to circumstances such as inclement weather and economic variation.

---



**Goals / Activities / Expectations / Results-Benefits (continued)**

**Activity:** A golf course capital improvement project list is developed that addresses both short-term and long-term capital project needs for both courses.

**Expectation:** A short-term and long-term capital improvement program list is implemented utilizing the annual Golf Course Fund budget allocation.

**Result-Benefit:** Appropriate capital improvement projects will be funded and completed to ensure the continued support from our customer base.

**General Comments**

Fox Hollow continues to be rated among the best public golf courses in Colorado, and Homestead was recently rated among the best short courses on a national level. The economics of the golf industry, however, have fallen in the last several years. There are no new golf courses expected to be constructed over the next four to five years in the west metropolitan area; however, we are competing for revenue dollars at a higher level of competition than ever before. It is critical that Fox Hollow and The Homestead golf courses continue to try to find additional ways to better serve our existing customer base and attract new customers. Additionally, golf revenue is highly dependent on weather. For example, in 2000, Fox Hollow's best year, there were 291 days of play versus a bad weather year, in 2011, where there were only 244 days of play.

|                               | <b>2010<br/>Actual</b> | <b>2011<br/>Actual</b> | <b>2012<br/>Revised</b> | <b>2013<br/>Budget</b> |
|-------------------------------|------------------------|------------------------|-------------------------|------------------------|
| Fox Hollow                    |                        |                        |                         |                        |
| Number of rounds played       | 59,779                 | 57,118                 | 65,000                  | 65,000                 |
| Number of days of golf played | 266                    | 244                    | 270                     | 270                    |
| Total Revenue generated       | \$2,940,405            | \$2,821,327            | \$3,185,540             | \$3,178,609            |
| Homestead                     |                        |                        |                         |                        |
| Number of rounds played       | 36,754                 | 36,039                 | 40,000                  | 40,000                 |
| Number of days of golf played | 266                    | 244                    | 270                     | 270                    |
| Total Revenue generated       | \$1,307,154            | \$1,290,982            | \$1,439,891             | \$1,439,891            |



**Program:** Heritage, Culture & The Arts

**Department:** Community Resources

**Division:** Heritage, Culture and the Arts

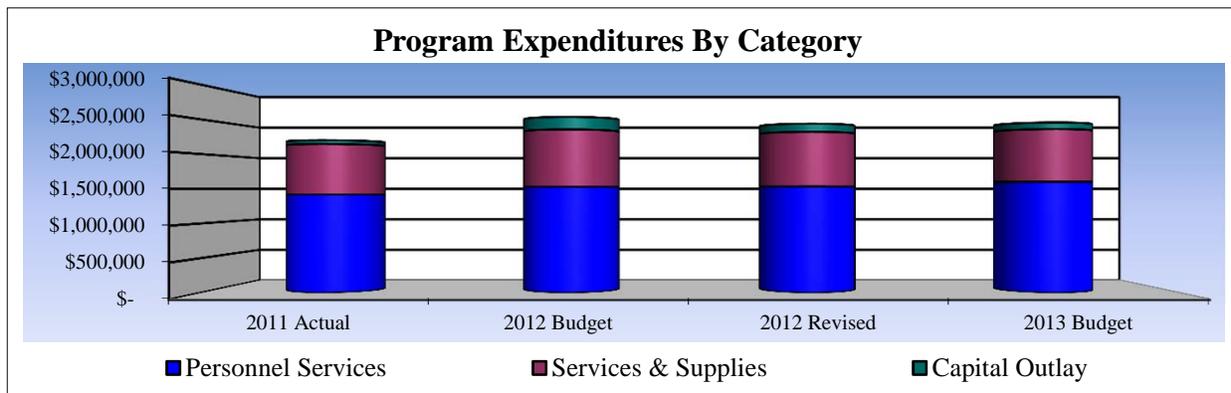
**Purpose:** The mission of the Heritage, Culture and the Arts (HCA) Division is to enrich and inspire people through places and programs that engage, celebrate, and build community through heritage, culture and the arts.

The Heritage, Culture and the Arts Division offers programs and services through the following facilities: Lakewood's Heritage Center, a 20th Century Museum; the Bonfils-Stanton Foundation Amphitheater and festival area; the Washington Heights Arts Center; the Lakewood Cultural Center with the North and Mezzanine Galleries; and the James J. Richey Gallery in Civic Center South. In addition, the Division offers community and heritage-based festivals. Program components for the HCA Division include: historic preservation and interpretation, educational and cultural programming, community events and festivals, visual arts programs, public art, and professional and community performing arts programs.



### Program Expenditures By Category

|                     | 2011<br>Actual      | 2012<br>Budget      | 2012<br>Revised     | 2013<br>Budget      |
|---------------------|---------------------|---------------------|---------------------|---------------------|
| Personnel Services  | \$ 1,416,263        | \$ 1,528,582        | \$ 1,532,809        | \$ 1,601,402        |
| Services & Supplies | \$ 726,985          | \$ 824,535          | \$ 786,196          | \$ 756,549          |
| Capital Outlay      | \$ 55,213           | \$ 180,000          | \$ 117,000          | \$ 95,000           |
| <b>TOTAL:</b>       | <b>\$ 2,198,461</b> | <b>\$ 2,533,117</b> | <b>\$ 2,436,005</b> | <b>\$ 2,452,951</b> |



**Program Expenditures By Fund**

|                              | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|------------------------------|----------------|----------------|-----------------|----------------|
| Heritage Culture & Arts Fund | \$ 2,198,461   | \$ 2,533,117   | \$ 2,436,005    | \$ 2,452,951   |
| <b>TOTAL:</b>                | \$ 2,198,461   | \$ 2,533,117   | \$ 2,436,005    | \$ 2,452,951   |

**Full-Time Positions**

*Positions are stated in full-time equivalents (FTE) based on 2,080 hours per year.*

|  | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|--|----------------|----------------|-----------------|----------------|
| Heritage, Culture & Arts Manager                             | 1.00           | 1.00           | 1.00            | 1.00           |
| Advertising and Media Specialist                             | 0.60           | 0.60           | 0.60            | 0.60           |
| Arts Programming Curator                                     | 1.00           | 1.00           | 1.00            | 1.00           |
| Building & Repair Technician                                 | 0.74           | 1.00           | 1.00            | 1.00           |
| Community Events Coordinator                                 | 1.00           | 1.00           | 1.00            | 1.00           |
| Cultural Arts Coordinator                                    | -              | 1.00           | -               | -              |
| Cultural Center Administrator                                | 1.00           | 1.00           | 1.00            | 1.00           |
| Cultural Center Assistant                                    | 1.00           | 1.00           | 1.00            | 1.00           |
| Cultural Center Specialist                                   | 1.00           | 1.00           | 1.00            | 1.00           |
| Cultural Programs Coordinator                                | 1.00           | -              | 1.00            | 1.00           |
| Gift Shop Coordinator  | -              | 1.00           | -               | -              |
| Heritage Center Administrator                                | 0.95           | 1.00           | 1.00            | 1.00           |
| Heritage Center Specialist                                   | 1.00           | 1.00           | 1.00            | 1.00           |
| Marketing & Promotions Supervisor                            | 0.50           | 0.50           | 0.50            | 0.50           |
| Museum Curator   | 1.00           | 1.00           | 1.00            | 1.00           |
| Museum Stores Coordinator                                    | 1.00           | -              | 1.00            | 1.00           |
| Program Specialist I   | 0.10           | 0.10           | 0.10            | 0.10           |
| Theatre Production Assistant                                 | 0.96           | 1.00           | 1.00            | 1.00           |
| Theatre Production Coordinator                               | 1.00           | 1.00           | 1.00            | 1.00           |
| Ticket Office Coordinator                                    | 1.00           | 1.00           | 1.00            | 1.00           |
| Volunteer/Membership Coordinator                             | 1.00           | 1.00           | 1.00            | 1.00           |
| <b>Total Full-Time Positions (FTE):</b>                      | 16.85          | 17.20          | 17.20           | 17.20          |
| <b>Part-Time Hours</b>                                       | 19,724         | 19,856         | 21,613          | 21,613         |
| <b>Total Full-Time and Part-Time Positions Stated as FTE</b> | 26.33          | 26.75          | 27.59           | 27.59          |

**Budget Variances**❖ **Personnel Services**

- ◆ 2012 Budget vs. 2011 Actual is up \$112,319 due to temporary part-time collections personnel, temporary part-time instructor costs, and budgeted increases offset by revenues.



### Budget Variances (continued)

❖ **Services & Supplies**

- ♦ 2012 Budget vs. 2011 Actual is up \$97,550 due to carefully monitoring program expenses in 2011 and budgeting to expend all allocated funds in 2012.

❖ **Capital Outlay**

- ♦ 2012 Budget vs. 2011 Actual is up \$124,787 due to budgeted restoration costs for 2012.

### Goals / Activities / Expectations / Results-Benefits

♦ **GOAL: Provide quality customer service**

**Activity:** The Division seeks feedback from users on customer service levels and expectations.

**Expectation:** Areas of customer service excellence and improvement are better understood.

**Result-Benefit:** Improvements are made to customer service practices and excellent service is celebrated.

---

**Activity:** The Division refines and enhances its marketing efforts.

**Expectation:** Communication pieces about programs and services will be enhanced.

**Result-Benefit:** Customers are better informed and information is more effectively presented.

---

**Activity:** The Division completes its Lakewood by Cell program for heritage exhibits.

**Expectation:** Information related to heritage exhibits is incorporated into Lakewood by Cell.

**Result-Benefit:** Information about specific heritage exhibits is available to citizens both visually and audibly.

♦ **GOAL: Involve the community in planning and implementation of Department programs and services**

**Activity:** The Division collaborates with community organizations to construct structures for historic artifacts (historic Lakewood-Mountair Fire Station and Oak Street Transit Museum).

**Expectation:** Plans will be created to construct the Historic Lakewood-Mountair Fire Station and the Oak Street Transit Museum.

**Result-Benefit:** The history of Lakewood will be preserved.

---

**Activity:** Lakewood 2028 action steps continue to be implemented with a focus on INSPIRE Arts Week and creation of a public art master plan.

**Expectation:** Stakeholders play a key role in the implementation of the plan to reach the vision.

**Result-Benefit:** Steps are taken to reach the 2028 vision.



**Goals / Activities / Expectations / Results-Benefits (continued)**

- ◆ **GOAL: Provide high quality and equitable levels of park, recreation, cultural, and family services which enhance the well-being of Lakewood's diverse community**

**Activity:** Programming to expand beyond current HCA users is extended.

**Expectation:** New and diverse audiences are reached.

**Result-Benefit:** A greater percentage of the population will benefit from HCA programs and services.



**Activity:** HCA lighting and ticketing systems will be updated.

**Expectation:** Citizens will experience up to date systems when engaging with cultural entertainment and services.

**Result-Benefit:** Citizens' expectations for exceptional exposure to regional and national entertainment in their own community will be met.

- ◆ **GOAL: Value the contribution each employee makes to the Department**

**Activity:** Cost effective means for professional growth is engaged.

**Expectation:** Staff will grow in their skills and awareness of best practices.

**Result-Benefit:** Citizens will benefit from a higher level of service.

- ◆ **GOAL: Position the Department to be responsive to change by employing sound short- and long-term resource management strategies**

**Activity:** Steps will be taken for the restoration of the historic Caretaker's Cottage and the Peerless gas station at Lakewood's Heritage Center.

**Expectation:** Restoration documents will be created for the Caretaker's Cottage and the Peerless gas station at Lakewood's Heritage Center.

**Result-Benefit:** Lakewood's history will be told through the story of May Bonfils and home grown business and tourism along Colfax.



**Activity:** Best practices from the Museum Assessment Program will be implemented with a focus on the care of collections.

**Expectation:** Best practices will be implemented.

**Result-Benefit:** The public will benefit from improved care of collections.



### General Comments

HCA continues to work towards securing alternative funding sources through partnerships and coordination with the Heritage, Culture, and the Arts Alliance for the overall benefit and expansion of heritage, cultural, and artistic opportunities for Lakewood and metro Denver citizens.

| <u><i>Audience Reach</i></u> | <b>2011<br/>Actual</b> | <b>2012<br/>Budget</b> | <b>2012<br/>Revised</b> | <b>2013<br/>Budget</b> |
|------------------------------|------------------------|------------------------|-------------------------|------------------------|
| Performance Attendance       | 42,702                 | 43,500                 | 42,900                  | 43,500                 |
| Exhibit Attendance           | 33,775                 | 33,500                 | 34,000                  | 34,500                 |
| Museum Admissions            | 1,986                  | 10,000                 | 2,500                   | 3,000                  |
| HCA Classes                  | 15,179                 | 17,500                 | 17,000                  | 17,500                 |
| Free Outreach                | 15,840                 | 20,500                 | 20,500                  | 22,000                 |
| Promotional Outreach         | 345,000                | 365,000                | 365,000                 | 370,000                |
| Festivals                    | 14,955                 | 15,000                 | 15,500                  | 16,000                 |
| Other                        | 14,095                 | 15,000                 | 15,500                  | 16,000                 |
| <br>                         |                        |                        |                         |                        |
| Total Attendance             | 483,532                | 520,000                | 512,900                 | 522,500                |



**Program:** Planning, Construction & Maintenance

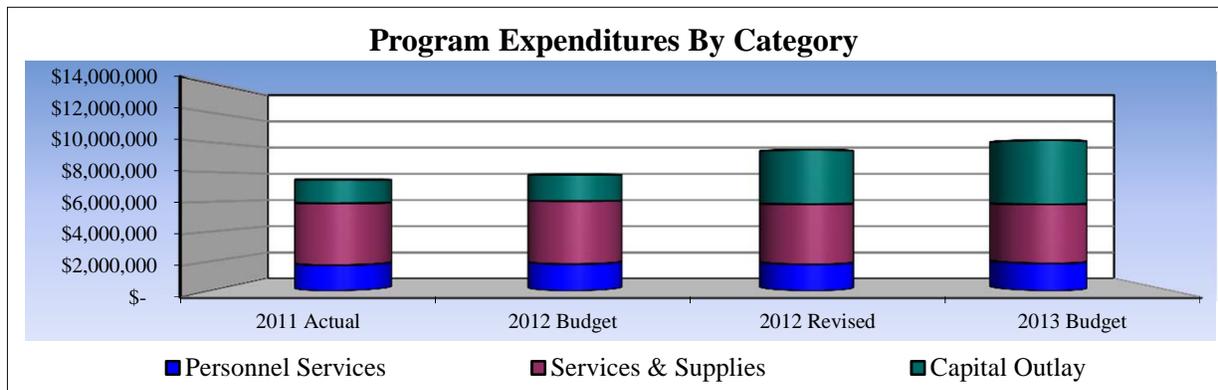
**Department:** Community Resources

**Division:** Planning and Construction

**Purpose:** Planning, Construction and Maintenance provides for park and facility planning and design services, facility construction, contract monitoring, land acquisition, and facility maintenance for all City owned buildings.

### Program Expenditures By Category

|                     | 2011<br>Actual      | 2012<br>Budget      | 2012<br>Revised     | 2013<br>Budget       |
|---------------------|---------------------|---------------------|---------------------|----------------------|
| Personnel Services  | \$ 1,739,534        | \$ 1,813,858        | \$ 1,792,982        | \$ 1,862,149         |
| Services & Supplies | \$ 4,158,148        | \$ 4,230,823        | \$ 4,046,281        | \$ 3,970,886         |
| Capital Outlay      | \$ 1,599,989        | \$ 1,796,444        | \$ 3,658,297        | \$ 4,307,461         |
| <b>TOTAL:</b>       | <b>\$ 7,497,671</b> | <b>\$ 7,841,125</b> | <b>\$ 9,497,560</b> | <b>\$ 10,140,496</b> |



### Program Expenditures By Fund

|                          | 2011<br>Actual      | 2012<br>Budget      | 2012<br>Revised     | 2013<br>Budget       |
|--------------------------|---------------------|---------------------|---------------------|----------------------|
| General Fund             | \$ 3,937,518        | \$ 3,969,120        | \$ 3,976,632        | \$ 4,026,433         |
| Capital Improvement Fund | \$ 801,370          | \$ 785,586          | \$ 1,711,687        | \$ 3,785,843         |
| Conservation Trust Fund  | \$ 1,176,046        | \$ 1,253,618        | \$ 1,463,618        | \$ 1,347,669         |
| Open Space Fund          | \$ 1,582,737        | \$ 1,832,801        | \$ 2,345,623        | \$ 980,551           |
| <b>TOTAL:</b>            | <b>\$ 7,497,671</b> | <b>\$ 7,841,125</b> | <b>\$ 9,497,560</b> | <b>\$ 10,140,496</b> |

**Full-Time Positions***Positions are stated in full-time equivalents (FTE) based on 2,080 hours per year.*

|  | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|--|----------------|----------------|-----------------|----------------|
| Planning and Construction Manager                            | 0.04           | -              | -               | -              |
| Projects and Maintenance Manager                             | 0.50           | 1.00           | 1.00            | 1.00           |
| Building Maintenance Specialist                              | 7.40           | 7.00           | 7.00            | 7.00           |
| Building & Maintenance Supervisor                            | -              | -              | 0.58            | 1.00           |
| Business Specialist  | 0.48           | 0.50           | 0.50            | 0.50           |
| Construction Administrator                                   | 1.00           | 1.00           | 1.00            | 1.00           |
| Custodian  | 1.00           | 1.00           | 1.00            | 1.00           |
| Custodian II   | 1.00           | 1.00           | 1.00            | 1.00           |
| Electrical Maintenance Supervisor                            | 1.00           | 1.00           | 1.00            | 1.00           |
| Electrician I  | 1.79           | 2.00           | 2.00            | 2.00           |
| Electrician II   | 1.00           | 1.00           | 1.00            | 1.00           |
| Facilities Planner   | 1.00           | 1.00           | 1.00            | 1.00           |
| Facility Maintenance Supervisor                              | 1.00           | 1.00           | 1.00            | 1.00           |
| HVAC Technician  | 1.00           | 1.00           | 1.00            | 1.00           |
| Landscape Architect  | 1.00           | 1.00           | 1.00            | 1.00           |
| Planner II   | 1.00           | 1.00           | 1.00            | 1.00           |
| Planning & Construction Specialist                           | 0.54           | 1.00           | 0.42            | -              |
| Planning & Construction Technician                           | 0.46           | -              | -               | -              |
| Plumber  | 0.40           | 1.00           | 1.00            | 1.00           |
| <b>Total Full-Time Positions (FTE):</b>                      | <b>21.61</b>   | <b>22.50</b>   | <b>22.50</b>    | <b>22.50</b>   |
| <b>Part-Time Hours</b>                                       | <b>353</b>     | <b>-</b>       | <b>-</b>        | <b>-</b>       |
| <b>Total Full-Time and Part-Time Positions Stated as FTE</b> | <b>21.78</b>   | <b>22.50</b>   | <b>22.50</b>    | <b>22.50</b>   |

**Budget Variances**❖ **Capital Outlay**

- ♦ 2012 Budget vs. 2011 Actual is up \$196,455 due to new projects including Dry Gulch Trail and Two Creeks Park design.
- ♦ 2012 Revised vs. 2012 Budget is up \$1,861,853 due to planning, engineering and design of Civic Center Plaza and drive lane, and carry over of projects not completed during 2011 (Surfside Park and Holbrook Park).
- ♦ 2013 Budget vs. 2012 Revised is up \$649,164 due to new projects in the Site & Facility business unit, Carmody Center site improvements, and Heritage Center electrical improvements.



## Goals / Activities / Expectations / Results-Benefits

### ◆ GOAL: Provide quality customer service

**Activity:** Facility maintenance and planning services support are provided to City and Department employees.

**Expectation:** Inquiries or requests for maintenance and planning services are responded to within 72 hours.

**Result-Benefit:** City staff will be contacted by the Division within three days regarding their project or maintenance service request.

---

**Activity:** A facility asset inventory and work order system will be implemented.

**Expectation:** Allows staff the ability to submit, track, and monitor the status of work order requests and establish a building and infrastructure inventory.

**Result-Benefit:** Enhanced efficiency, coordination, preventative maintenance, building operation costs, and infrastructure replacement program will be achieved.

### ◆ GOAL: Involve the community in planning and implementation of Department programs and services

**Activity:** Neighborhood meetings for the planning of major park and recreation capital improvement projects are conducted.

**Expectation:** Planning for capital park-related improvements, park facility playground replacements, and new park facility property acquisitions are addressed.

**Result-Benefit:** Through public meetings and open houses, citizens will be provided the opportunity to participate in the planning and design of Department of Community Resources sponsored capital improvement projects.



### ◆ GOAL: Provide high quality and equitable levels of park, recreation, cultural, and family services which enhance the well-being of Lakewood's diverse community

**Activity:** Capital development, remodeling, and infrastructure improvement projects are identified within the Department of Community Resources capital improvement program.

**Expectation:** Identified capital development, remodeling, and infrastructure maintenance projects are completed.

**Result-Benefit:** The completion of identified projects supports the Department's goal of providing high quality and equitable levels of service to the community.

---

**Activity:** Sustainability and energy efficiency are considered in the planning and design of capital improvement projects.



## Goals / Activities / Expectations / Results-Benefits (continued)

**Expectation:** Energy conservation opportunities will be pursued in conjunction with maintenance and capital improvement projects.

**Result-Benefit:** Means and methods for energy conservation will be implemented to reduce electrical, natural gas, and water usage, and increase recycling efforts.

---

**Activity:** Staff contributes to recycling efforts within the community in coordination with other City departments.

**Expectation:** Community Resources will work with City departments to organize recycling efforts.

**Result-Benefit:** A more comprehensive Citywide recycling effort is achieved.

◆ **GOAL: Value the contribution each employee makes to the Department**

**Activity:** Employee contributions toward the overall success of Department services and activities are recognized.

**Expectation:** Planning, Construction and Maintenance employees will be recognized for their contribution to the goals and objectives of the City and the Department of Community Resources.

**Result-Benefit:** By acknowledging employee contributions, increased morale and productivity will be achieved.

---

**Activity:** Opportunities for professional development of employees within the Division are provided.

**Expectation:** Training opportunities through City programs and external training sources are provided to employees.

**Result-Benefit:** Increased training and interaction with professionals from similar organizations will improve skills and enhance customer service.

◆ **GOAL: Position the Department to be responsive to change by employing sound short- and long-term resource management strategies**

**Activity:** Design and construction related activities for capital improvement projects are completed on schedule and within budget.

**Expectation:** Design and construction related activities for capital improvement projects are completed within 7% (plus or minus) of original project budget and are completed within 20 calendar days (plus or minus) of project targeted completion date.

**Result-Benefit:** Effective management of capital development project budgets and construction schedules will allow for the completion of projects without cost overruns and within reasonable timeframes.

---





**Goals / Activities / Expectations / Results-Benefits (continued)**

**Activity:** Facility maintenance and management activities are reviewed to identify opportunities for improved cost control.

**Expectation:** Proper practices for facility and energy management are implemented to control building and facility operating costs.

**Result-Benefit:** Facility costs are controlled by efficient management of building operations.

**General Comments**

|  | <b>2010</b>   | <b>2011</b>   | <b>2012</b>    | <b>2013</b>   |
|--|---------------|---------------|----------------|---------------|
|  | <u>Actual</u> | <u>Actual</u> | <u>Revised</u> | <u>Budget</u> |
| Square footage of buildings maintained | 791,282       | 791,282       | 788,855        | 792,767       |
| Number of buildings                    | 158           | 158           | 156            | 156           |
| Number of parking structures           | 2             | 2             | 2              | 2             |
| Number of swimming/therapy pools       | 7             | 7             | 7              | 7             |
| Spray Parks                            | 1             | 1             | 2              | 2             |



**Program:** Recreation  
**Department:** Community Resources  
**Division:** Recreation

**Purpose:** The Recreation Division offers a large variety of opportunities for the mind, body, and spirit. Program and activity offerings of many kinds encourage citizens to come out and play. Through recreation, family bonds are strengthened, people learn to communicate with others, to be a teammate, to be physically healthy, and to thrive in a diverse society. Lakewood operates and maintains four recreation centers and seven pools. The primary program areas in the Division are: Aquatics, Adult Athletics and Sports, Fitness and Wellness, Youth Sports, Social Enrichment and Outdoor Adventures, Dance, Gymnastics and Cheer, and Therapeutic Recreation.

The recreation facilities include:

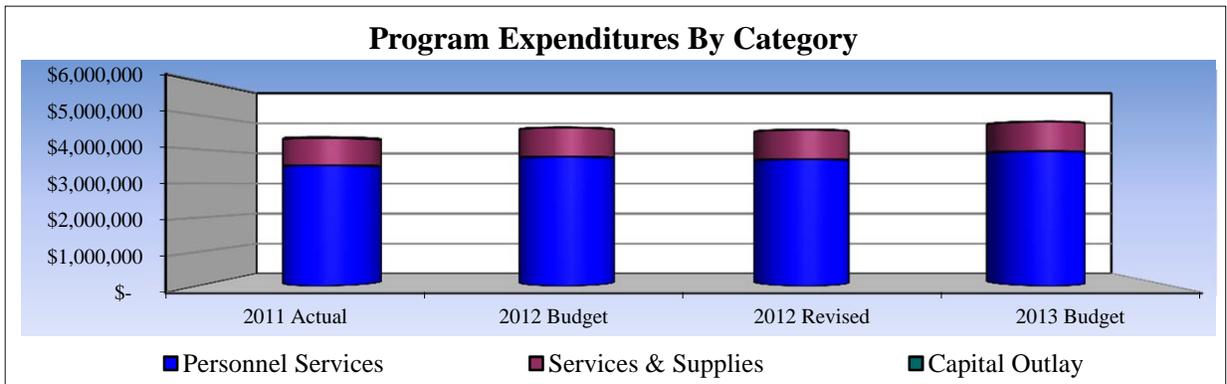
- ❖ Carmody Recreation Center with Indoor and Outdoor Pools
- ❖ Charles Whitlock Recreation Center with Indoor Pool and In-Line Rink
- ❖ Glennon Heights Swimming Pool
- ❖ Green Mountain Recreation Center with Indoor Pool
- ❖ Lakewood Link Recreation Center with Skate Park and Indoor Pool
- ❖ Morse Park Swimming Pool
- ❖ Ray Ross Aquatic Feature
- ❖ Surfside Spray Park



In addition, many programs and activities are held at various middle schools, elementary schools, and outdoor sports courts and fields.

**Program Expenditures By Category**

|                     | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|---------------------|----------------|----------------|-----------------|----------------|
| Personnel Services  | \$ 3,530,304   | \$ 3,783,241   | \$ 3,707,830    | \$ 3,944,978   |
| Services & Supplies | \$ 795,573     | \$ 849,403     | \$ 862,722      | \$ 862,847     |
| Capital Outlay      | \$ 25,579      | \$ -           | \$ -            | \$ -           |
| <b>TOTAL:</b>       | \$ 4,351,456   | \$ 4,632,644   | \$ 4,570,552    | \$ 4,807,825   |



**Program Expenditures By Fund**

|               | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|---------------|----------------|----------------|-----------------|----------------|
| General Fund  | \$ 4,351,456   | \$ 4,632,644   | \$ 4,570,552    | \$ 4,807,825   |
| <b>TOTAL:</b> | \$ 4,351,456   | \$ 4,632,644   | \$ 4,570,552    | \$ 4,807,825   |

**Full-Time Positions**

*Positions are stated in full-time equivalents (FTE) based on 2,080 hours per year.*

|  | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|--|----------------|----------------|-----------------|----------------|
| Recreation Manager   | 0.72           | 1.00           | 1.00            | 1.00           |
| Advertising and Media Specialist                             | 0.30           | 0.30           | 0.30            | 0.30           |
| Aquatics Coordinator   | 2.00           | 2.00           | 2.00            | 2.00           |
| Assistant Facilities Specialist                              | 3.33           | 4.00           | 4.00            | 4.00           |
| Enterprise Analyst   | 0.35           | -              | -               | -              |
| Facility Coordinator   | 4.00           | 4.00           | 4.00            | 4.00           |
| Facility Specialist  | 3.00           | 3.00           | 3.00            | 3.00           |
| Marketing & Promotions Supervisor                            | 0.35           | 0.35           | 0.35            | 0.35           |
| Pool Manager   | 3.00           | 3.00           | 3.00            | 3.00           |
| Program Specialist I   | 0.90           | 0.90           | 0.90            | 0.90           |
| Program Specialist II  | 2.77           | 3.00           | 3.00            | 3.00           |
| Recreation Coordinator                                       | 2.29           | 3.00           | 3.00            | 3.00           |
| Recreation Supervisor/Facilities                             | 1.00           | 1.00           | 1.00            | 1.00           |
| Recreation Supervisor/Programs                               | 1.00           | 1.00           | 1.00            | 1.00           |
| Recreation Supr/Aquatics/Fitness                             | 1.00           | 1.00           | 1.00            | 1.00           |
| RISE Coordinator   | 0.88           | 1.00           | 1.00            | 1.00           |
| Youth Programmer   | 1.00           | 1.00           | 1.00            | 1.00           |
| <b>Total Full-Time Positions (FTE):</b>                      | 27.89          | 29.55          | 29.55           | 29.55          |
| <b>Part-Time Hours</b>                                       | 146,532        | 152,585        | 152,644         | 152,584        |
| <b>Total Full-Time and Part-Time Positions Stated as FTE</b> | 98.34          | 102.91         | 102.94          | 102.91         |

**Budget Variances**❖ **Personnel Services**

- ◆ 2012 Budget vs. 2011 Actual is up \$252,937 due to anticipated salary and benefit increases and filling previously vacant positions.

❖ **Services & Supplies**

- ◆ 2012 Budget vs. 2011 Actual is up \$53,830 due to carefully monitoring program expenses in 2011 and budgeting to expend all allocated funds in 2012.



## Goals / Activities / Expectations / Results-Benefits

### ◆ GOAL: Provide quality customer service

**Activity:** Staff refresher trainings continue on a regular basis at monthly divisional meetings.

**Expectation:** The customer experience will continue to improve as staff make customer service a top priority and continually explore methods and techniques to exceed the expectations of our patrons.

**Result-Benefit:** Enhanced knowledge and skills in customer service will allow staff to meet the needs of patrons and ensure that patrons and participants continue to retain Lakewood Recreation as the provider of their fitness, recreation, and leisure experiences.

---

**Activity:** The Division will continue to improve the functionality and visual appearance of the online registration system.

**Expectation:** Customers will increasingly become more comfortable with the online registration system and begin to utilize it as their first option for program registrations.

**Result-Benefit:** Through improving the online registration system, online registrations will increase and provide front counter staff in the recreation centers more time to dedicate to customer service, while significantly improving the efficiency of the program registration process.

### ◆ GOAL: Involve the community in planning and implementation of Department programs and services

**Activity:** Use of Survey Monkey as an evaluation tool will continue with enhancements as needed to motivate participant feedback including incentives for completing surveys.

**Expectation:** Continued usage of this web survey tool offers the opportunity to get quick feedback in a manner convenient to many customers.

**Result-Benefit:** The use of a web survey tool will offer staff the opportunity to adjust quickly to customer feedback and will also provide a tool for ongoing input. The results from the surveys will provide input on a variety of questions regarding facility, pool, and program operations. Decisions about changes in operations can be made based upon feedback in a fairly short turn-around time frame.

### ◆ GOAL: Provide high quality and equitable levels of park, recreation, cultural, and family services which enhance the well-being of Lakewood's diverse community

**Activity:** Collaborative relationships will be developed with outside agencies serving youth to enhance opportunities available to youth and families in the City of Lakewood.

**Expectation:** Engagement with other youth servicing agencies and schools in the community offers us the opportunity to provide greater reach and more positive impact by sharing responsibility for services and programs within the community.

**Result-Benefit:** By working closely with partner organizations such as R-1 schools, as identified by the Community Resources Master Plan, we are reaching a broader audience and offering more diverse opportunities for the community.

---





### Goals / Activities / Expectations / Results-Benefits (continued)

**Activity:** Additional funding sources / avenues are identified to provide lower income residents with fee waivers or financial support to gain access to recreation centers and participate in programming.

**Expectation:** Patronage of recreation centers and participation in programming by Lakewood residents will increase.

**Result-Benefit:** By providing more opportunities for lower income families to access recreation centers and participate in programming, Lakewood will experience improvements in resident health, emotional status, and promote a more cohesive community.

◆ **GOAL: Value the contribution each employee makes to the Department**

**Activity:** The Division will regularly schedule staff functions to build camaraderie, increase understanding of the Division/Department, and recognize exemplary performance.

**Expectation:** Staff will have assignments and opportunities to develop and utilize skills to benefit the City of Lakewood and themselves as individuals.

**Result-Benefit:** The Recreation Division will experience improved staff morale as employees feel valued and appreciated by management and will feel an increased commitment to the community.

**Activity:** Opportunities are provided for professional development as resources allow.

**Expectation:** Ongoing professional development opportunities will be afforded to staff through monthly peer coordinated and facilitated workshops and presentations at Division meetings.

**Result-Benefit:** By participating in and periodically facilitating professional development workshops and presentations on a variety of topics, staff will improve their knowledge, skills, and competencies and benefit the City of Lakewood by ensuring that residents are receiving high quality service on a consistent basis.

◆ **GOAL: Position the Department to be responsive to change by employing sound short- and long-term resource management strategies**

**Activity:** Each unit within the Division will develop a business plan.

**Expectation:** Each unit business plan will provide a detailed analysis of the product or service offered, the market being served, the projected revenues and expenses, and will identify opportunities for strategic growth or reduction in service levels.

**Result-Benefit:** Each business unit will have an effective decision-making tool that will be utilized to respond to changing budget environments while ensuring that the business unit is being fiscally responsible and efficient with its funding.





### General Comments

Participation remains strong in programs and facilities.

|   | <b>2011<br/>Actual</b> | <b>2012<br/>Budget</b> | <b>2012<br/>Revised</b> | <b>2013<br/>Budget</b> |
|---|------------------------|------------------------|-------------------------|------------------------|
| Open Gym and Pool Admissions                    | 403,354                | 370,000                | 398,000                 | 398,000                |
| Outdoor Pool Admissions                         | 25,271                 | 20,000                 | 23,000                  | 23,000                 |
| Activity Spectators/Special Programs Attendance | 4,910                  | 5,500                  | 5,000                   | 5,000                  |
| Total Admissions                                | 433,535                | 395,500                | 426,000                 | 426,000                |
|   | <b>2011<br/>Actual</b> | <b>2012<br/>Budget</b> | <b>2012<br/>Revised</b> | <b>2013<br/>Budget</b> |
| Facility Rentals/Outreach                       |                        |                        |                         |                        |
| Rental Hours                                    | 18,703                 | 18,000                 | 18,000                  | 18,000                 |
| Outreach Programs                               | 200,000                | 200,000                | 200,000                 | 200,000                |
| Number of Facilities                            | 10                     | 11                     | 11                      | 11                     |
| Classes and Activities                          |                        |                        |                         |                        |
| Number Planned/Offered                          | 2,157                  | 2,500                  | 2,500                   | 2,500                  |
| Number of Participants                          | 20,645                 | 28,000                 | 20,000                  | 20,000                 |
| Online Registration                             | 3,954                  | 4,000                  | 4,000                   | 4,000                  |
| Grand Total Services Delivered                  | 645,591                | 623,500                | 620,500                 | 623,500                |



**Program:** Regional Parks Operations

**Department:** Community Resources

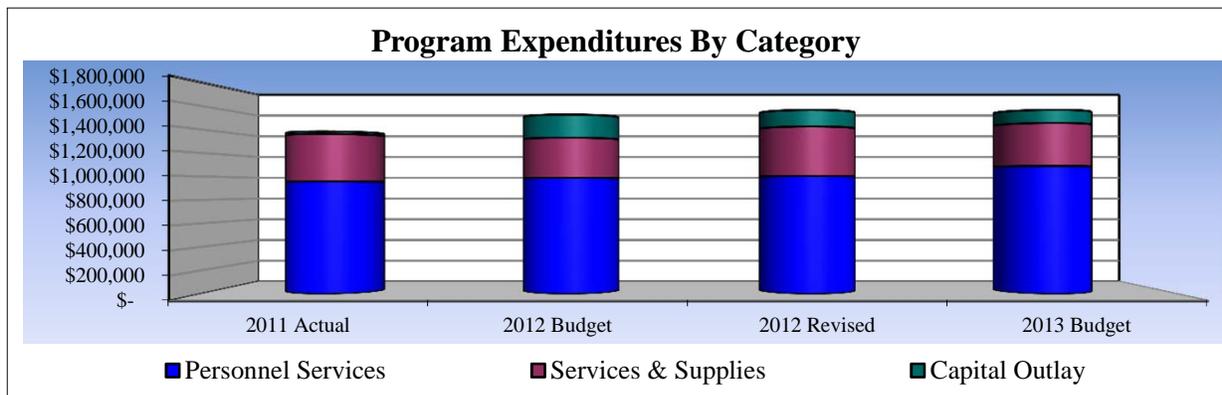
**Division:** Regional Parks and Golf

**Purpose:** The Regional Parks section is responsible for the maintenance and management of Bear Creek Lake Park (BCLP), William Frederick Hayden Park, Bear Creek Greenbelt, Smith, Main and East Reservoirs, Thunder Valley Motocross Park, the regional trail system, and the ravine parks. The program area includes recreational, interpretive, and park ranger activities as well as the overall grounds maintenance and resource management for these properties.

In addition, the program coordinates contract concession operations at the motorcycle track, water ski school, beach food concession, boat rental, and horse stable.

**Program Expenditures By Category**

|                     | 2011<br>Actual      | 2012<br>Budget      | 2012<br>Revised     | 2013<br>Budget      |
|---------------------|---------------------|---------------------|---------------------|---------------------|
| Personnel Services  | \$ 957,301          | \$ 987,687          | \$ 1,002,514        | \$ 1,088,710        |
| Services & Supplies | \$ 402,790          | \$ 340,541          | \$ 420,648          | \$ 364,504          |
| Capital Outlay      | \$ 20,872           | \$ 196,071          | \$ 140,239          | \$ 111,171          |
| <b>TOTAL:</b>       | <b>\$ 1,380,963</b> | <b>\$ 1,524,299</b> | <b>\$ 1,563,401</b> | <b>\$ 1,564,385</b> |



**Program Expenditures By Fund**

|                 | 2011<br>Actual      | 2012<br>Budget      | 2012<br>Revised     | 2013<br>Budget      |
|-----------------|---------------------|---------------------|---------------------|---------------------|
| General Fund    | \$ 555,389          | \$ 516,808          | \$ 519,112          | \$ 582,724          |
| Grants Fund     | \$ 972              | \$ -                | \$ 45,832           | \$ -                |
| Open Space Fund | \$ 824,602          | \$ 1,007,491        | \$ 998,457          | \$ 981,661          |
| <b>TOTAL:</b>   | <b>\$ 1,380,963</b> | <b>\$ 1,524,299</b> | <b>\$ 1,563,401</b> | <b>\$ 1,564,385</b> |

**Full-Time Positions***Positions are stated in full-time equivalents (FTE) based on 2,080 hours per year.*

|  | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|--|----------------|----------------|-----------------|----------------|
| Regional Parks/Golf Course Manager                           | 0.50           | 0.50           | 0.50            | 0.50           |
| Marketing & Promotions Supervisor                            | 0.08           | 0.08           | 0.08            | 0.08           |
| Media and Administrative Technician                          | 0.25           | 0.25           | 0.25            | 0.25           |
| Natural Resources Specialist                                 | 1.00           | 1.00           | 1.00            | 1.00           |
| Park Naturalist  | 1.00           | 1.00           | 1.00            | 1.00           |
| Park Ranger  | 2.00           | 2.00           | 2.00            | 2.00           |
| Parks Maintenance Lead Person                                | 0.94           | 1.00           | 1.00            | 1.00           |
| Parks Maintenance Specialist II                              | 0.92           | 1.00           | 1.00            | 1.00           |
| Regional Parks Supervisor                                    | 1.00           | 1.00           | 1.00            | 1.00           |
| Visitor Center Specialist                                    | -              | -              | 0.25            | 1.00           |
| Water Quality/ Maint Technician                              | 1.00           | 1.00           | 1.00            | 1.00           |
| <b>Total Full-Time Positions (FTE):</b>                      | <b>8.69</b>    | <b>8.83</b>    | <b>9.08</b>     | <b>9.83</b>    |
| <b>Part-Time Hours</b>                                       | <b>30,733</b>  | <b>27,467</b>  | <b>27,467</b>   | <b>27,467</b>  |
| <b>Total Full-Time and Part-Time Positions Stated as FTE</b> | <b>23.47</b>   | <b>22.04</b>   | <b>22.29</b>    | <b>23.04</b>   |

**Budget Variances**❖ **Personnel Services**

- ◆ 2013 Budget vs. 2012 Revised is up \$86,196 due to salary adjustments in 2013 and approval of the Visitor Center Specialist position at Bear Creek Lake Park.

❖ **Services & Supplies**

- ◆ 2012 Budget vs. 2011 Actual is down \$62,249 due to other professional and technical, sanitation, and vehicle/equipment chargebacks in 2011 being higher than anticipated and services and supplies being revised downward in the 2012 budget.
- ◆ 2012 Revised vs. 2012 Budget is up \$80,107 due to grant funding budgeted in 2012 Revised and vehicle/equipment chargebacks going up \$26,000 in 2012 Revised.
- ◆ 2013 Budget vs. 2012 Revised is down \$56,144 due to no anticipated grant funding in 2013.

❖ **Capital Outlay**

- ◆ 2012 Budget vs. 2011 Actual is up \$175,199 due to capital improvement dollars carried over into 2012 from 2011.



## Goals / Activities / Expectations / Results-Benefits

### ◆ GOAL: Provide quality customer service

**Activity:** Citizens' awareness of the regional parks system is increased through advertising efforts.

**Expectation:** Advertising efforts are increased to create more awareness and attendance at Bear Creek Lake Park.

**Result-Benefit:** Creating an overall marketing plan including an advertising budget will assist in promoting Bear Creek Lake Park as a regional recreational destination. In turn, this should help increase attendance and revenue at the park slightly because of current economic conditions.

---

**Activity:** Department and regional parks information on the City's website is updated and improved and the regional parks informational brochures and maps are updated. Specific advertising is done for park sponsored events and programs. Social media is used to supplement the website and advertising.

**Expectation:** A thorough website review for accuracy and updates of the information pertaining to regional parks activities is completed. All regional parks informational brochures and maps will be updated. Various social media settings are utilized.

**Result-Benefit:** Updating and improving the website and social media use, and the informational brochures, will allow the citizens to be more accurately informed about current regional parks programs, activities, and trail use.

### ◆ GOAL: Involve the community in planning and implementation of Department programs and services

**Activity:** Public involvement in Bear Creek Lake Park programs offered is promoted and the Division is receptive to public comments as park development continues.

**Expectation:** Public comment evaluations are utilized to solicit participants' opinions and ideas regarding programs and facilities.

**Result-Benefit:** Customer input will improve the diversity of educational programs offered, giving more variety to park visitors and generating new clientele.

---



**Activity:** Visitor survey responses and user comments are utilized to improve the parks and/or programs.

**Expectation:** Work plan strategies for programs and facilities improvement are developed utilizing the most recent visitor survey.

**Result-Benefit:** Park and/or facility enhancements will be done to more directly respond to customer preferences as indicated from surveys received from users.

---



**Goals / Activities / Expectations / Results-Benefits (continued)**

**Activity:** A park volunteer program will be developed to complement park staff activities, allow the public a chance to contribute to the parks, and provide budget savings.

**Expectation:** A variety of recurring and one-day volunteer opportunities are provided including large and small work days, Adopt-A-Trail, Horse Patrol, Mountain Bike Patrol, and Naturalist Volunteers.

**Result-Benefit:** Quality volunteer programs and work days will enhance the efforts of park staff, improve visitor experiences, and provide a sense of park pride in the community.

◆ **GOAL: Provide high quality and equitable levels of park, recreation, cultural, and family services which enhance the well-being of Lakewood's diverse community**

**Activity:** Regional park properties and resources are managed and maintained in a manner that is effective, clean, safe, and aesthetically pleasing to visitors.

**Expectation:** Grounds maintenance, including surface and potable water quality testing services to 5,000 acres of regional parks property, is provided.



**Result-Benefit:** Regional parks visitors will be assured that the properties will be well maintained in a clean and safe manner for them to enjoy.

**Activity:** Environmental education through naturalist services is provided to small, large, and diverse groups of the community. Programs are available to campers, schools, park visitors, groups, and families outside the park.

**Expectation:** Environmental education programs are received by approximately 4,000 visitors/students annually.

**Result-Benefit:** Approximately 4,000 visitors/students will receive environmental educational training and materials in 2013.

◆ **GOAL: Value the contribution each employee makes to the Department**

**Activity:** Appropriate opportunities are provided to assist employees in their professional growth.

**Expectation:** Ranger, maintenance, and interpretive staff members are encouraged to take advantage of relevant training opportunities.

**Result-Benefit:** Increased ranger training and interactions with similar organization professionals will improve visitor safety, resource protection, and customer service.

**Activity:** Unique and positive contributions to the operation are recognized.

**Expectation:** The number of annual staff recognition opportunities is increased.

**Result-Benefit:** Recognizing employees' efforts will increase a sense of pride in their work and result in greater productivity.



## Goals / Activities / Expectations / Results-Benefits (continued)

- ◆ **GOAL: Position the Department to be responsive to change by employing sound short- and long-term resource management strategies**

**Activity:** Park improvements continue to be implemented to meet the needs of the visiting public and in response to the Bear Creek Lake Park and William Frederick Hayden Park Master Plans.

**Expectation:** Ongoing projects are trail improvements, road improvements, campground improvements, minor improvements to existing facilities, and improvements to the water system.



**Result-Benefit:** Completion of park improvements will enable park visitors to enhance their stay at the park.

**Activity:** Involvement in the recycling program will continue, along with other sustainability projects.

**Expectation:** Recycling efficiency and participation are improved.

**Result-Benefit:** Recycling by the public and staff is increased, generating revenue and reducing waste materials to landfills.

## General Comments

Improvements in the regional parks have continued in 2012. These include ongoing campground improvements, several trail and sign improvements throughout the parks, and trailhead improvements at William Frederick Hayden Park. Projects completed in 2012 include a permanent toilet facility at William Frederick Hayden Park and the installation of three camper cabins at Bear Creek Lake Park (BCLP). The Aerial Water Ramp Project at Little Soda Lake is still being pursued for 2012/2013. The natural resource maintenance section has taken on additional wildlife, trail, and weed management responsibilities. Trail projects and improvements have continued at William Frederick Hayden Park including several significant trail reroutes, sign improvements, and reclamation. Park staff is currently working with consultants on grant-funded interpretive and building master plans for the BCLP Visitor Center. Efforts to expand and improve the recycling program will continue. Park attendance has continued to increase over the last several years and is trending towards another increase in 2012. The park volunteer program has been expanded to include volunteer naturalists and wildlife monitors. Overall the regional parks section will continue to serve the community by welcoming many hundreds of thousands of visitors to the parks each year while effectively managing and protecting the valuable natural resources.



**Program:** Urban Parks Operations

**Department:** Community Resources

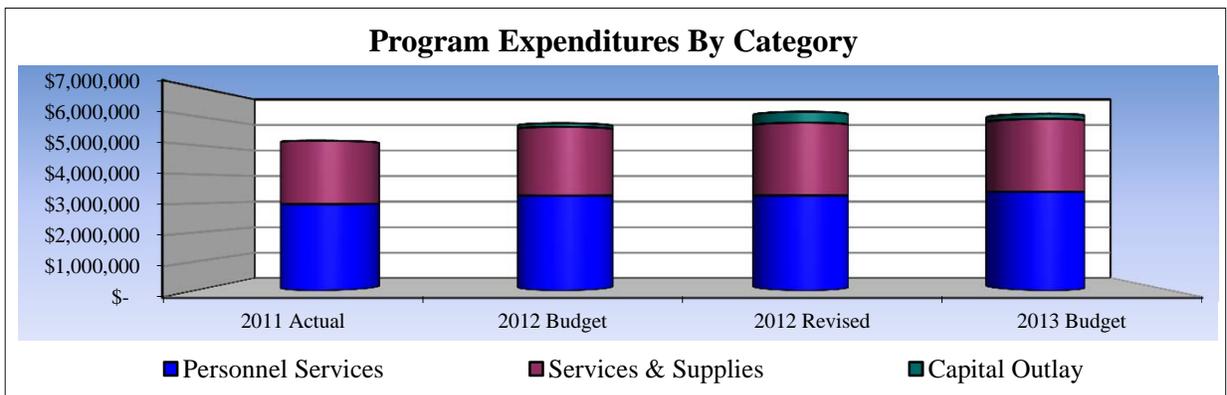
**Division:** Urban Parks

**Purpose:** The purpose of this program is to provide maintenance on formally developed and landscaped parks within the urban parks system in the City; care of trees, shrubs, and plants placed in public buildings, parks, street medians, and rights-of-way; maintenance of medians and street landscaping; and mowing of native vegetation in street rights-of-way and park perimeters.

The Urban Parks Division provides landscape and vegetation management to over 1,200 acres and 87 sites of developed and undeveloped parkland, all City-owned buildings, identified developed street medians, and street rights-of-way. This work includes routine maintenance, small construction projects, contract administration, renovation and restoration work, urban forest management, shrub and flower bed design and maintenance, plant propagation, participation in planning new park development, mosquito control, graffiti abatement, emergency operations support, citizen contacts, ordinance enforcement, interior foliage management, holiday floral displays, plant disease control, greenhouse and nursery operations, special event support, and snow removal. The Division works closely with other divisions within the Community Resources Department and with other departments within the City.

### Program Expenditures By Category

|                     | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|---------------------|----------------|----------------|-----------------|----------------|
| Personnel Services  | \$ 2,971,177   | \$ 3,265,514   | \$ 3,270,066    | \$ 3,398,407   |
| Services & Supplies | \$ 2,181,007   | \$ 2,360,043   | \$ 2,498,251    | \$ 2,502,105   |
| Capital Outlay      | \$ (36,526)    | \$ 124,700     | \$ 374,700      | \$ 174,700     |
| <b>TOTAL:</b>       | \$ 5,115,658   | \$ 5,750,257   | \$ 6,143,017    | \$ 6,075,212   |



**Program Expenditures By Fund**

|                          | 2011<br>Actual      | 2012<br>Budget      | 2012<br>Revised     | 2013<br>Budget      |
|--------------------------|---------------------|---------------------|---------------------|---------------------|
| General Fund             | \$ 3,136,795        | \$ 3,362,183        | \$ 3,374,980        | \$ 3,446,522        |
| Capital Improvement Fund | \$ 2,439            | \$ 5,000            | \$ 5,000            | \$ 5,000            |
| Open Space Fund          | \$ 1,976,424        | \$ 2,383,074        | \$ 2,763,037        | \$ 2,623,690        |
| <b>TOTAL:</b>            | <b>\$ 5,115,658</b> | <b>\$ 5,750,257</b> | <b>\$ 6,143,017</b> | <b>\$ 6,075,212</b> |

**Full-Time Positions**

*Positions are stated in full-time equivalents (FTE) based on 2,080 hours per year.*

|  | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|--|----------------|----------------|-----------------|----------------|
| Urban Parks Manager  | 1.00           | 1.00           | 1.00            | 1.00           |
| Business Specialist  | 1.00           | 1.00           | 1.00            | 1.00           |
| Forestry Supervisor  | 1.00           | 1.00           | 1.00            | 1.00           |
| Forestry Technician  | 2.00           | 2.00           | 2.00            | 2.00           |
| Greenhouse Lead Person                                       | 1.00           | 1.00           | 1.00            | 1.00           |
| Greenhouse Technician  | 1.00           | 1.00           | 1.00            | 1.00           |
| Large Tree Specialist  | 1.00           | 1.00           | 1.00            | 1.00           |
| Media and Administrative Technician                          | 0.50           | 0.50           | 0.50            | 0.50           |
| Parks Equipment Mechanic                                     | 1.00           | 1.00           | 1.00            | 1.00           |
| Parks Irrigation Specialist                                  | 2.00           | 2.00           | 2.00            | 2.00           |
| Parks Maintenance Lead Person                                | 6.02           | 6.00           | 6.00            | 6.00           |
| Parks Maintenance Specialist II                              | 16.03          | 16.00          | 16.00           | 16.00          |
| Right-of-Way Specialist                                      | 1.00           | 1.00           | 1.00            | 1.00           |
| Urban Parks Supervisor                                       | 3.00           | 3.00           | 3.00            | 3.00           |
| <b>Total Full-Time Positions (FTE):</b>                      | <b>37.55</b>   | <b>37.50</b>   | <b>37.50</b>    | <b>37.50</b>   |
| <b>Part-Time Hours</b>                                       | <b>47,765</b>  | <b>61,892</b>  | <b>61,870</b>   | <b>61,870</b>  |
| <b>Total Full-Time and Part-Time Positions Stated as FTE</b> | <b>60.51</b>   | <b>67.26</b>   | <b>67.25</b>    | <b>67.25</b>   |

**Budget Variances**❖ **Personnel Services**

- ◆ 2012 Budget vs. 2011 Actual is up \$294,337 due to anticipated increases in salary and benefits in 2012 and reduction in seasonal staff in 2011.

❖ **Services & Supplies**

- ◆ 2012 Budget vs. 2011 Actual is up \$176,036 due to costs for contract maintenance being lower than projected in 2011 and budgeted to expend all allocated funds in 2012.



## Budget Variances (continued)

### ❖ Services & Supplies (continued)

- ♦ 2012 Revised vs. 2012 Budget is up \$138,208 due to shifting contract services expenses from capital outlay to services & supplies line items which more accurately conveys the expenditure of funds, and the approval of an exception request for increased funding for water.

### ❖ Capital Outlay

- ♦ 2012 Budget vs. 2011 Actual is up \$161,226 due to projects not being completed as planned in 2011 (Hodgson Park improvements). Funding was carried forward to 2012 for the project.
- ♦ 2012 Revised vs. 2012 Budget is up \$250,000 due to carry forward for playground replacement projects not completed in 2011.
- ♦ 2013 Budget vs. 2012 Revised is down \$200,000 due to anticipated completion of playground replacement projects.

## Goals / Activities / Expectations / Results-Benefits

### ♦ GOAL: Provide quality customer service

**Activity:** First class park facilities are provided for users to enjoy.

**Expectation:** Staff perform a variety of routine maintenance work and complete small special projects to maintain or enhance the quality of the urban parks system.



**Result-Benefit:** The community uses and enjoys the park system to its benefit. Opportunities are provided for safe and beneficial activities in a pleasant and inviting outdoor environment.

**Activity:** Trimming, mowing, and service requests are responded to within a 48-hour period. If action by staff is required, ensure work is completed within five working days.

**Expectation:** Mowing or trimming requests are responded to within identified time frames providing resolution to the situation or an explanation to the reporting party.

**Result-Benefit:** Work accomplished on mowing or trimming requests is completed by City crews or contractors within five working days.

### ♦ GOAL: Involve the community in planning and implementation of Department programs and services

**Activity:** The Division works with neighborhoods, homeowner's associations, business groups, and sports associations as requested to address facility needs and utilize their assistance and resources in improving or maintaining facilities for which the Division is responsible.



### Goals / Activities / Expectations / Results-Benefits (continued)

**Expectation:** Staff works with specific groups to facilitate discussions and actions as they relate to projects such as shrub bed renovation, play area improvements, tree planting programs, adopt a park efforts, or simple landscaping improvements in parks, medians, or rights-of-ways.

**Result-Benefit:** Residents begin to actively participate in the care and maintenance of City-owned amenities. Residents' knowledge regarding plant selections for our climate and environment is improved.

- ◆ **GOAL: Provide high quality and equitable levels of park, recreation, cultural, and family services which enhance the well-being of Lakewood's diverse community**

**Activity:** The Division participates in planning for development of new parks and medians, all major renovation work such as play area replacements, and assumes total responsibility for median renovation planning.

**Expectation:** The Division actively participates in development and redevelopment projects originated by the Community Resources, Planning, and Public Works Departments, or through the Neighborhood Participation Grant Program. Expertise is provided in design and plant material selection that provides a quality product that is attractive, durable, and can be economically maintained.



**Result-Benefit:** Division staff are included in proposed project work under consideration. The expertise available at the supervisory level relative to materials use, maintenance considerations, existing conditions, and experience with current park use trends will be assessed to make potential projects as successful as possible.

**Activity:** Medians are maintained and renovated to enhance the image of the community through effective plant utilization, efficient irrigation, weeding, and litter pickup.

**Expectation:** Medians are mowed, weeded, and have the litter picked up once per week during the period of April through October. All dead plant material is removed from medians within 48 hours of notification that it exists. Medians have litter picked up once per month from November through March.

**Result-Benefit:** Medians receive prescribed maintenance at established frequencies.

**Activity:** Right of way and rough mowing services are provided on identified street rights-of-way and undeveloped park land to encourage establishment of desirable plant species and control vegetation height and presence of undesirable species.

**Expectation:** Identified street rights-of-way and native areas are mowed to improve appearance, control vegetation growth, and eliminate hazards.

**Result-Benefit:** Identified street rights-of-way and native areas are mowed three, five, or up to seven times during the growing season.



## Goals / Activities / Expectations / Results-Benefits (continued)

### ◆ GOAL: Value the contribution each employee makes to the Department

**Activity:** Interaction among employees is encouraged so that each can develop a better understanding of the diverse responsibilities covered by the Department.

**Expectation:** Staff are encouraged to be involved in projects and efforts undertaken in the Department that are outside their immediate area of responsibility. Participation and representation occurs with Lakewood on Parade, Cider Days, and other community events.

**Result-Benefit:** Staff will develop a greater appreciation for what other Department employees do and take the opportunity to acknowledge that on an individual basis. A cohesive Department organization is developed and a high morale among employees is maintained.

### ◆ GOAL: Position the Department to be responsive to change by employing sound short- and long-term resource management strategies

**Activity:** Water budgets are utilized on all parks and medians to respond to drought restrictions or budget constraints. Weather stations are linked to the central irrigation control system to automatically adjust evapotranspiration (ET) rates for certain locations in the City.

**Expectation:** Irrigation management practices continue to be fine tuned.

**Result-Benefit:** Irrigation management meets all water utility requirements. Evapotranspiration rates are tracked and water applications are automatically adjusted to fall within specific criteria for the amount of water applied.

---

**Activity:** Median renovation plans are developed and initiated to address poor design and plant selection in initial construction, and to replace plant materials that have died or are in decline due to the harsh growing environment.

**Expectation:** Median renovations are undertaken if discretionary time and funding is available. Kipling, Wadsworth, and Colfax are the primary focus for median renovations.

**Result-Benefit:** Shrub bed renovation activities on Kipling Parkway continues replacing over-mature unattractive plantings with more xeric treatments. Colfax median renovations were begun in 2010 between Kipling and Wadsworth and completed in 2011. The area from Sheridan to Wadsworth will be completed in 2012.

---

**Activity:** In cooperation with the Division of Wildlife, noxious weed management is accomplished to control the existence and spread of noxious plants on City property.

**Expectation:** Noxious weed management strategies are implemented consistent with expectations of the state Departments of Agriculture and Division of Wildlife, and funding limitations.

**Result-Benefit:** Management of Purple Loosestrife continues with the objective being eradication of the species on City property. Other noxious weeds are managed on a case by case basis with control being the primary objective.

---

**Activity:** Recycling programs have been implemented at selected facilities in the system.



### Goals / Activities / Expectations / Results-Benefits (continued)

**Expectation:** Recycling strategies are used that are financially viable and limit the environmental impacts to park facilities by programmed activities.

**Result-Benefit:** Recycling programs/opportunities are assessed for feasibility, sustainability, participation, suitable locations, costs, benefits, and expansion.

---

**Activity:** The Division participates in the analysis of the expansion of dog off-leash areas in the park system.

**Expectation:** Staff assists in the development of policy guidelines that will facilitate the decision making process of where these programs may be implemented.

**Result-Benefit:** A policy is developed that addresses criteria for area selection and addresses conflicting interests and uses.

---

**Activity:** The Division assists in the creation of community gardens at identified locations in the community.

**Expectation:** Garden locations are identified and necessary preparation work is performed to facilitate use of the space as a garden area. Ute Trail Park, Washington Heights, Gray Street, and O'Connell Middle School are locations where gardens are either installed or in various states of being implemented.

**Result-Benefit:** The community has the opportunity to participate in an activity that is rewarding on many levels.

### General Comments

In 2012, the Division was challenged with another drought and increased costs for water. Additionally, the Department and Division are trying to move forward with addressing tennis court conditions throughout the system. Tennis courts at Morse Park, Lakewood, Green Mountain Recreation Center, and Daniels were patched and crack sealed. Six courts at Lakewood Park were crack sealed and color coated. Costs for maintaining deteriorating court surfaces and level of use are making it appropriate to evaluate the number and location of courts that can be appropriately maintained for use by the community.

The agreement for placing dog waste bag dispensing stations expanded in 2012 continuing at no cost to the Division.

Median renovation work on Colfax Avenue continued. Median renovation work between Wadsworth and Kipling was completed with the exception of the median immediately east of Kipling. Medians between Sheridan and Wadsworth are anticipated to be completed by the end of 2012.

The Division continued maintaining the O'Connell Middle School grounds through an Intergovernmental Agreement with Jefferson County Schools. Water line work in Addenbrooke Park was completed and the park is currently in the restoration phase for the project. Efforts were initiated in 2012 to provide recycling stations strategically placed throughout the park system through an agreement with a private entity that results in no cost to the Division.



## General Comments (continued)

A continuing emphasis of utilization of xeric plant species in both new and renovated shrub bed and median plantings occurred in 2012. The community and regional interest in the xeric gardens at Kendrick Lake Park remains at very high levels. The Division continues to be sought out as a resource for xeric planting by other municipal organizations.

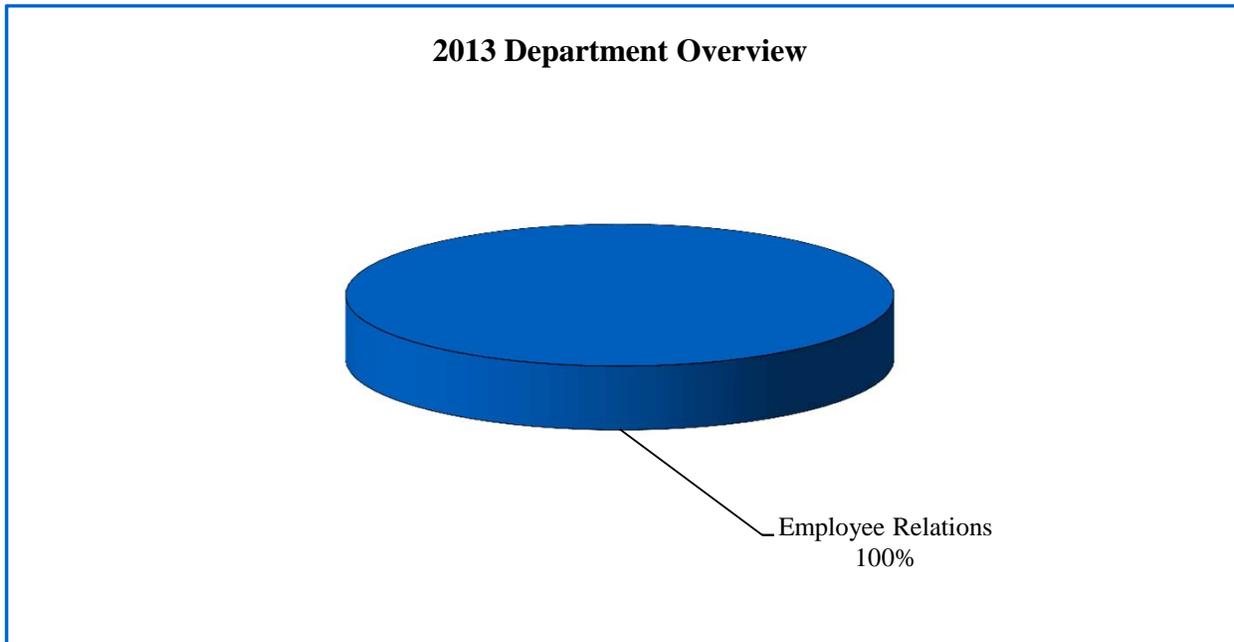


The Division manages and maintains approximately:

- ❖ 82 public developed and undeveloped park sites and 13 public properties
- ❖ 17,547,662 sq. feet of irrigated turf grass
- ❖ 821 acres of native areas in developed and undeveloped park sites
- ❖ 44 park play areas
- ❖ 162,559 linear feet of concrete, asphalt, crusher fines, and earthen trails
- ❖ 1,278,227 sq. feet of medians at 136 locations
- ❖ 56 athletic fields
- ❖ 14 reservable picnic shelters
- ❖ 36 tennis courts
- ❖ Over 135 irrigation systems are programmed and maintained
- ❖ Over 60 miles of right-of-way are maintained



# EMPLOYEE RELATIONS



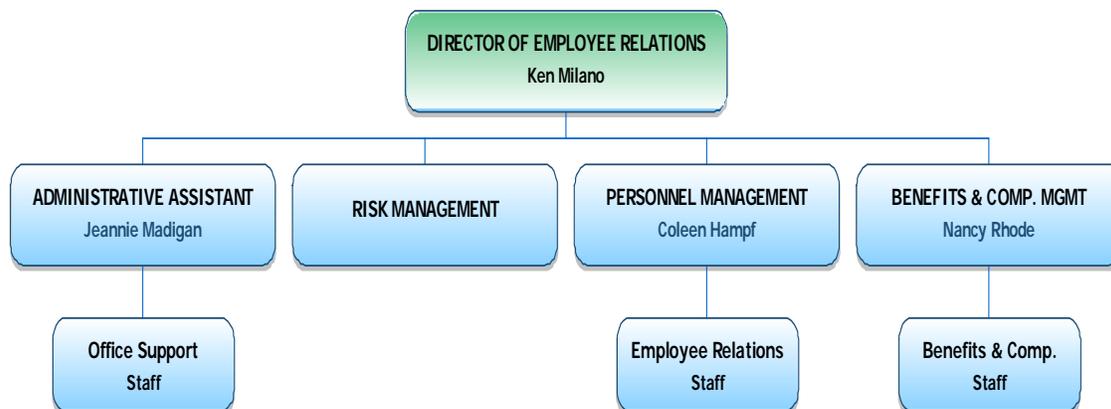
|                             | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|-----------------------------|----------------|----------------|-----------------|----------------|
| Employee Relations          | \$ 1,318,000   | \$ 1,423,415   | \$ 1,494,952    | \$ 1,598,574   |
| <b>TOTAL:</b>               | \$ 1,318,000   | \$ 1,423,415   | \$ 1,494,952    | \$ 1,598,574   |
| <b>Percent to All Funds</b> | 0.94%          | 0.97%          | 0.91%           | 1.03%          |



# EMPLOYEE RELATIONS

(303) 987-7700

[www.lakewood.org/EmployeeRelations/](http://www.lakewood.org/EmployeeRelations/)





**Department: Employee Relations**

**Mission Statement:** The Department of Employee Relations is committed to establishing and maintaining a City workforce and culture that ensures the needs of our citizens are met. The Department provides exceptional quality services and organizational leadership in all disciplines of human resources.

**Purpose:** The administrative program area of the Department of Employee Relations oversees the total activities of the Department with a strong emphasis in Human Resource Management.

Human Resource Management directs functions related to recruiting, interviewing, training, policy development and interpretation, the Human Resource Information System (HRIS), Citywide staffing, budget, unemployment, performance management, and new employee on-boarding efforts.

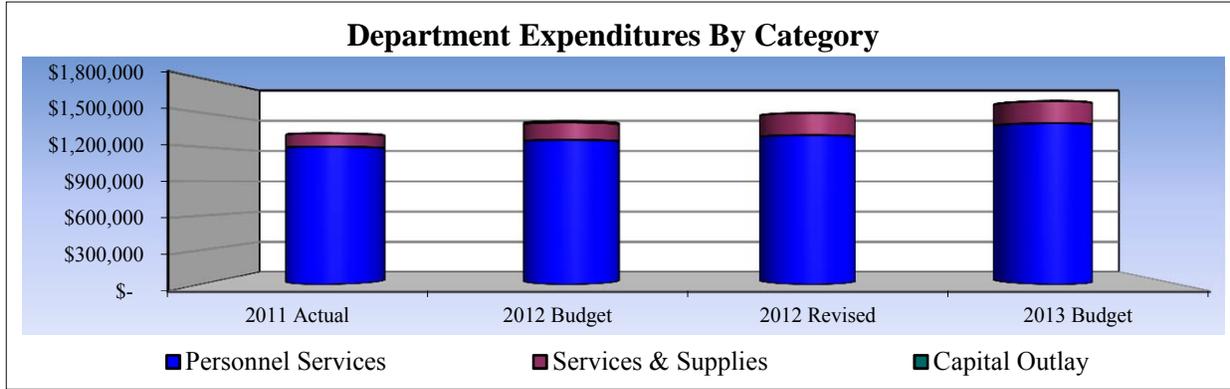
Activities performed will ensure that all individuals, irrespective of race, age, national origin, color, creed, religion, ancestry, sex, sexual orientation or gender expression, military service, veterans status, marital status, socio-economic status, disability, or any other applicable status protected by state or federal law, have the opportunity to compete for City jobs and are treated with respect in order to retain satisfied employees.

The Benefits and Compensation Administration program serves as the coordinating and communication point for the numerous vendors that provide the benefit packages available to employees. The program includes oversight and administration of all employee and retiree benefits including medical, dental, and vision health plans, life insurance, disability insurance, pension and deferred compensation programs, time-off benefits, and a variety of miscellaneous employee benefits. This program also manages the City's salary and compensation plans, classification system, and the HRIS systems for benefits and compensation.

Risk Management coordinates and administers various claims generated from City operations. These include workers' compensation, auto liability, general liability, and property claims. This service also includes accident investigations and in service training programs. To Risk Management, there is nothing more important than the safety and health of our employees and citizens and protecting the assets of the City. Risk Management is committed to protecting the City of Lakewood through education, training, and awareness while complying with all applicable local, state, and federal regulations.

**Department Expenditures By Category**

|                     | <b>2011<br/>Actual</b> | <b>2012<br/>Budget</b> | <b>2012<br/>Revised</b> | <b>2013<br/>Budget</b> |
|---------------------|------------------------|------------------------|-------------------------|------------------------|
| Personnel Services  | \$ 1,201,820           | \$ 1,261,088           | \$ 1,302,392            | \$ 1,406,014           |
| Services & Supplies | \$ 116,180             | \$ 151,687             | \$ 192,560              | \$ 192,560             |
| Capital Outlay      | \$ -                   | \$ 10,640              | \$ -                    | \$ -                   |
| <b>TOTAL:</b>       | <b>\$ 1,318,000</b>    | <b>\$ 1,423,415</b>    | <b>\$ 1,494,952</b>     | <b>\$ 1,598,574</b>    |



### Department Expenditures By Fund

|               | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|---------------|----------------|----------------|-----------------|----------------|
| General Fund  | \$ 1,318,000   | \$ 1,423,415   | \$ 1,494,952    | \$ 1,598,574   |
| <b>TOTAL:</b> | \$ 1,318,000   | \$ 1,423,415   | \$ 1,494,952    | \$ 1,598,574   |

### Full-Time Positions

*Positions are stated in full-time equivalents (FTE) based on 2,080 hours per year.*

|  | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|--|----------------|----------------|-----------------|----------------|
| Director of Employee Relations                               | 1.00           | 1.00           | 1.00            | 1.00           |
| Benefits & Compensation Manager                              | 1.00           | 1.00           | 1.00            | 1.00           |
| Benefits & Compensation Specialist                           | 1.00           | 1.00           | 1.00            | 1.00           |
| Benefits Coordinator   | -              | -              | 1.00            | 1.00           |
| Benefits Technician  | 1.00           | 1.00           | -               | -              |
| Business Specialist  | -              | -              | 0.64            | 1.00           |
| Business Support Specialist                                  | 1.67           | 2.00           | 0.36            | -              |
| Employee Relations Coordinator                               | 1.00           | 1.00           | 1.00            | 1.00           |
| Employee Relations Specialist                                | 1.00           | 1.00           | 1.00            | 1.00           |
| Office Support Specialist                                    | -              | -              | 1.00            | 1.00           |
| Office Support Supervisor                                    | 1.00           | 1.00           | 1.00            | 1.00           |
| Personnel Manager  | 1.00           | 1.00           | 1.00            | 1.00           |
| Risk Mgmt Admin-Prop Casualty                                | 1.00           | 1.00           | 1.00            | 1.00           |
| Risk Mgmt Admin-Workers Comp                                 | 1.00           | 1.00           | 1.00            | 1.00           |
| Sr Employee Relations Coordinator                            | 2.00           | 2.00           | 2.00            | 2.00           |
| Wellness Coordinator   | -              | -              | 0.25            | 1.00           |
| <b>Total Full-Time Positions (FTE):</b>                      | 13.67          | 14.00          | 14.25           | 15.00          |
| <b>Part-Time Hours</b>                                       | 1,611          | 1,456          | 2,132           | 2,132          |
| <b>Total Full-Time and Part-Time Positions Stated as FTE</b> | 14.44          | 14.70          | 15.28           | 16.03          |



## Budget Variances

### ❖ Personnel Services

- ♦ 2013 Budget vs. 2012 Revised is up \$103,622 due to employee salary and associated benefit increases for department staff and the addition of an Employee Wellness Coordinator position. Revenues from the rent of the "Wellness Room" will be applied to fund the Temporary Full-Time salary; with budget approval, position will transition to Provisional Full-Time status.

## Core Values / Goals / Activities / Expectations / Results-Benefits

### ❖ FISCAL RESPONSIBILITY

- ♦ **GOAL: Provide fiscally responsible, yet competitive compensation and benefit plans**

**Activity:** A comprehensive and competitive compensation and benefits package is provided for current and retired employees complying with federal, state, and local regulations.

**Expectation:** Total compensation is continually monitored and adapted to economic conditions. Good relationships with benefit providers are maintained to better assist with negotiation of costs and design of plans.

**Result-Benefit:**

The Benefits & Compensation Division implemented a new medical Health Reimbursement Account (HRA) plan in 2012 resulting in significant savings. These will be refined to make cost-effective use of total compensation dollars.

In 2011, the City applied for and received almost \$190,000 through the federal government's Early Retiree Reinsurance Program. This money is being used to provide additional funding for the Retiree Health Care Plan.

- ♦ **GOAL: Information is disseminated to citizens regarding services such as interviewing and selection, job postings, etc. Employees are given an orientation and training to communicate organizational culture, programs available to citizens, and service expectations.**

**Activity:**

Organizational leadership is provided for the development and implementation of processes and programs that promote the professional and personal development of all employees. This will create a higher level of effectiveness with citizens and strengthen the education and information given to them: for example, customer service training, conflict management, effective communication, change management, and teambuilding.



## Core Values / Goals / Activities / Expectations / Results-Benefits (continued)

### Expectation:

The Department provides low cost programs to City employees that offer educational opportunities and incentives to help employees maintain overall high customer service levels.

Employees are trained in areas of respect in the workplace, including citizen and employee relations. Topic areas include the above-mentioned customer service training and employment law, which will cover:

- Discrimination
- Sexual harassment
- Workplace violence
- Americans with Disabilities Act (ADA) Title I and Title II
- Americans with Disabilities Act Amendment Act (ADAAA)
- Ethics

This training promotes creating a safe work environment allowing employees to provide outstanding customer service to the citizens of the Lakewood community.

The Department has a new employee orientation program that consists of a 2-day new employee welcome (NEW). This program presents information related to the City's culture, benefits, risk management, information technology and payroll, wellness, employee development, and policies. NEW is very interactive and features participants from several departments. It also includes an introduction to the City by members of the City's Management Team. Orientations are typically held once a month near new employees' start date. Supervisors in 2011 were trained on employment law issues. Every year they are also trained on performance and development concerns, highlighting service and professionalism, teamwork and cooperation, and work effectiveness. New supervisors receive an additional 1/2 day of orientation.

**Result-Benefit:** The goal is to create a positive employee/citizen interaction. Employees work in an environment free of harassment, discrimination, and violence. Citizen concerns are managed effectively. Employee satisfaction and retention is high.

New employees are acculturated into a customer service oriented environment. All employees are trained to work effectively with citizens solving their issues and proactively identifying ways to make the community a better place to live, work and do business.

### ❖ EDUCATION AND INFORMATION

- ♦ **GOAL: Employees are provided with comprehensive information about their pay and benefits. New employees participate in a benefits orientation and current and retired employees receive on-going communication and training on topics such as financial planning, retirement, health and welfare**

**Activity:** Various forms of information, such as the intranet, e-mails, the Benefits Book, Benefits Fair, individual consultations, training sessions, and employee meetings are provided to employees upon hire and as an on-going part of their employment with the City.

**Expectation:** The Department provides programs that offer educational opportunities to help employees understand, make decisions, and efficiently and effectively utilize their benefits.





**Core Values / Goals / Activities / Expectations / Results-Benefits (continued)**

**Result-Benefit:**

Various opportunities exist to educate employees and retirees on benefits and total compensation.

|                               | <b>2010<br/>Actual<br/>Participation</b> | <b>2011<br/>Actual<br/>Participation</b> | <b>2012<br/>Expected<br/>Participation</b> | <b>2013<br/>Expected<br/>Participation</b> |
|-------------------------------|--|--|--|--|
| Employee Benefit Orientations | 35                                       | 52                                       | 50   | 50   |
| Benefits Fair (15 Providers)  | 400                                      | 400                                      | 500  | 400  |
| Various Benefit Topics        | 150                                      | 200                                      | 200  | 200  |
| Quarterly Pension Meetings    | 300                                      | 300                                      | 300  | 300  |
| Individual Consultations      | 800                                      | 800                                      | 800  | 800  |

An intranet site is maintained to provide employees with easy access to all benefit forms, frequently asked questions, calendar of events, and much more information on their benefits.

- ◆ **GOAL: Managers and supervisors are kept apprised of regulatory changes regarding employee benefits and compensation.**

**Activity:** Staff follows changes in governmental regulations and develops methods to implement, communicate, and advise on these regulations through the City's Personnel Policies and Administrative Regulations.

**Expectation:** The Department provides guidelines on complying with governmental regulations and City policies.

**Result-Benefit:** Various Administrative Regulations were developed and/or revised this year. In particular, the City continues to monitor the Patient Protection & Affordable Care Act and the Health Care & Education Reconciliation Act.

- ◆ **GOAL: To ensure the effective utilization of financial resources provided by CIGNA and Kaiser totaling \$70,000, coordinate and promote employee wellness initiatives**

**Activity:** The Employee Wellness Coordinator will develop and implement wellness programs to include biometric screens, fitness, exercise and educational incentives.

**Expectation:** The outcome of our employee wellness initiatives will include improvements in employee participation, lifestyle enhancements, and reduction in onset of chronic medical conditions.

**Result-Benefit:** The City of Lakewood and their employees will benefit substantially in improvements of all biometric measures and reductions in overall medical/health plan utilization.

❖ **PHYSICAL & TECHNOLOGICAL INFRASTRUCTURE**

- ◆ **GOAL: Administer progressive, responsive, employee-oriented human resource management processes for all City departments**

**Activity:** The recruiting process, including employment announcements, background checks, reference checks, and hiring the best possible candidate for a position, is imperative to the organization. NeoGov, an on-line application process, streamlines the applications for citizens accessing government jobs throughout the nation.



## Core Values / Goals / Activities / Expectations / Results-Benefits (continued)

### **Expectation:**

Jobs are advertised widely to attract high-quality candidates from a diverse pool of applicants. Employee Relations provides assistance to all departments in hiring the highest quality, best-fit candidates.

Employee Relations conducts background checks for regular full-time and part-time positions, temporary seasonal candidates, volunteers, and independent contractors. Candidates are carefully screened for job-related criminal convictions, drug-related offenses, propensity for theft, motor vehicle records, etc. The Police Department conducts extensive background investigations for Police Department sworn and non-sworn applicants.

### **Result-Benefit:**

Employee Relations and the Police Department started preparing for a Police Agent recruitment beginning in the fall of 2011. The resultant Police Academy will begin in July 2012, with a class of 18 police recruits. The Department is very involved in ongoing recruitments and continues to reach out to a wide variety of sources in search of well-qualified and diverse candidates. Sites such as Craigslist, governmentjobs.com, LatPro, and career-specific websites for certain positions are used. Social media efforts continue to connect with technology-inclined and diverse applicants, to include LinkedIn and Twitter.

Employee Relations works diligently to reduce potential liability in hiring candidates who may not be of extreme quality; to include candidates who are free from concerning criminal records, patterns of questionable behavior, and who exhibit poor work ethics.

---

**Activity:** A positive workplace culture enhances all aspects of employees' lives by providing equal opportunity for training and career development, and a workplace that encourages and promotes diversity in its hiring and selection processes.

### **Expectation:**

The Employee Relations staff works diligently to revise and update the Personnel Policies and Administrative Regulations which includes strong statements regarding discrimination, harassment of any kind, and workplace violence.

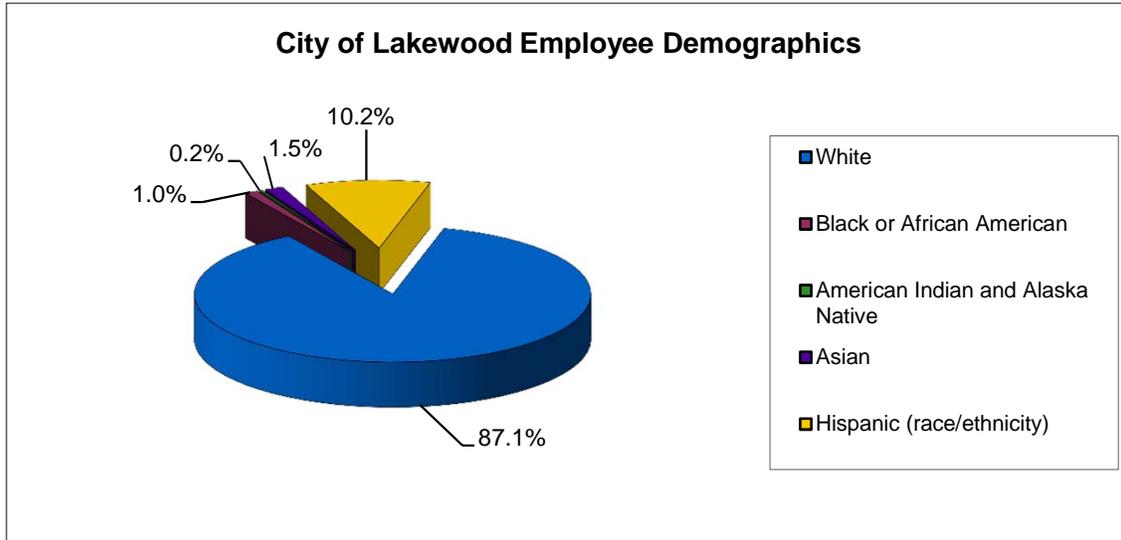
### **Result-Benefit:**

The Department proactively recruits people in protected classes (women, persons of varying racial and ethnic backgrounds, applicants with disabilities, and people over 40 years of age). Specialized websites are often used, depending on the recruitment, to attract a diverse pool of applicants. Diversity recruiting efforts will continue to be an active part of the process.



**Core Values / Goals / Activities / Expectations / Results-Benefits (continued)**

**Result-Benefit: (continued)**



**Activity:** Personnel management involves performance review and development, exit interviews, tracking and maintaining the Transitional Status Program, mediation of disputes, setting standards of expectations for a safe work environment, policy development, and in-house management of unemployment claims.

**Expectation:**

Mediation services are provided between supervisors and employees or employees and co-workers to improve communication and work effectiveness. Two formal mediations and one informal mediation were conducted by the Personnel Division's staff to reduce conflict, increase communication, and create a more productive work environment.

Guidance is given to departments in interpreting policies, procedures, state and federal laws, ensuring that employees and managers are following correct procedures and addressing issues and concerns where there is non-compliance.

The Transitional Status Program includes: monitoring employee injuries and illnesses, providing a time period for employees to recuperate and return to work, and ensuring that employees who remain at work can perform the essential functions of their jobs.

Retention and exit interviews play an important role in providing valuable insight into problem areas that should be addressed in work groups for improving processes and programs.

Throughout the year, Employee Relations assists in formal disciplinary actions and informal counseling and corrective processes with managers and their employees. In the first half of 2012, the Personnel Division conducted eight facilitations with individuals and their supervisors to develop and enhance a positive work environment and reduce turnover. Two mediation sessions were conducted with a work group to reduce future turnover. Supervisors and Employee Relations are using the process to develop managerial employees, and proactive efforts have addressed issues early in the process to increase employee morale and to increase services to the community. Efforts in this process have avoided potential liability and litigation experienced by most organizations.



**Core Values / Goals / Activities / Expectations / Results-Benefits (continued)**

**Result-Benefit: (continued)**

Throughout the year, Employee Relations conducts numerous Transitional Status meetings with employees, managers, and supervisors to discuss employee illnesses and/or injuries, future prognoses, alternative duty, short-term and long-term disability, and at times, medical separations from the City.

The Personnel Division conducts ongoing reviews of Administrative Regulations and policies to ensure that the most up-to-date information is disseminated to employees and supervisors. A review of the Personnel Policies is underway in 2012. Changes will include: disciplinary action appeal procedures and wording simplified. The policies also reflect new employment laws and changes to current laws. New employees are given copies of the current personnel policies at the New Employee Welcome, and training is given at that time. Personnel Policies and Administrative Regulations are published on the City's intranet, COLOR.

Each year, Employee Relations strives to perform a retention interview with new employees. In early 2012, ten retention interviews and 11 exit interviews were conducted. With the information received from exiting and new employees, Employee Relations' staff can assist supervisors in improving the work group or reinforcing the supervisor's leadership ability.

The turnover rate in 2011 for regular employees was 5.4 percent (5.4%), which is less than the "All Colorado" turnover rate of 11.3 percent (11.3%) for government, as published in the Personnel Pulse Survey from Mountain States Employers Council in April 2012. The City strives for open and honest communication, a culture of service and education to the community, teamwork among co-workers, and leadership development and training opportunities, to assist in retaining high-quality employees.

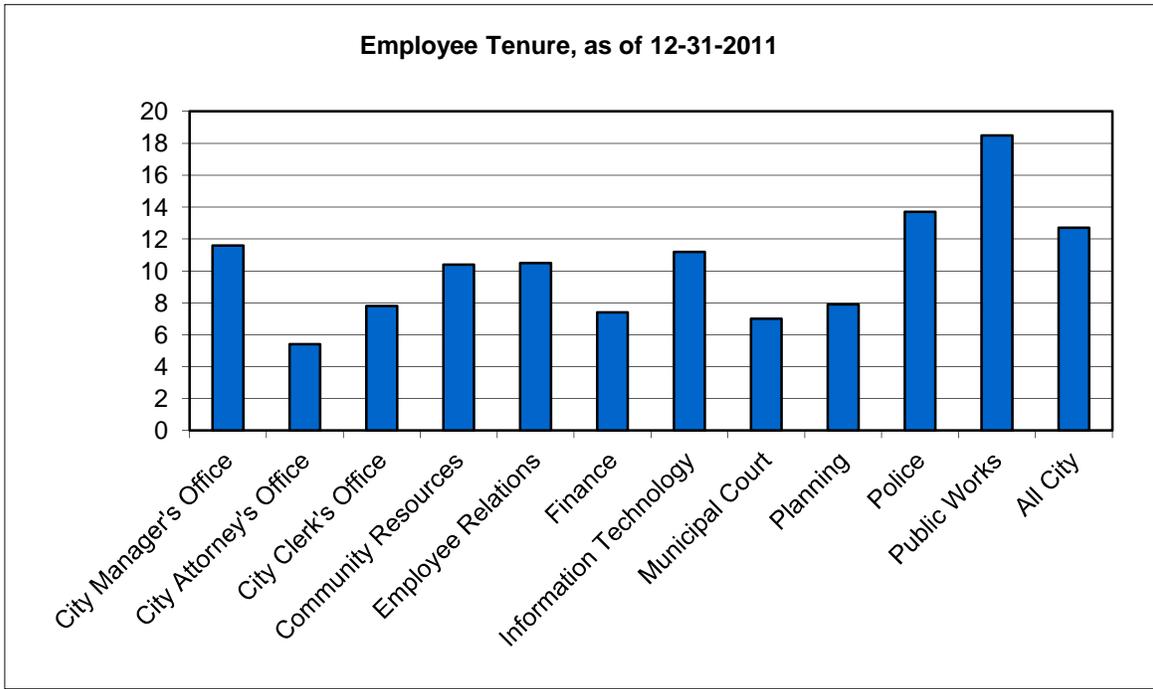
| <u>Year</u> | <u>Turnover Rate</u> |
|-------------|----------------------|
| 2011        | 5.4%                 |
| 2010        | 6.3%                 |
| 2009        | 2.9%                 |
| 2008        | 9.2%                 |
| 2007        | 9.3%                 |
| 2006        | 10.0%                |
| 2005        | 10.0%                |
| 2004        | 10.0%                |
| 2003        | 8.8%                 |
| 2002        | 10.0%                |
| 2001        | 14.0%                |

Unemployment processing continues to be managed by the Personnel Division. Each unemployment claim requires research and a detailed, accurate response within a limited time period set by the Colorado Division of Labor and Employment. The City of Lakewood is a reimbursable employer, therefore each bill must be carefully scrutinized to make sure information and charges are accurate. Since assuming the unemployment claim function for the City, over 371 claims have been processed. Each claim has the potential of costing the City as much as \$13,000.



Core Values / Goals / Activities / Expectations / Results-Benefits (continued)

Result-Benefit: (continued)



- ♦ **GOAL:** Administer progressive, responsive, and competitive compensation and benefit plans designed to attract and retain quality employees, to meet the needs of employees and their families by enhancing employee security, and to help maintain job satisfaction and maximize productivity

**Activity:** A comprehensive and competitive compensation and benefits package is provided for current and retired employees complying with federal, state, and local regulations.

**Expectation:** Total compensation is continually monitored and adapted to economic and workforce changes. Good relationships with benefit providers are maintained to better assist with mediation and facilitation between employees and vendors when resolving problems.

**Result-Benefit:**

The City of Lakewood administers 3 pension plans, 4 medical plans, 2 dental plans, a vision plan, 3 life insurance plans, a survivor life plan, a Police Duty Death and Disability plan, a travel accident plan, 3 disability plans, an optional insurance plan, 2 flexible spending plans, an Employee Assistance program, various retiree plans, and numerous other benefits.

| <u>Plan / Employees</u>      | <u>2010 Actual</u>   | <u>2011 Actual</u>   | <u>2012 Revised</u>  | <u>2013 Budget</u>   |
|------------------------------|----------------------|----------------------|----------------------|----------------------|
| Medical Insurance (855)      | \$ 6,713,585         | \$ 7,048,302         | \$ 8,358,953         | \$ 9,612,796         |
| Vision Insurance (855)       | \$ 98,514            | \$ 94,319            | \$ 95,000            | \$ 99,000            |
| Dental Insurance (869)       | \$ 529,503           | \$ 499,537           | \$ 625,000           | \$ 680,000           |
| Life Related Insurance (976) | \$ 252,812           | \$ 245,429           | \$ 265,000           | \$ 266,000           |
| Disability Insurance (976)   | \$ 243,258           | \$ 155,994           | \$ 244,000           | \$ 244,000           |
| Medicare (799)               | \$ 724,197           | \$ 741,800           | \$ 732,000           | \$ 750,000           |
| Pension/Retirement (976)     | \$ 5,494,617         | \$ 5,398,243         | \$ 5,506,000         | \$ 5,644,000         |
| <b>TOTAL</b>                 | <b>\$ 14,056,486</b> | <b>\$ 14,183,624</b> | <b>\$ 15,825,953</b> | <b>\$ 17,295,796</b> |

Assistance is provided to terminated and retired employees.



**Core Values / Goals / Activities / Expectations / Results-Benefits (continued)**

**Result-Benefit: (continued)**

|                              | <u>2010<br/>Participation</u> | <u>2011<br/>Participation</u> | <u>2012<br/>Expected</u> | <u>2013<br/>Expected</u> |
|------------------------------|-------------------------------|-------------------------------|--------------------------|--------------------------|
| Employee Benefit Checklist   | 58                            | 53                            | 80                       | 80                       |
| COBRA* Participants          | 14                            | 24                            | 20                       | 20                       |
| Retirees Health Participants | 42                            | 45                            | 50                       | 50                       |

\*Consolidated Omnibus Budget Reconciliation Act of 1985

**Activity:** Comprehensive salary and benefit surveys are utilized to compile necessary data to determine competitive wages and benefits provided in the market.

**Expectation:** Through the salary and benefit surveys that are conducted, the City stays current with the market and is able to adapt to economic and workforce changes.

**Result-Benefit:** Participation in close to 200 different salary and benefit surveys is done each year.

**Activity:** Internal equity is maintained among City jobs.

**Expectation:** Through the use of an internal job evaluation system as well as market data, jobs are scored and the appropriate pay level is determined.

**Result-Benefit:** The Benefits and Compensation Division has done 14 classifications and reclassifications as of May 2012. Additionally 16 reclassification studies were identified to be completed by the third quarter of 2012. The market plays a large part in placement of a position in the City's pay plan. Research is conducted in the market, and reclassification interviews are held to determine the correct internal placement of the position.

**Activity:** Case management is provided for all leave of absence programs.

**Expectation:** The City strives to minimize time away from work by monitoring leaves of absences and ensuring that the program is properly utilized.

**Result-Benefit:** Various leave of absence programs are managed each year.

| <u>Type of Leave</u>  | <u>2010<br/>Participation</u> | <u>2011<br/>Participation</u> | <u>2012<br/>Expected</u> | <u>2013<br/>Expected</u> |
|-----------------------|-------------------------------|-------------------------------|--------------------------|--------------------------|
| Medical Leaves        | 247                           | 223                           | 250                      | 250                      |
| Short-Term Disability | 20                            | 17                            | 20                       | 20                       |
| Long-Term Disability  | 21                            | 21                            | 25                       | 25                       |
| Military Leave        | 7                             | 4                             | 5                        | 5                        |
| Personal Leave        | 4                             | 5                             | 5                        | 5                        |
| Sick-Leave Donations  | 2                             | 2                             | 5                        | 5                        |



## Core Values / Goals / Activities / Expectations / Results-Benefits (continued)

- ♦ **GOAL:** The goal of Risk Management is to provide a safe environment for our employees and citizens, minimize financial risks to the City and protect the financial assets of the City by identifying, analyzing and implementing risk prevention and safety programs and developing effective channels of communication through excellent customer service.

**Activity:** Risk Management is committed to protecting the City of Lakewood through education, training and awareness. The Risk Management function acts as a support service to all City departments and our citizens. We are dedicated to minimizing or eliminating the exposure of City assets and resources to accidental and business loss. Risk Management assists all levels of management and employees to maintain safety programs and practices that will ensure the safe and effective completion of City services and reduce accidents and injuries.

**Expectation:** Staff provides effective, proactive loss prevention programs, policies and procedures that help eliminate the conditions and practices that cause loss and damage.

**Result-Benefit:** The Risk Management staff continues to build upon the successes with self-management. The City enjoys a low workers' compensation modifier and our effective case management of our property and casualty claims continues to keep costs at a minimum. The City's philosophy emphasizes communication and customer satisfaction which is effective in Risk Management and benefited by citizens and employees.

## General Comments

Regulatory changes from the state and federal level affecting employment and benefit issues regularly impact the Department of Employee Relations. During 2012 and 2013, attention will be directed toward state and federal regulations such as the Americans with Disabilities Act (ADA), the ADA Amendments Act of 2008 (ADAAA), Title I and Title II. Title I prohibits employment discrimination against qualified individuals with disabilities and Title II focuses on citizen accommodations. The City has brought together a group of ADA experts in different divisions who will ensure that all changes are made to comply with Title II by 2012. Other updates include the Family Medical Leave Act (FMLA), Occupational Safety and Hazards Authority (OSHA), Fair Labor Standards Act (FLSA), Consolidated Omnibus Budget Reconciliation Act (COBRA), various military-related regulations and their influence on the workplace, and the Patient Protection & Affordable Care Act (PPACA) and the Health Care & Education Reconciliation Act.

The Personnel Division will continue to conduct training sessions to further manage development and succession planning as well as work on new employee on-boarding and retention efforts. Outreach efforts to high schools will be provided to promote City government to future job seekers. This includes working with Jeffco Works to provide employment opportunities to displaced workers.

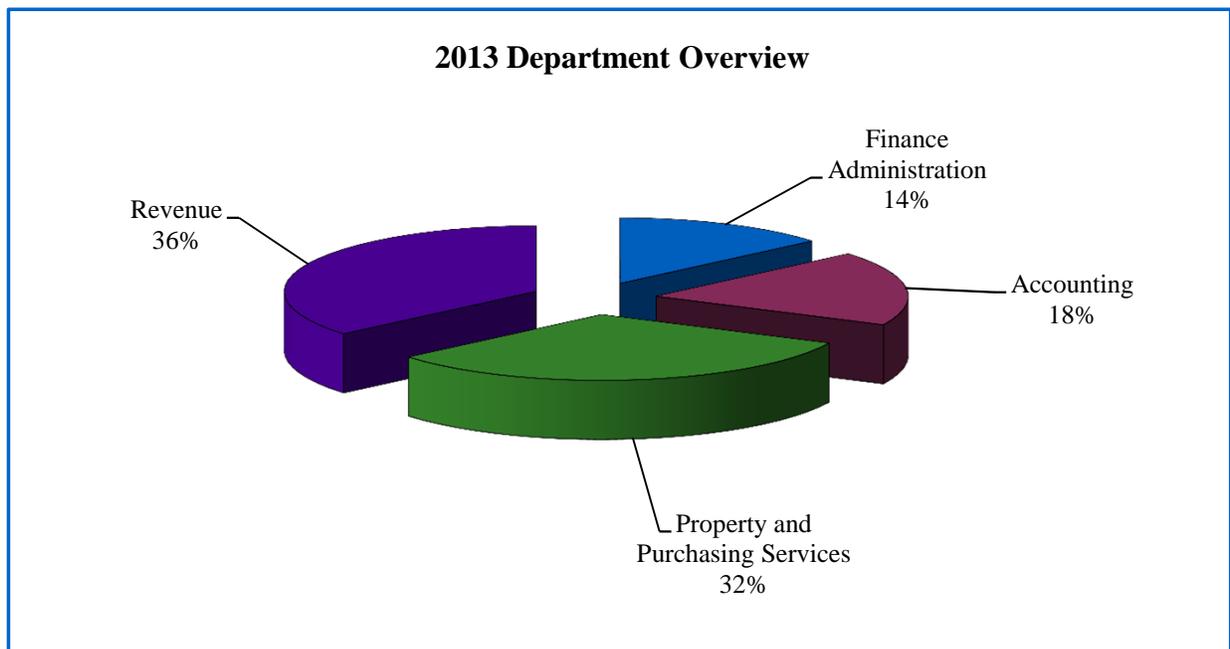
To insure the effective utilization of the financial resources provided by CIGNA and Kaiser totaling \$70,000, our Employee Wellness Coordinator will coordinate and promote employee wellness initiatives. Over the next 12 to 24 months, an ongoing analysis of the "Return on Investment" (ROI) for the funding of the "provisional" Employee Wellness Coordinator position will be completed.



THIS PAGE INTENTIONALLY LEFT BLANK



# FINANCE



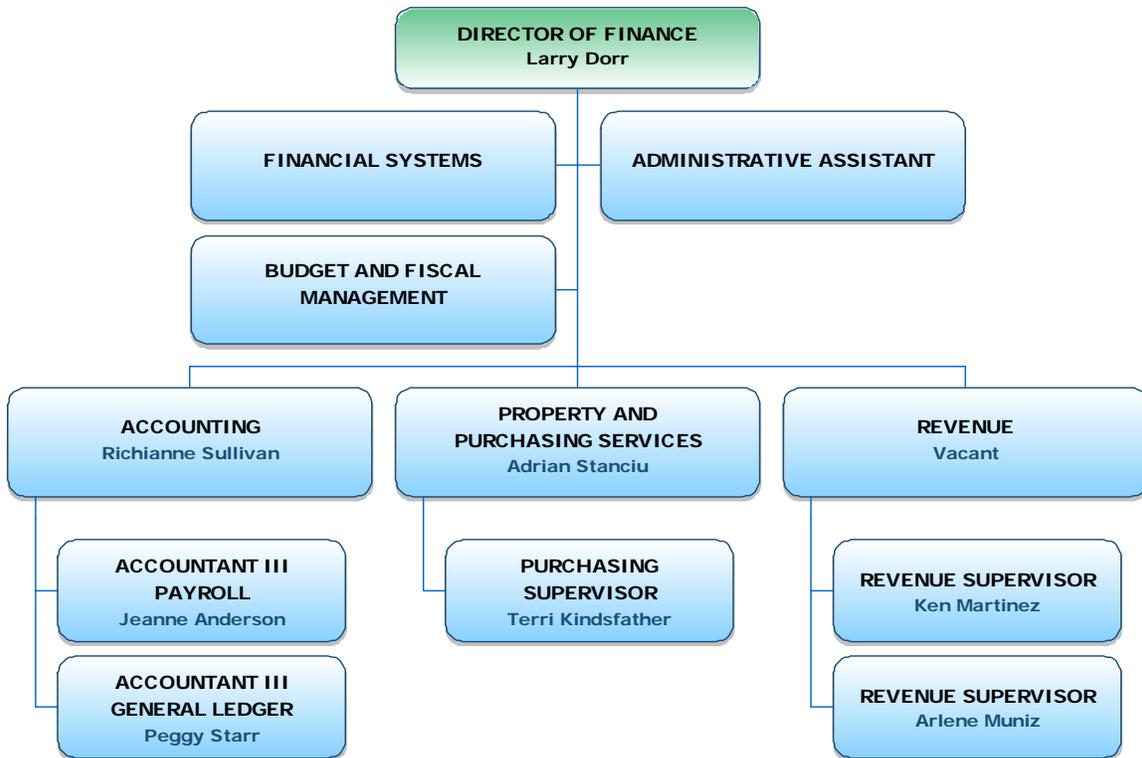
|                                  | 2011<br>Actual      | 2012<br>Budget      | 2012<br>Revised     | 2013<br>Budget      |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|
| Finance Administration           | \$ 446,772          | \$ 514,586          | \$ 503,241          | \$ 529,309          |
| Accounting                       | \$ 1,075,021        | \$ 684,213          | \$ 673,145          | \$ 704,772          |
| Property and Purchasing Services | \$ 1,024,766        | \$ 1,178,413        | \$ 1,176,357        | \$ 1,214,969        |
| Revenue                          | \$ 691,246          | \$ 909,428          | \$ 1,134,281        | \$ 1,388,274        |
| <b>TOTAL:</b>                    | <b>\$ 3,237,805</b> | <b>\$ 3,286,640</b> | <b>\$ 3,487,024</b> | <b>\$ 3,837,324</b> |
| <b>Percent to All Funds</b>      | 2.32%               | 2.25%               | 2.12%               | 2.48%               |



# FINANCE DEPARTMENT

(303) 987-7600

[www.lakewood.org/Finance/](http://www.lakewood.org/Finance/)



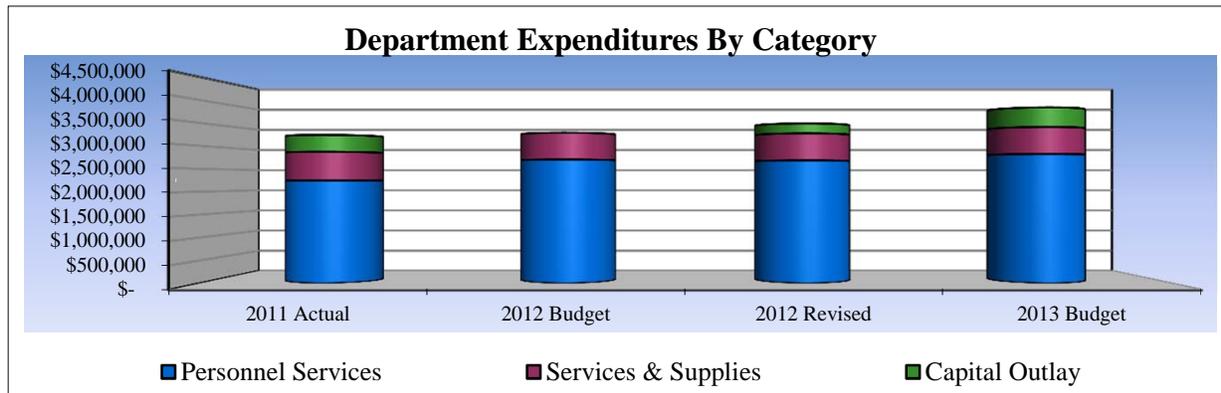


**Department: Finance**

**Mission Statement:** Provide a responsive fiscal and asset management foundation to meet the needs of the community through professional, knowledgeable, and ethical services.

**Department Expenditures By Category**

|                     | 2011<br>Actual      | 2012<br>Budget      | 2012<br>Revised     | 2013<br>Budget      |
|---------------------|---------------------|---------------------|---------------------|---------------------|
| Personnel Services  | \$ 2,243,687        | \$ 2,701,395        | \$ 2,682,464        | \$ 2,822,732        |
| Services & Supplies | \$ 626,506          | \$ 584,445          | \$ 588,760          | \$ 588,792          |
| Capital Outlay      | \$ 367,612          | \$ 800              | \$ 215,800          | \$ 425,800          |
| <b>TOTAL:</b>       | <b>\$ 3,237,805</b> | <b>\$ 3,286,640</b> | <b>\$ 3,487,024</b> | <b>\$ 3,837,324</b> |



**Department Expenditures By Fund**

|                          | 2011<br>Actual      | 2012<br>Budget      | 2012<br>Revised     | 2013<br>Budget      |
|--------------------------|---------------------|---------------------|---------------------|---------------------|
| General Fund             | \$ 2,686,839        | \$ 3,192,807        | \$ 3,409,878        | \$ 3,748,544        |
| Capital Improvement Fund | \$ 55,878           | \$ 58,064           | \$ 41,867           | \$ 52,286           |
| Grants Fund              | \$ 495,088          | \$ 35,769           | \$ 35,279           | \$ 36,494           |
| <b>TOTAL:</b>            | <b>\$ 3,237,805</b> | <b>\$ 3,286,640</b> | <b>\$ 3,487,024</b> | <b>\$ 3,837,324</b> |



**Full-Time Positions**

*Positions are stated in full-time equivalents (FTE) based on 2,080 hours per year.*

|  | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|--|----------------|----------------|-----------------|----------------|
| Director of Finance / City Treasurer                         | 1.00           | 1.00           | 1.00            | 1.00           |
| Accountant I   | 1.00           | 1.00           | 1.00            | 1.00           |
| Accountant II  | 0.94           | 0.94           | 0.94            | 0.94           |
| Accountant III/Sr Accountant                                 | 1.45           | 1.87           | 1.87            | 1.87           |
| Accounting Clerk   | 0.37           | 1.00           | 1.00            | 1.00           |
| Accounting Manager   | 1.00           | 1.00           | 1.00            | 1.00           |
| Accounting Technician  | 1.00           | 1.00           | 1.00            | 1.00           |
| Administrative Assistant                                     | 1.00           | 1.00           | 1.00            | 1.00           |
| Audit Supervisor   | 0.93           | -              | -               | -              |
| Budget & Finance Mgmt Analyst                                | 1.00           | 1.00           | 1.00            | 1.00           |
| Buyer I  | 1.00           | 1.00           | 1.00            | 1.00           |
| Compliance Technician  | 1.00           | 1.00           | 1.00            | 1.00           |
| Contract Administrator                                       | 2.00           | 2.00           | 2.00            | 2.00           |
| Financial Systems Analyst                                    | -              | 1.00           | 1.00            | 1.00           |
| Lead Accountant I  | 0.75           | 0.75           | 0.75            | 0.75           |
| Property & Purchasing Division Mgr                           | 1.00           | 1.00           | 1.00            | 1.00           |
| Public Improvement Fee Auditor                               | 1.00           | 1.00           | 1.00            | 1.00           |
| Public Improvement Fee Specialist                            | 0.50           | -              | -               | -              |
| Public Improvement Fee Supervisor                            | 0.94           | -              | -               | -              |
| Public Improvement Fee Technician                            | 0.50           | -              | -               | -              |
| Purchasing/Mailroom Supervisor                               | 1.00           | 1.00           | 1.00            | 1.00           |
| Revenue Manager  | 1.00           | 1.00           | 1.00            | 1.00           |
| Revenue Specialist   | 0.20           | -              | -               | -              |
| Revenue Supervisor   | 0.05           | 2.00           | 2.00            | 2.00           |
| Revenue/PIF Specialist                                       | 0.19           | 2.00           | 2.00            | 2.00           |
| Revenue/PIF Technician                                       | 1.00           | 2.00           | 2.00            | 2.00           |
| Right of Way Agent   | 3.00           | 3.00           | 3.00            | 3.00           |
| Sales Tax Auditor  | 4.75           | 5.00           | 5.00            | 5.00           |
| <b>Total Full-Time Positions (FTE):</b>                      | <b>29.57</b>   | <b>33.56</b>   | <b>33.56</b>    | <b>33.56</b>   |
| <b>Part-Time Hours</b>                                       | <b>4,307</b>   | <b>6,321</b>   | <b>5,906</b>    | <b>5,906</b>   |
| <b>Total Full-Time and Part-Time Positions Stated as FTE</b> | <b>31.64</b>   | <b>36.60</b>   | <b>36.40</b>    | <b>36.40</b>   |

**Budget Variances**

❖ **Personnel Services**

- ♦ 2012 Budget vs. 2011 Actual is up \$457,708 due to several vacant positions throughout 2011 that were budgeted to be filled in 2012.

❖ **Capital Outlay**

- ♦ 2012 Budget vs. 2011 Actual is down \$366,812 due to the accrual of certain expenses related to accounts payable in the Grants Fund for 2011.



## Budget Variances (continued)

### ❖ Capital Outlay (continued)

- ◆ 2012 Revised vs. 2012 Budget is up \$215,000 due to the lease payment for one-half of year on the Revenue System Software.
- ◆ 2013 Budget vs. 2102 Revised is up \$210,000 due to the full-year balance of the lease payment on the Revenue System Software.

## Core Values / Goals

### ❖ OPEN AND HONEST COMMUNICATION

- ◆ **GOAL: Deliver accurate and timely communication of financial and other applicable information**

### ❖ FISCAL RESPONSIBILITY

- ◆ **GOAL: Manage an orderly flow of the City's financial resources and assets to ensure financial integrity**
- ◆ **GOAL: Assure compliance with applicable ordinances, agreements, guidelines, and regulations**

### ❖ EDUCATION AND INFORMATION

- ◆ **GOAL: Educate the community to enhance business relationships**



**Program:** Finance Administration

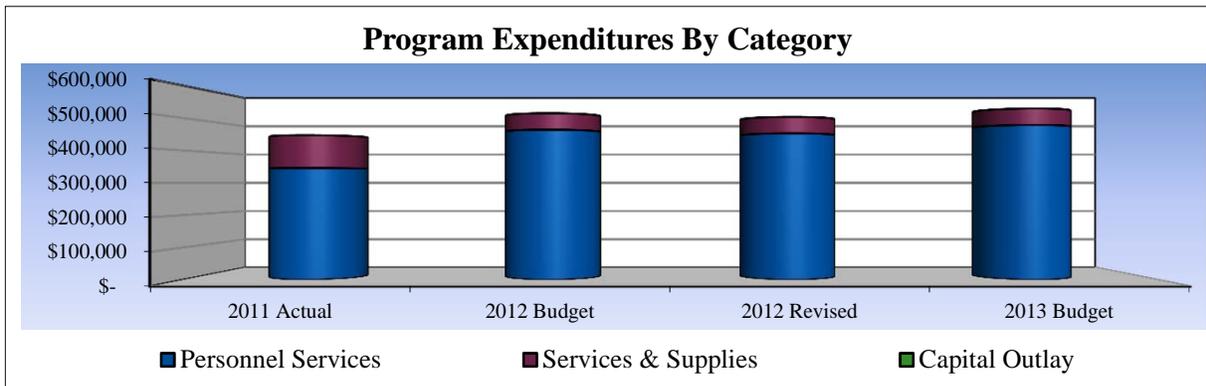
**Department:** Finance

**Division:** Administration

**Purpose:** The Administration Division manages the day-to-day activities of the Finance Department. The Division also provides direct management of the Citywide budget, treasury, debt, financial analysis, and all financial activities of the Lakewood Reinvestment Authority and the Lakewood Public Building Authority.

**Program Expenditures By Category**

|                     | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|---------------------|----------------|----------------|-----------------|----------------|
| Personnel Services  | \$ 345,482     | \$ 463,822     | \$ 452,477      | \$ 478,545     |
| Services & Supplies | \$ 101,290     | \$ 50,764      | \$ 50,764       | \$ 50,764      |
| Capital Outlay      | \$ -           | \$ -           | \$ -            | \$ -           |
| <b>TOTAL:</b>       | \$ 446,772     | \$ 514,586     | \$ 503,241      | \$ 529,309     |



**Program Expenditures By Fund**

|               | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|---------------|----------------|----------------|-----------------|----------------|
| General Fund  | \$ 446,772     | \$ 514,586     | \$ 503,241      | \$ 529,309     |
| <b>TOTAL:</b> | \$ 446,772     | \$ 514,586     | \$ 503,241      | \$ 529,309     |



**Full-Time Positions**

*Positions are stated in full-time equivalents (FTE) based on 2,080 hours per year.*

|  | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|--|----------------|----------------|-----------------|----------------|
| Director of Finance/City Treasurer                           | 1.00           | 1.00           | 1.00            | 1.00           |
| Administrative Assistant                                     | 1.00           | 1.00           | 1.00            | 1.00           |
| Budget & Finance Mgmt Analyst                                | 1.00           | 1.00           | 1.00            | 1.00           |
| Financial Systems Analyst                                    | -              | 1.00           | 1.00            | 1.00           |
| <b>Total Full-Time Positions (FTE):</b>                      | <b>3.00</b>    | <b>4.00</b>    | <b>4.00</b>     | <b>4.00</b>    |
| <b>Part-Time Hours</b>                                       | -              | -              | -               | -              |
| <b>Total Full-Time and Part-Time Positions Stated as FTE</b> | <b>3.00</b>    | <b>4.00</b>    | <b>4.00</b>     | <b>4.00</b>    |

**Budget Variances**

❖ **Personnel Services**

- ◆ 2012 Budget vs. 2011 Actual is up \$118,340 due to the Financial Systems Analyst position was vacant all of 2011.

❖ **Services & Supplies**

- ◆ 2012 Budget vs. 2011 Actual is down \$50,526 due to consulting costs associated with the accounting system in 2011.

**Goals / Activities / Expectations / Results-Benefits**

◆ **GOAL: Deliver accurate and timely communication of financial and other applicable information**

**Activity:** Monthly, quarterly, annual, and as-needed financial reports are provided to the City Council, City Manager, other City staff, and citizens.

**Expectation:** Financial information will be provided in an accurate, user-friendly, and timely fashion. This information shall assist in short-term and long-term financial planning and decision making.

**Result-Benefit:** Monthly reports are provided to the City Council's Budget and Audit Committee that include revenue and expenditure activities. Contained within the budget, the financial Strategic Plan of the City is presented.

◆ **GOAL: Manage an orderly flow of the City's financial resources and assets to ensure financial integrity**

**Activity:** The Division manages all aspects of the City treasury.

**Expectation:** The City Treasurer will manage the treasury with the three following principles in order of priority: (1) safety, (2) liquidity, and (3) yield.



Goals / Activities / Expectations / Results-Benefits (continued)

Result-Benefit:

| <u>Treasury Statistics</u>                   | <u>2008</u>    | <u>2009</u>    | <u>2010</u>    | <u>2011</u>    |
|--|----------------|----------------|----------------|----------------|
| Number of Investment Positions (as of 12/31) | 79             | 83             | 73             | 76             |
| Capital Managed (as of 12/31)                | \$ 52,593,000  | \$ 52,596,000  | \$ 52,595,000  | \$ 54,370,000  |
| General Fund Interest Earnings               | \$ 1,624,000   | \$ 616,000     | \$ 274,000     | \$ 662,000     |
| Cash Revenues Managed (All Funds)            | \$ 156,869,000 | \$ 162,000,000 | \$ 156,000,000 | \$ 150,800,000 |

◆ GOAL: Assure compliance with applicable ordinances, agreements, guidelines, and regulations

Activity: A balanced budget is presented for adoption by the City Council in accordance with the City Charter, Colorado statutes, and Government Finance Officers Association (GFOA) recommended practices.

Expectation: The Division will create a budget document that is easy to understand, communicates the services provided, and identifies the City's financial condition to the citizens of Lakewood.

Result-Benefit:

On October 10, 2011 the City Council adopted the 2012 Budget via Ordinance O-2011-22. The 2013 Budget is being presented to City Council on October 8, 2012 for adoption by ordinance.

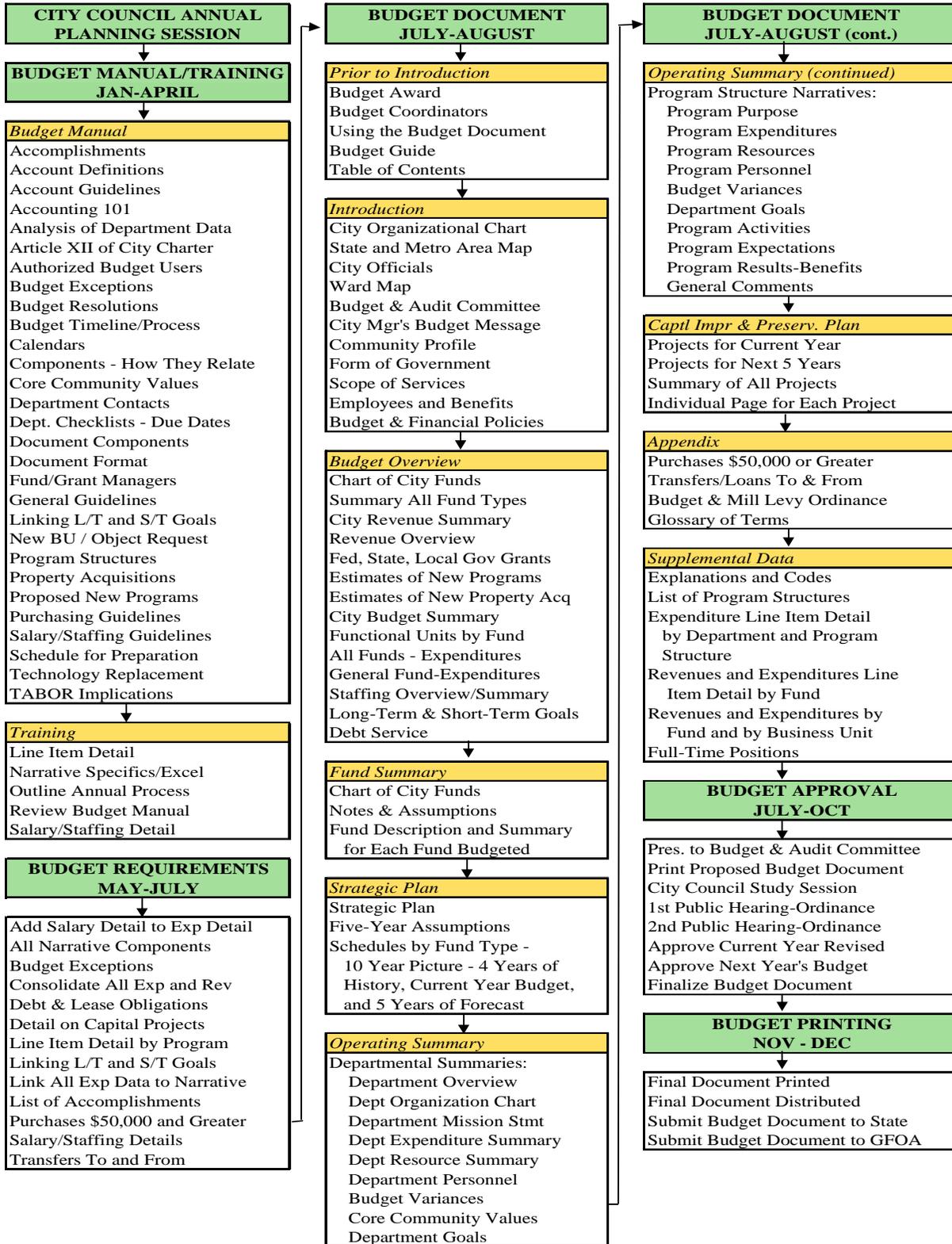
The City employs a bottom-up budgeting approach. As such, the Division facilitates all 30 Citywide budget coordinators by providing training, a comprehensive budget manual, and in-depth financial templates.

The GFOA has reviewed the budget and has awarded the Distinguished Budget Presentation Award for the twelfth consecutive year. This document will be submitted to the award program.

Budget reductions and annual exceptions are coordinated and implemented.



Goals / Activities / Expectations / Results-Benefits (continued)





## General Comments

Employees within the Department are encouraged to recognize their co-workers for performances that increase the effectiveness and the team spirit of the Department. Each month employees submit their recommendations and three winners are selected by a drawing. All of the submissions are reviewed by an employee team with representation from each division to select a quarterly winner.



The above picture is of the most recent quarterly winners. Great job!!

Recognition of outstanding performance was given to the above recipients for:

- ❖ Identifying and implementing a process to convert the pdf files that are received from the lockbox provider into images compatible with Laserfiche which improved overall data management efficiency and eliminated the monthly file transmission fee.
- ❖ Taking the lead on processing sales/use tax applications, coordinating the details to correct printing requirements for the Daily Batch Reports, and assisting others with certified mailings and bankruptcy information.
- ❖ Quickly responding to requests to process special accounts payable checks when they are needed immediately including when a special check is needed right after finishing the weekly check run.
- ❖ Using a combination of research, mapping, and field visits to assess the location of 286 bus benches relative to the City's rights-of-way and easements to determine whether the City had authority to have a vendor place and replace these bus benches.



**Program:** Accounting

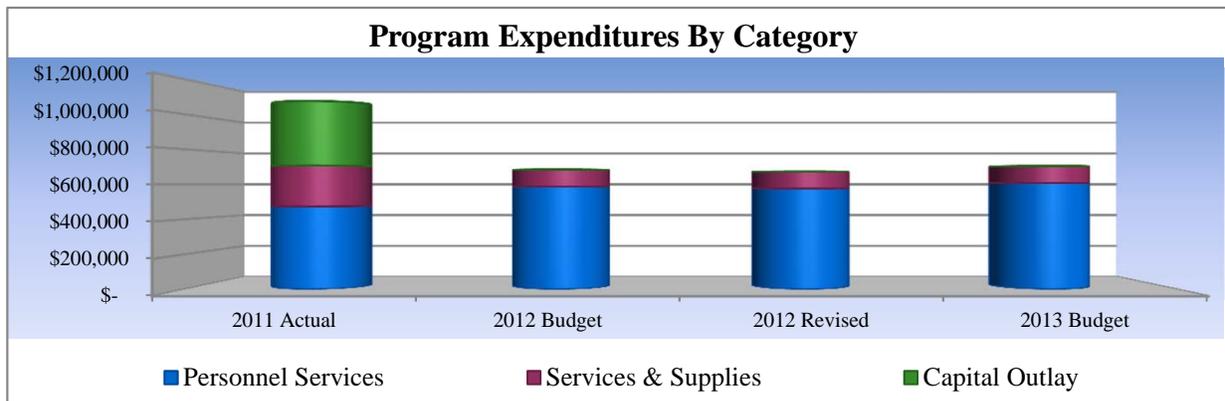
**Department:** Finance

**Division:** Accounting

**Purpose:** The Accounting Division is responsible for the administration of all financial record keeping and reporting functions. The objective of the Accounting Division is to help maintain a fiscally sound government organization that conforms to legal requirements and to generally accepted financial management principles.

**Program Expenditures By Category**

|                     | 2011<br>Actual      | 2012<br>Budget    | 2012<br>Revised   | 2013<br>Budget    |
|---------------------|---------------------|-------------------|-------------------|-------------------|
| Personnel Services  | \$ 473,311          | \$ 586,788        | \$ 575,720        | \$ 607,347        |
| Services & Supplies | \$ 234,098          | \$ 97,425         | \$ 97,425         | \$ 97,425         |
| Capital Outlay      | \$ 367,612          | \$ -              | \$ -              | \$ -              |
| <b>TOTAL:</b>       | <b>\$ 1,075,021</b> | <b>\$ 684,213</b> | <b>\$ 673,145</b> | <b>\$ 704,772</b> |



**Program Expenditures By Fund**

|               | 2011<br>Actual      | 2012<br>Budget    | 2012<br>Revised   | 2013<br>Budget    |
|---------------|---------------------|-------------------|-------------------|-------------------|
| General Fund  | \$ 579,933          | \$ 648,444        | \$ 637,866        | \$ 668,278        |
| Grants Fund   | \$ 495,088          | \$ 35,769         | \$ 35,279         | \$ 36,494         |
| <b>TOTAL:</b> | <b>\$ 1,075,021</b> | <b>\$ 684,213</b> | <b>\$ 673,145</b> | <b>\$ 704,772</b> |



**Full-Time Positions**

*Positions are stated in full-time equivalents (FTE) based on 2,080 hours per year.*

|  | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|--|----------------|----------------|-----------------|----------------|
| Accounting Manager   | 1.00           | 1.00           | 1.00            | 1.00           |
| Accountant I   | 1.00           | 1.00           | 1.00            | 1.00           |
| Accountant II  | 0.94           | 0.94           | 0.94            | 0.94           |
| Accountant III/Sr Accountant                                 | 1.45           | 1.87           | 1.87            | 1.87           |
| Accounting Clerk   | 0.37           | 1.00           | 1.00            | 1.00           |
| Accounting Technician  | 1.00           | 1.00           | 1.00            | 1.00           |
| Lead Accountant I  | 0.75           | 0.75           | 0.75            | 0.75           |
| <b>Total Full-Time Positions (FTE):</b>                      | <b>6.51</b>    | <b>7.56</b>    | <b>7.56</b>     | <b>7.56</b>    |
| <b>Part-Time Hours</b>                                       | -              | -              | -               | -              |
| <b>Total Full-Time and Part-Time Positions Stated as FTE</b> | <b>6.51</b>    | <b>7.56</b>    | <b>7.56</b>     | <b>7.56</b>    |

Note: Utility billing staff are budgeted in the various utility budgets in Planning & Public Works.

**Budget Variances**

❖ **Personnel Services**

- ◆ 2012 Budget vs. 2011 Actual is up \$113,477 due to a vacant position in 2011 budgeted for in 2012.

❖ **Services & Supplies**

- ◆ 2012 Budget vs. 2011 Actual is down \$136,673 due to the accrual of certain expenses related to accounts payable in the Grants Fund for 2011.

❖ **Capital Outlay**

- ◆ 2012 Budget vs. 2011 Actual is down \$367,612 due to the accrual of certain expenses related to accounts payable in the Grants Fund for 2011.

**Goals / Activities / Expectations / Results-Benefits**

- ◆ **GOAL: Manage an orderly flow of the City's financial resources and assets to ensure financial integrity**

**Activity:** The entire Citywide payroll is processed, created, reconciled, and delivered on a bi-weekly basis, including manual and electronic disposition of all pension, medical, and tax withholdings.

**Expectation:** All payroll functions will be completed in compliance with federal and state labor laws, federal and state tax reporting regulations, and generally accepted accounting principles. All payroll will be processed and delivered in a timely and accurate basis and resolution of errors and omissions will be completed on the same business day.

**Goals / Activities / Expectations / Results-Benefits (continued)****Result-Benefit:**

|  | <u>2010 Actual</u> | <u>2011 Actual</u> | <u>2012 Projected</u> | <u>2013 Projected</u> |
|--|--------------------|--------------------|-----------------------|-----------------------|
| Payroll Checks & Direct Deposits Processed | 39,200             | 37,340             | 37,500                | 37,500                |

**Activity:** The Accounting Division manages a centralized process that identifies all Citywide accounts receivable and manages collections of all billings including fuel sales, street cuts, police extra duty, and other miscellaneous items.

**Expectation:** All cash receipts, deposits, and invoices will be processed in an expedient manner and all inquiries regarding these financial transactions will receive immediate customer service.

**Result-Benefit:**

|                                       | <u>2010 Actual</u> | <u>2011 Actual</u> | <u>2012 Projected</u> | <u>2013 Projected</u> |
|---------------------------------------|--------------------|--------------------|-----------------------|-----------------------|
| Number of Accounts Receivables Billed | 460                | 400                | 450                   | 450                   |
| Cash Receipts-End of Day Input        | 4,700              | 4,810              | 4,850                 | 4,850                 |
| Cash Receipts-Deposited Items         | 143,000            | 137,750            | 140,300               | 141,000               |

**Activity:** All accounts payable to vendors are reviewed, processed, signed, and distributed in an expedient manner. The Division responds to all vendor and department inquiries regarding Citywide accounts payable.

**Expectation:** The Division will work with City departments to ensure that payments are up to date and accurate while resolving any payment discrepancies with departments and vendors.

**Result-Benefit:**

|   | <u>2010 Actual</u> | <u>2011 Actual</u> | <u>2012 Projected</u> | <u>2013 Projected</u> |
|---|--------------------|--------------------|-----------------------|-----------------------|
| Number of Accounts Payable Checks Processed | 8,000              | 7,160              | 7,700                 | 7,700                 |
| General Ledger Journal Entries              | 1,700              | 1,860              | 1,900                 | 1,900                 |

**Activity:** The Division manages billing and collection of all sewer, stormwater, and water utility revenues.

**Expectation:** Accurate and timely billing and assistance will be provided to sewer, stormwater, and water customers.

**Result-Benefit:**

| <u>Number of Bills Processed</u> | <u>2010 Actual</u> | <u>2011 Actual</u> | <u>2012 Projected</u> | <u>2013 Projected</u> |
|----------------------------------|--------------------|--------------------|-----------------------|-----------------------|
| Water and Sanitation Bills       | 54,500             | 54,650             | 54,900                | 55,000                |
| Stormwater Bills                 | 54,300             | 54,030             | 54,100                | 54,200                |

◆ **GOAL: Assure compliance with applicable ordinances, agreements, guidelines, and regulations**

**Activity:** A Comprehensive Annual Financial Report (CAFR) is prepared pursuant to the City of Lakewood Charter which requires that an audit of all City accounts and financial records be conducted by an external Certified Public Accounting (CPA) firm.



**Goals / Activities / Expectations / Results-Benefits (continued)**

**Expectation:** Work papers, schedules, and other information will be accurate and provided on a timely basis to the City's external auditors to ensure compliance and disclosures using generally accepted accounting principles. The CAFR will be presented to City Council as early as possible following the year end and to the State of Colorado by required due dates in accordance with Colorado Statutes. The CAFR will be submitted to the Government Finance Officers Association (GFOA) for consideration of the *Certificate of Achievement for Excellence in Financial Reporting*.

**Result-Benefit:** The City's annual financial statements once audited by an external Certified Public Accounting (CPA) firm receives an unqualified opinion.

**Activity:** The Accounting Division directs and administers a system of accounts and records in conformance with generally accepted municipal accounting practices as required by the City of Lakewood Charter.

**Expectation:** Accurate interim financial reports will be provided to user departments in a timely manner each month. Grant records will be maintained so as to ensure compliance with various requirements. The Accounting Division will coordinate with the City's grant program administrators to manage periodic changes to grant reporting and monitoring.

**Result-Benefit:**

|                                      | <u>2010 Actual</u> | <u>2011 Actual</u> | <u>2012 Projected</u> | <u>2013 Projected</u> |
|--------------------------------------|--------------------|--------------------|-----------------------|-----------------------|
| Grant Tracking & Reconciliations     | 55                 | 50                 | 50                    | 45                    |
| Monthly Bank Account Reconciliations | 264                | 228                | 264                   | 264                   |

**General Comments**

During 2011, the Division began a project to transition to digital direct deposit advices for employees, which will be implemented in 2012. This is in keeping with Citywide initiatives to reduce the consumption of paper. Once implemented, this has the potential to reduce the consumption of 40,000 sheets of paper and 40,000 envelopes each year.

The Accounting Division continues to strive for financial integrity and received the Government Finance Officers Association's *Certificate of Achievement for Excellence in Financial Reporting* for the CAFR for the year ended December 31, 2010 and for 22 previous years. The 2011 CAFR has been submitted for the award.



**Program:** Property and Purchasing Services

**Department:** Finance

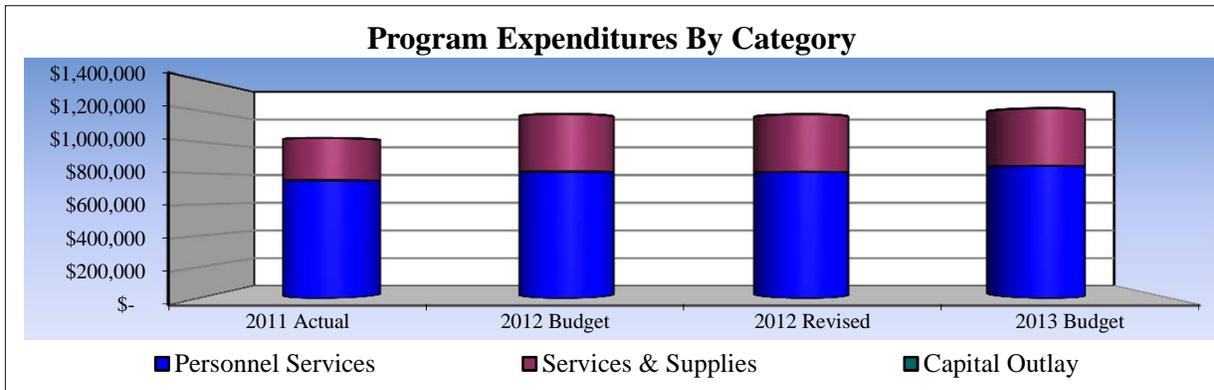
**Division:** Property and Purchasing Services

**Purpose:** The Property and Purchasing Services Division is responsible for four primary functions:

- (1) Property activities including acquisition, mapping, and record maintenance of all real property needs for the City
- (2) Technical review of new development proposals
- (3) Oversight and enforcement of all procurement activities
- (4) Mailroom

**Program Expenditures By Category**

|                     | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|---------------------|----------------|----------------|-----------------|----------------|
| Personnel Services  | \$ 754,402     | \$ 810,868     | \$ 808,663      | \$ 847,243     |
| Services & Supplies | \$ 270,364     | \$ 366,745     | \$ 366,894      | \$ 366,926     |
| Capital Outlay      | \$ -           | \$ 800         | \$ 800          | \$ 800         |
| <b>TOTAL:</b>       | \$ 1,024,766   | \$ 1,178,413   | \$ 1,176,357    | \$ 1,214,969   |



**Program Expenditures By Fund**

|                          | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|--------------------------|----------------|----------------|-----------------|----------------|
| General Fund             | \$ 968,888     | \$ 1,120,349   | \$ 1,134,490    | \$ 1,162,683   |
| Capital Improvement Fund | \$ 55,878      | \$ 58,064      | \$ 41,867       | \$ 52,286      |
| <b>TOTAL:</b>            | \$ 1,024,766   | \$ 1,178,413   | \$ 1,176,357    | \$ 1,214,969   |



**Full-Time Positions**

*Positions are stated in full-time equivalents (FTE) based on 2,080 hours per year.*

|  | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|--|----------------|----------------|-----------------|----------------|
| Property & Purchasing Division Mgr                           | 1.00           | 1.00           | 1.00            | 1.00           |
| Buyer I  | 1.00           | 1.00           | 1.00            | 1.00           |
| Contract Administrator                                       | 2.00           | 2.00           | 2.00            | 2.00           |
| Purchasing/Mailroom Supervisor                               | 1.00           | 1.00           | 1.00            | 1.00           |
| Right of Way Agent   | 3.00           | 3.00           | 3.00            | 3.00           |
| <b>Total Full-Time Positions (FTE):</b>                      | <b>8.00</b>    | <b>8.00</b>    | <b>8.00</b>     | <b>8.00</b>    |
| <b>Part-Time Hours</b>                                       | <b>4,012</b>   | <b>4,784</b>   | <b>4,680</b>    | <b>4,680</b>   |
| <b>Total Full-Time and Part-Time Positions Stated as FTE</b> | <b>9.93</b>    | <b>10.30</b>   | <b>10.25</b>    | <b>10.25</b>   |

**Budget Variances**

❖ **Services & Supplies**

- ♦ 2012 Budget vs. 2011 Actual is up \$96,381 primarily due to lower than anticipated costs associated with postage, printing and copying, training, and other operating costs during 2011.

**Goals / Activities / Expectations / Results-Benefits**

♦ **GOAL: Deliver accurate and timely communication of financial and other applicable information**

**Activity:** The records of the official City boundary and all City-owned real property interests are documented and mapped in a geographic format.

**Expectation:** Mapping the City boundary and City-owned real property interests provides a clear delineation of responsibilities for various City Departments and delineates the limits of jurisdiction for the Police Department.

**Result-Benefit:** Accurate mapping of City boundaries, rights of way, and easements provides clear determination of property rights, needs, and authority. Mapping the City boundary and City-owned properties is done on a time-available basis but is considered to be crucial to the long-term needs of the organization.

**Activity:** Efficient, effective, and secure management of the City's flow of mail is assured by maintaining a schedule of services on a daily basis to all City facilities.

**Expectation:** Efficient mail delivery is the life blood of any organization. The mail circulates revenues, disbursements, and information on a daily basis. A daily pick-up and delivery of mail to all City facilities will be provided on a regimented and reliable schedule, and an efficient and cost-effective bulk mail service will be provided for regular direct communication with the constituents of various City services.

**Goals / Activities / Expectations / Results-Benefits (continued)****Result-Benefit:**

|                                   | <b>2010</b>          | <b>2011</b>          | <b>2012</b>             | <b>2013</b>             |
|-----------------------------------|----------------------|----------------------|-------------------------|-------------------------|
| <b><u>Mailroom Statistics</u></b> | <b><u>Actual</u></b> | <b><u>Actual</u></b> | <b><u>Projected</u></b> | <b><u>Projected</u></b> |
| Total Pieces of Mail Processed    | 401,756              | 452,290              | 400,000                 | 400,000                 |
| Total Automation Pieces           | 207,245              | 225,300              | 200,000                 | 200,000                 |
| % of Automation                   | 52%                  | 50%                  | 50%                     | 50%                     |
| Automation Savings*               | \$26,900             | \$36,000             | \$30,000                | \$32,000                |

\* Automation savings fluctuate due to changes in US Postal Service rates, and the number, format and types of items mailed.

Charge backs of postage and labor to outside entities, such as home owner associations and Metro West Housing Solutions, have saved the City money, while causing a reduction in the number of automation (bulk-mail) and total mail pieces.

◆ **GOAL: Manage an orderly flow of the City's financial resources and assets to ensure financial integrity**

**Activity:** To meet the needs of the organization and its citizens, high-quality products and services at reasonable costs are procured and assets are disposed of through an open and competitive process.

**Expectation:** Compliance with the Purchasing Ordinance is assured through competitive bidding to obtain the best value per dollar paid on the various assets, equipment, services, and contracts needed for the City to provide essential services to citizens. The Purchasing Section will maximize the exposure, interest, and number of bids on all requisitions.

**Result-Benefit:**

|                                     | <b>2010</b>          | <b>2011</b>          | <b>2012</b>             | <b>2013</b>             |
|-------------------------------------|----------------------|----------------------|-------------------------|-------------------------|
| <b><u>Purchasing Statistics</u></b> | <b><u>Actual</u></b> | <b><u>Actual</u></b> | <b><u>Projected</u></b> | <b><u>Projected</u></b> |
| Dollars in Purchase Orders          | \$ 19,755,877        | \$ 20,471,698        | \$ 24,000,000           | \$ 24,000,000           |
| Purchasing Card Expenditures        | \$ 8,638,426         | \$ 9,503,681         | \$ 10,500,000           | \$ 11,000,000           |
| Purchasing Card Rebate              | \$ 57,740            | \$ 108,380           | \$ 136,500              | \$ 143,000              |
| Number of Bids, Quotes, RFP's*      | 258                  | 258                  | 260                     | 250                     |
| Number of Purchase Orders           | 518                  | 523                  | 500                     | 450                     |

\*RFP - Request for Proposal

**NOTE:** The Purchasing Section renegotiated the procurement card agreement, resulting in a significant increase in the City's annual rebate.

**Activity:** The Property Section acquires or processes all property, rights of way, easements, licenses, leases, and other real property needs for the City.

**Expectation:** The City needs to obtain a variety of property interests including fee simple, leases, easements, and licenses for a variety of purposes. The Property Section will acquire property interests at a fair and reasonable cost in a timely, legal, and courteous manner. All property needs will be acquired in accordance with established timeframes and with a minimal use of the powers of eminent domain.

**Result-Benefit:** Property acquisitions provide a number of benefits including parks, drainage improvements, City-owned facilities, and improved traffic flow for vehicles, bicycles and pedestrians.



**Goals / Activities / Expectations / Results-Benefits (continued)**

◆ **GOAL: Assure compliance with applicable ordinances, agreements, guidelines, and regulations**

**Activity:** The technical property aspects of all land development applications representing properties throughout the City are thoroughly reviewed to assure that properties are properly represented and that all necessary easements and rights of way are properly dedicated.

**Expectation:** The Property Section will review all land development applications for compliance with City requirements, drawing accuracy, legal description accuracy, and dedication of rights of way and easements. All reviews will be completed within 2 weeks a minimum of 90% of the time. Clear, concise, detailed comments will be provided to the applicants in order to reduce the number of re-submittals.

**Result-Benefit:**

|   | <b>2010</b>          | <b>2011</b>          | <b>2012</b>             | <b>2013</b>             |
|---|----------------------|----------------------|-------------------------|-------------------------|
| <b><u>Development Review Statistics</u></b> | <b><u>Actual</u></b> | <b><u>Actual</u></b> | <b><u>Projected</u></b> | <b><u>Projected</u></b> |
| Initial Submittals                          | 117                  | 161                  | 170                     | 190                     |
| Re-submittals                               | 75                   | 58                   | 75                      | 100                     |
| Deeds/Rev. Lic. Agreements                  | 70                   | 79                   | 50                      | 60                      |
| Ordinances & Resolutions                    | 20                   | 14                   | 12                      | 15                      |
| Capital Proj Acquisitions                   | 36                   | 32                   | 20                      | 30                      |
| <b>Total Reviews</b>                        | <b>318</b>           | <b>344</b>           | <b>327</b>              | <b>395</b>              |

Approximately 80% of Plat applications are completed in three reviews or less and over 95% are completed after four reviews.

**General Comments**

The Purchasing Section has updated the Purchasing Ordinance in order to increase efficiencies and better meet the needs of our internal and external customers.

Property Management continues to work with the Planning Department and the Public Works Department to improve the efficiency and level of service provided in the review of development applications. Efforts are focusing on minimizing the average number of re-submittals necessary for the application to achieve acceptable standards by improving communications with applicants as to the City's requirements and expectations.

Both Property Management and Purchasing are working with all of the departments to reduce paper copies by increasing the use of scanning and electronic document exchanges.

The mailroom continues to increase efficiencies and adjust processes in order to offset some of the steadily increasing postal rates.

The Purchasing Division now has 5 of its 6 staff members certified by the Universal Public Procurement Certification Council (UPPCC), with 3 Certified Professional Public Buyers (CPPBs) and 2 recently attained Certified Public Procurement Officers (CPPOs).

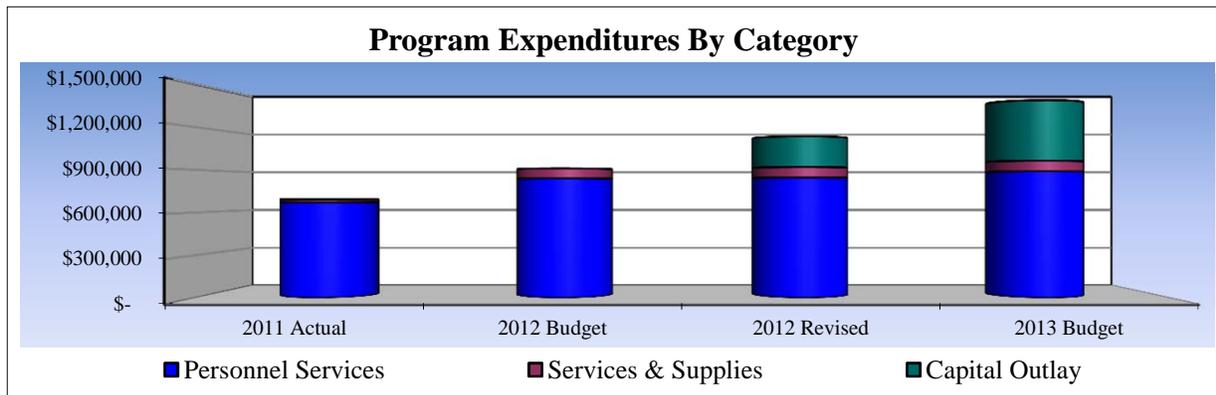


**Program:** Revenue  
**Department:** Finance  
**Division:** Revenue

**Purpose:** The Revenue Division is responsible for the administration, collection, and enforcement of the City's sales, use, hotel/motel accommodations, and business & occupations tax ordinances and regulations. In addition, the Division is responsible for the collection of the Public Improvement Fees (PIF) at Colorado Mills, Belmar, and Creekside.

### Program Expenditures By Category

|                     | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|---------------------|----------------|----------------|-----------------|----------------|
| Personnel Services  | \$ 670,492     | \$ 839,917     | \$ 845,604      | \$ 889,597     |
| Services & Supplies | \$ 20,754      | \$ 69,511      | \$ 73,677       | \$ 73,677      |
| Capital Outlay      | \$ -           | \$ -           | \$ 215,000      | \$ 425,000     |
| <b>TOTAL:</b>       | \$ 691,246     | \$ 909,428     | \$ 1,134,281    | \$ 1,388,274   |



### Program Expenditures By Fund

|               | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|---------------|----------------|----------------|-----------------|----------------|
| General Fund  | \$ 691,246     | \$ 909,428     | \$ 1,134,281    | \$ 1,388,274   |
| <b>TOTAL:</b> | \$ 691,246     | \$ 909,428     | \$ 1,134,281    | \$ 1,388,274   |



**Full-Time Positions**

*Positions are stated in full-time equivalents (FTE) based on 2,080 hours per year.*

|  | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|--|----------------|----------------|-----------------|----------------|
| Revenue Manager  | 1.00           | 1.00           | 1.00            | 1.00           |
| Audit Supervisor   | 0.93           | -              | -               | -              |
| Compliance Technician  | 1.00           | 1.00           | 1.00            | 1.00           |
| Revenue/PIF Specialist                                       | 0.19           | 2.00           | 2.00            | 2.00           |
| Revenue/PIF Technician                                       | 1.00           | 2.00           | 2.00            | 2.00           |
| Revenue Specialist   | 0.20           | -              | -               | -              |
| Revenue Supervisor   | 0.05           | 2.00           | 2.00            | 2.00           |
| Sales Tax Auditor  | 4.75           | 5.00           | 5.00            | 5.00           |
| Public Improvement Fee Auditor                               | 1.00           | 1.00           | 1.00            | 1.00           |
| Public Improvement Fee Supervisor                            | 0.94           | -              | -               | -              |
| Public Improvement Fee Technician                            | 0.50           | -              | -               | -              |
| Public Improvement Fee Specialist                            | 0.50           | -              | -               | -              |
| <b>Total Full-Time Positions (FTE):</b>                      | <b>12.06</b>   | <b>14.00</b>   | <b>14.00</b>    | <b>14.00</b>   |
| <b>Part-Time Hours</b>                                       | <b>295</b>     | <b>1,537</b>   | <b>1,226</b>    | <b>1,226</b>   |
| <b>Total Full-Time and Part-Time Positions Stated as FTE</b> | <b>12.20</b>   | <b>14.74</b>   | <b>14.59</b>    | <b>14.59</b>   |

**Budget Variances**

❖ **Personnel Services**

- ◆ 2012 Budget vs. 2011 Actual is up \$169,425 primarily due to vacancies in 2011 offset by anticipated salary and benefit increases for 2012.

❖ **Capital Outlay**

- ◆ 2012 Revised vs. 2012 Budget is up \$215,000 due to the lease payment for one-half of year on the Revenue System Software.
- ◆ 2013 Budget vs. 2102 Revised is up \$210,000 due to the full-year balance of the lease payment on the Revenue System Software.

**Goals / Activities / Expectations / Results-Benefits**

- ◆ **GOAL: Manage an orderly flow of the City's financial resources and assets to ensure financial integrity**

**Activity:** The revenue staff audits purchases made by City procurement card holders to verify that the purchases have been documented and to confirm the purchases are consistent with the purpose for which the funds were appropriated.



**Goals / Activities / Expectations / Results-Benefits**

**Expectation:** Procurement card audits will be conducted to provide reasonable assurance that employee cardholders are in compliance with the Procurement Card Cardholders Guide and to provide reasonable protection against theft.

**Result-Benefit:**

The Revenue Division began a formal audit program of Procurement Card holders in 2002. As a result of these audits, managers review card limits and activity on a monthly basis to determine any necessary changes.

| <u>Procurement Card Audits</u> | <u>2009<br/>Actual</u> | <u>2010<br/>Actual</u> | <u>2011<br/>Actual</u> | <u>2012<br/>Projected</u> |
|--------------------------------|------------------------|------------------------|------------------------|---------------------------|
| Number of audits               | 50                     | 50                     | 46                     | 53                        |

◆ **GOAL: Assure compliance with applicable ordinances, agreements, guidelines, and regulations**

**Activity:** The Division ensures that all appropriate taxes are properly collected and remitted by businesses and monitors business activity that may affect the tax status of the business and/or the City's revenue base.

**Expectation:** The City will audit and educate businesses on licensing, collection, and remittance obligations per the City of Lakewood Sales and Use Tax Ordinance, as the collection of taxes is the primary revenue source for the City.



**Result-Benefit:**

The chart below is representative of the audit and taxpayer services staff efforts toward ensuring that appropriate taxes are remitted by businesses. This is accomplished through the audit program and through the collection and processing of license applications and returns.

| <u>Tax Administration &amp; Audit</u> | <u>2009<br/>Actual</u> | <u>2010<br/>Actual</u> | <u>2011<br/>Actual</u> | <u>2012<br/>Projected</u> |
|---------------------------------------|------------------------|------------------------|------------------------|---------------------------|
| Number of licensed accounts           | 9,031                  | 10,090                 | 9,286                  | 9,500                     |
| Number of returns processed           | 52,149                 | 53,400                 | 52,689                 | 53,500                    |
| Audit revenue                         | \$ 1,406,761           | \$ 1,234,063           | \$ 2,079,295           | \$ 2,000,000              |
| Delinquency revenue                   | \$ 905,512             | \$ 936,951             | \$ 1,619,769           | \$ 1,000,000              |



**Goals / Activities / Expectations / Results-Benefits (continued)**

**Activity:** The City collects and administers Public Improvement Fees on behalf of several developers throughout the City in accordance with their respective agreements. These processes include comprehensive reporting, comparatives, and general analysis of the issues surrounding the collection of this fee.



**Expectation:** The Division will comply with the PIF Agreements while educating retailers of their PIF collection and remittance obligations.

**Result-Benefit:**

Financial reports are provided to the parties of the agreements on a monthly, quarterly, fiscal, and annual basis. The City monitors PIF delinquencies on behalf of the developer and reports all outstanding liabilities. Additionally, the City initiates all tenant correspondence in regards to the PIF.

Retailers at Colorado Mills, Belmar, and Creekside are provided information annually to assist in collecting and remitting the PIF on a monthly basis.



| <u>PIF Section</u>            | <b>2009<br/>Actual</b> | <b>2010<br/>Actual</b> | <b>2011<br/>Actual</b> | <b>2012<br/>Projected</b> |
|-------------------------------|------------------------|------------------------|------------------------|---------------------------|
| Number of retailers           | 428                    | 382                    | 341                    | 380                       |
| Percent of collected accounts | 97.9%                  | 97.8%                  | 96.5%                  | 98.7%                     |
| Number of payments processed  | 3,591                  | 3,625                  | 3,801                  | 4,088                     |

♦ **GOAL: Educate the community to enhance business relationships**

**Activity:** Businesses and others are educated and informed about the tax laws, procedures, and requirements present in the City of Lakewood.

**Expectation:** Taxpayer education will be provided to businesses to assist the taxpayer in understanding the requirements of the ordinances and foster an interactive environment with businesses regarding their tax responsibility.



### Goals / Activities / Expectations / Results-Benefits (continued)

**Result-Benefit:** Taxpayer education is provided by the Revenue staff through brochures, seminars, meetings, as well as information provided on the City's website. The utilization of the website continues to grow and is a valuable tool in communicating with citizens and businesses.



### General Comments

The City started collecting the PIF on behalf of developers in 2002. The City is highly successful in collecting and monitoring the collection of the PIF.

Beginning in 2011, sales tax filers have the ability to file zero liability returns online at [www.lakewood.org](http://www.lakewood.org). In addition, filers with a liability less than \$5 do not have to remit payment. Both of these initiatives serve to improve efficiencies for businesses and the City.

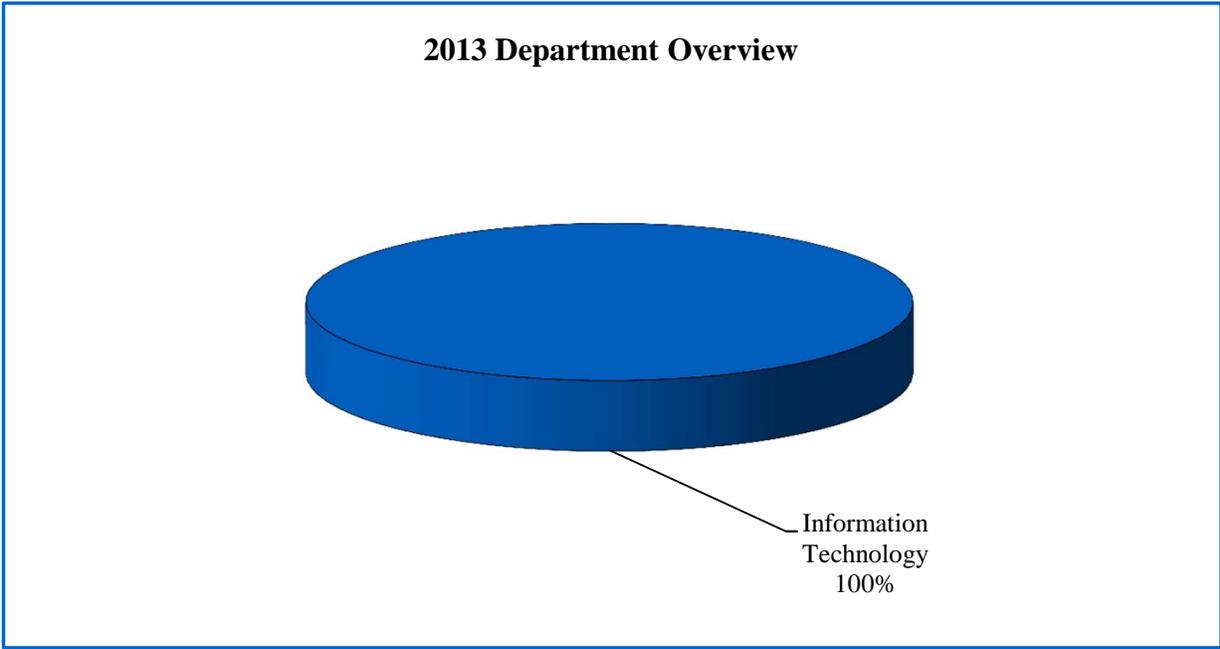
In 2012, the Revenue Division will implement a new Tax Revenue System to replace the current revenue system that has been used for the past 28 years.



THIS PAGE INTENTIONALLY LEFT BLANK



# INFORMATION TECHNOLOGY



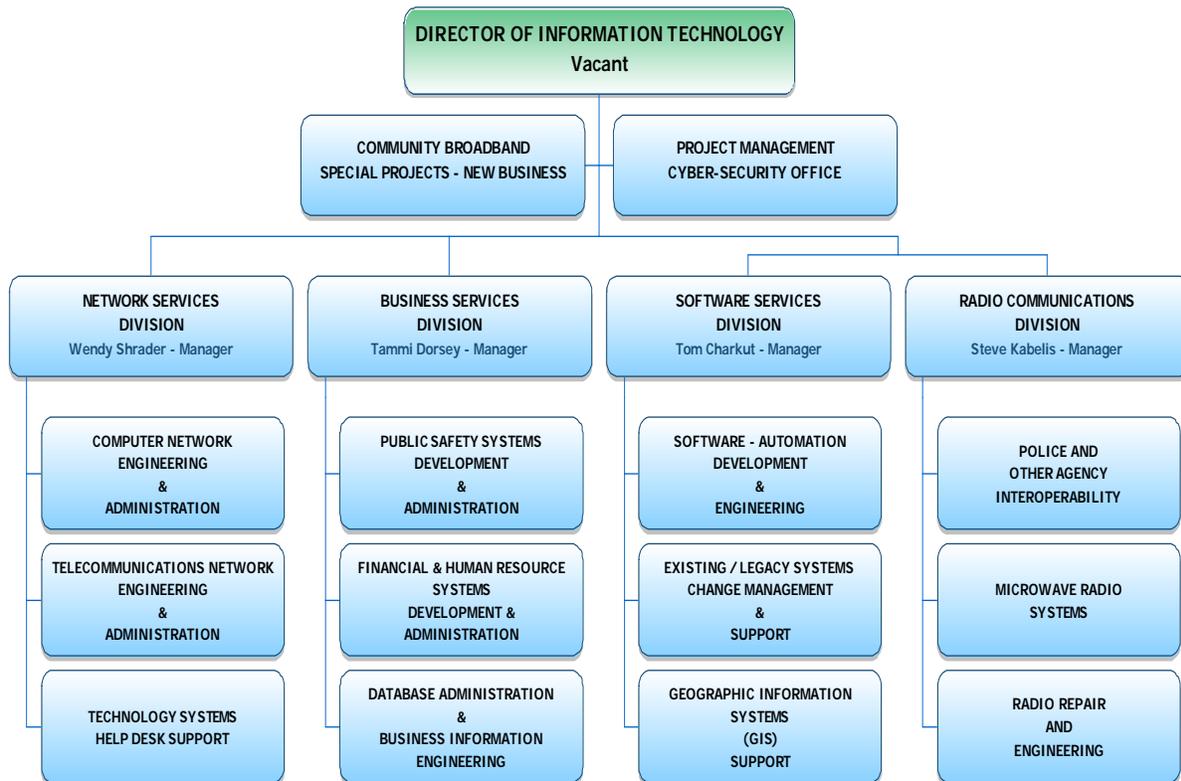
|                             | <b>2011<br/>Actual</b> | <b>2012<br/>Budget</b> | <b>2012<br/>Revised</b> | <b>2013<br/>Budget</b> |
|-----------------------------|------------------------|------------------------|-------------------------|------------------------|
| Information Technology      | \$ 5,115,141           | \$ 5,824,763           | \$ 6,597,789            | \$ 6,000,615           |
| <b>TOTAL:</b>               | \$ 5,115,141           | \$ 5,824,763           | \$ 6,597,789            | \$ 6,000,615           |
| <b>Percent to All Funds</b> | 3.66%                  | 3.98%                  | 4.01%                   | 3.88%                  |



# INFORMATION TECHNOLOGY

(303) 987-7676

[www.lakewood.org/InformationTechnology/](http://www.lakewood.org/InformationTechnology/)





## Department: Information Technology

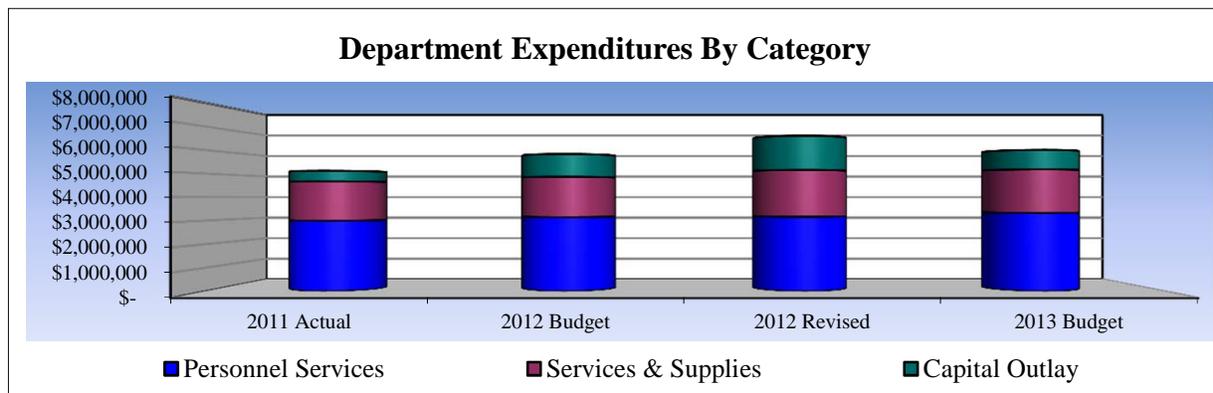
**Mission Statement:** Because information is fundamental to effective delivery of City services, the Department of Information Technology (IT) ensures that the City's information and communications systems maximize the service that the City departments provide to Lakewood's residents and businesses by carrying out three core activities:

- (1) Performing essential maintenance and administration tasks
- (2) Providing necessary support to City employees
- (3) Developing new capabilities

**Purpose:** The Department of Information Technology's purpose is to add value and manage risk with respect to the City's business processes and technical infrastructure in order to provide basic services to the City's constituents.

### Department Expenditures By Category

|                     | 2011<br>Actual      | 2012<br>Budget      | 2012<br>Revised     | 2013<br>Budget      |
|---------------------|---------------------|---------------------|---------------------|---------------------|
| Personnel Services  | \$ 2,993,855        | \$ 3,150,191        | \$ 3,166,595        | \$ 3,326,137        |
| Services & Supplies | \$ 1,674,096        | \$ 1,709,572        | \$ 1,984,294        | \$ 1,849,478        |
| Capital Outlay      | \$ 447,190          | \$ 965,000          | \$ 1,446,900        | \$ 825,000          |
| <b>TOTAL:</b>       | <b>\$ 5,115,141</b> | <b>\$ 5,824,763</b> | <b>\$ 6,597,789</b> | <b>\$ 6,000,615</b> |



### Department Expenditures By Fund

|                            | 2011<br>Actual      | 2012<br>Budget      | 2012<br>Revised     | 2013<br>Budget      |
|----------------------------|---------------------|---------------------|---------------------|---------------------|
| General Fund               | \$ 4,412,719        | \$ 5,124,763        | \$ 5,045,889        | \$ 4,810,615        |
| Equipment Replacement Fund | \$ 702,422          | \$ 700,000          | \$ 1,551,900        | \$ 1,190,000        |
| <b>TOTAL:</b>              | <b>\$ 5,115,141</b> | <b>\$ 5,824,763</b> | <b>\$ 6,597,789</b> | <b>\$ 6,000,615</b> |

**Full-Time Positions***Positions are stated in full-time equivalents (FTE) based on 2,080 hours per year.*

|  | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|--|----------------|----------------|-----------------|----------------|
| Director of Information Technology                           | 1.00           | 1.00           | 1.00            | 1.00           |
| Administrative Assistant                                     | 1.00           | 1.00           | 1.00            | 1.00           |
| Business Analyst I   | 1.00           | 1.00           | 0.75            | -              |
| Business Analyst II  | 1.00           | 1.00           | 1.38            | 2.50           |
| Business Services Div Manager                                | 1.00           | 1.00           | 1.00            | 1.00           |
| Communications Systems Analyst                               | 0.46           | -              | -               | -              |
| Communications Systems Tech                                  | 2.00           | 2.00           | 2.00            | 2.00           |
| Database Administrator                                       | 0.50           | 0.50           | 0.87            | 1.00           |
| GIS Coordinator  | 1.00           | 1.00           | 1.00            | 1.00           |
| GIS Specialist   | 0.50           | 0.50           | 0.38            | -              |
| Help Desk Supervisor   | 1.00           | 1.00           | 1.00            | 1.00           |
| Network Engineer   | 1.00           | 1.00           | 1.00            | 1.00           |
| Network Services Division Manager                            | 1.00           | 1.00           | 1.00            | 1.00           |
| Network Support Specialist                                   | 2.00           | 2.00           | 2.00            | 2.00           |
| Radio Communications Division Mgr                            | 1.00           | 1.00           | 1.00            | 1.00           |
| Radio Communications Engineer                                | 0.54           | 1.00           | 1.00            | 1.00           |
| Senior Business Analyst                                      | 0.60           | 1.00           | 1.00            | 1.00           |
| Senior Database Administrator                                | 1.00           | 1.00           | 1.00            | 1.00           |
| Senior GIS Specialist  | 1.00           | 1.00           | 1.00            | 1.00           |
| Senior Network Engineer                                      | 1.00           | 1.00           | 1.00            | 1.00           |
| Senior Programmer Analyst                                    | 3.00           | 3.00           | 3.00            | 3.00           |
| Senior Software Quality Engineer                             | 1.00           | 1.00           | 1.00            | 1.00           |
| Senior Telecommunications Engineer                           | -              | -              | 0.25            | 1.00           |
| Software Services Division Manager                           | 1.00           | 1.00           | 1.00            | 1.00           |
| System Administrator   | 1.00           | 1.00           | 1.00            | 1.00           |
| Telecommunications Engineer                                  | 1.00           | 1.00           | 0.75            | -              |
| <b>Total Full-Time Positions (FTE):</b>                      | <b>26.60</b>   | <b>27.00</b>   | <b>27.38</b>    | <b>27.50</b>   |
| <b>Part-Time Hours</b>                                       | <b>6,600</b>   | <b>5,962</b>   | <b>5,962</b>    | <b>5,962</b>   |
| <b>Total Full-Time and Part-Time Positions Stated as FTE</b> | <b>29.77</b>   | <b>29.87</b>   | <b>30.25</b>    | <b>30.37</b>   |

**Budget Variances**❖ **Services & Supplies**

- ♦ 2012 Revised vs. 2012 Budget is up \$274,722 due to additional requirements for security compliance, an increase in software licensing fees, and a revenue reduction resulting from a cancelled support contract with another agency.
- ♦ 2013 Budget vs. 2012 Revised is down \$134,816 due to postponing the Police Records Management System and the completion of the contract for the Financial Management System (FMS) programming.



### Budget Variances (continued)

#### ❖ Capital Outlay

- ♦ 2012 Budget vs. 2011 Actual is up \$517,810 due to an accelerated schedule for the police radio equipment replacement, security compliance and monitoring software, and desktop collaboration software.
- ♦ 2012 Revised vs. 2012 Budget is up \$481,900 due to the accelerated schedule for the police radio equipment replacement.
- ♦ 2013 Budget vs. 2012 Revised is down \$621,900 due to the radio system replacement in 2012 instead of 2013 and a hold on business intelligence dashboard software.

### Core Values / Goals / Activities / Expectations / Results-Benefits

#### ❖ PHYSICAL & TECHNOLOGICAL INFRASTRUCTURE

- ♦ **GOAL: Ensure high availability and integrity of systems that all City departments, other agencies, and citizens depend on daily**

**Activity:** The Department delivers essential maintenance and administration tasks on the City's systems.

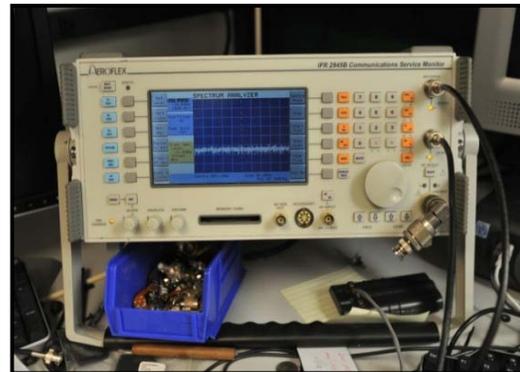
**Expectation:** All systems will be available 24 hours x 7 days a week x 365 days per year.

**Result-Benefit:**

Since being implemented in March of 2009, the new phone system has achieved 99.995% uptime.

Through ongoing maintenance, preservation, and replacement of failing equipment, IT provided 99.8% uptime for City computer systems: 46 physical servers, 86 virtual servers, 28 database server instances, and 200+ software applications.

The radio communications system has achieved 100% uptime since November 1997.



A sampling of City business transacted on our computer systems:

|   | <b>2010</b> | <b>2011</b> | <b>2012 Est.</b> |
|---|-------------|-------------|------------------|
| Radio Transmissions                     | 14,285,912  | 14,285,912  | 15,428,000       |
| Emails Processed & Filtered - in & out  | 72,821,684  | 64,450,447  | 65,000,000       |
| Emails Delivered - in & out             | 4,315,950   | 4,464,098   | 4,600,000        |
| Police Dispatch Transactions            | 1,738,631   | 1,833,933   | 1,950,000        |
| Police Records & Reports Transactions   | 481,564     | 495,015     | 510,000          |
| Timekeeping Transactions                | 384,991     | 382,545     | 380,000          |
| Ledger and Other Financial Transactions | 423,620     | 359,066     | 359,066          |
| Online Credit Card Transactions         | 6,612       | 6,883       | 6,900            |
| Tax Returns                             | 53,400      | 52,600      | 53,500           |
| Court Arraignments Scheduled            | 18,928      | 20,215      | 20,400           |



### Core Values / Goals / Activities / Expectations / Results-Benefits (continued)

**Activity:** The Department delivers services in a cost-effective manner, balancing outsourcing and internal work.

**Expectation:** The cost of IT services performed by the City will be equal to or better than outsourced solutions and result in a higher level of service and customer satisfaction. Some services will continue to be contracted to optimize the use of City’s resources. IT service delivery results and costs will be better than average as compared to other agencies.

**Result-Benefit:**

The City's network, software, and database systems are on a continuous improvement cycle for cyber security to ensure information integrity and protect citizen privacy. During the past year, the City added social media website support and taught a class at a national conference on best practices for agencies.

The City's email system cost is \$3 per user per month due to economies of scale gained by sharing the City's other communications and computing systems investments.

◆ **GOAL: Enable City employees to achieve the results they expect from technology**

**Activity:** The Department provides necessary support to City employees.

**Expectation:** The IT Help Desk will respond to help tickets and phone requests.

**Result-Benefit:** The Help Desk closed 6,045 help desk tickets in the last year, receiving an average of 25 tickets per business day. The decrease of 13% is attributed to the increased pace of roll out of replacement PCs, newer equipment in the patrol vehicles, and user training with the Microsoft Office 2010 deployment. The number of help tickets submitted using the City's intranet grew by 3% to 25%.

**Activity:** The Department provides training or recommends resources to City employees.

**Expectation:** IT staff will train employees as needed on certain business applications.

**Result-Benefit:**

IT provided customized classroom training for all employees for the transition to Office 2010. In addition, on-demand video training was created for later use by employees.

Training for web content contributors occurred during the Web Content Management System replacement project. IT coordinated vendor- and in-house-based training.





### Core Values / Goals / Activities / Expectations / Results-Benefits (continued)

**Activity:** The Department enables employees, citizens, and businesses to conduct City business through automated self-services.

**Expectation:** IT will provide self-service capabilities in business systems where possible.

**Result-Benefit:** IT maintains and supports over 200 software applications used by City staff to conduct business and perform daily tasks -- 25 of which are self-service software applications allowing citizens to perform unassisted transactions 24 hours / 7 days a week via the Internet.

---

**Activity:** The Department makes it possible for employees to easily obtain the information needed to perform daily job tasks.

**Expectation:** Ad hoc data analysis performed by IT staff for other City staff will be done as needed. Self-service tools are a new area of concentration within IT Business Services.

**Result-Benefit:**

Over the past year, IT delivered a variety of new reports and data analysis to assist City staff in conducting business more efficiently:

- 209 Geographic Information System (GIS) projects such as custom maps or spatial data analysis were provided.
  - In addition to developing on-demand reports for the Police Department, IT has assisted with automating data transfers to hosted and on-line applications to provide real-time statistics to users.
  - Ad hoc reports are developed for other systems such as tax revenue, court, fleet, and recreation. In addition, automated data transfers allow for data sharing between law enforcement agencies, Neighborhood Watch information, and online crime data sharing.
  - Use of tablet technology has increased in workgroups across the City to provide real time access to systems while maintaining security.
- 

**Activity:** The Department supports, maintains, and enhances systems to comply with mandates, repair defects, or resolve inefficiencies.

**Expectation:** Enhancements to existing systems will be made according to priorities (risk, schedule, cost, quality).



### Core Values / Goals / Activities / Expectations / Results-Benefits (continued)

**Result-Benefit:**

City IT worked with West Metro Fire District IT to improve the 911 communications performance and fail-over between locations.

IT conducted system-wide testing of the 41 warning siren locations this spring including Lakewood, the Federal Center, and the City of Wheat Ridge.

IT expanded the Wi-Fi network at the Civic Center and recreation centers to provide free internet access to the public.



The Lakewood Visitors' Center is one of the free wi-fi spots planned as part of a citizen internet access project.

◆ **GOAL: Provide technology systems that meet the growing needs of the City through one-time projects**

**Activity:** The Department develops new capabilities to improve the delivery of City services.

**Expectations:** Systems will be designed or modified to improve service delivery.

**Result-Benefit:**

Digital radio transition is underway as the City leads a regional shared system approach resulting in improved: (a) coverage for first responders, (b) communications capacity and (c) Federal Communications Commission (FCC) compliance.

Implemented electronic citations for the Police Department to improve efficiency in citation management between the Police Department and Municipal Courts.

IT modernized the Police Department's crime lab case management system to enhance case management and tracking of evidence.

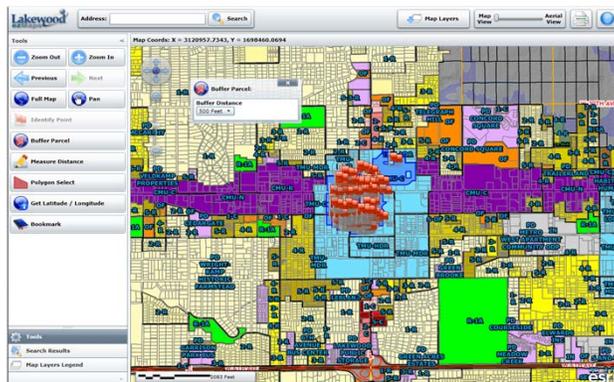
**Activity:** The Department is the caretaker of existing investments in systems, informs the City's business leaders in advance, and replaces obsolete systems in a timely manner.

**Expectation:** Critical systems will be replaced according to priorities (risk, schedule, cost, quality).

**Result-Benefit:**

The JDEdwards Contract/Bid system was developed to improve collaboration between departments, eliminate redundant data entry, and replace multiple legacy systems.

In 2012, IT delivered new functionality to its online mapping tool for citizens, called ezMaps. New features include the ability to create buffer areas around parcels of land, export data to spreadsheets, and measure distance on the map.





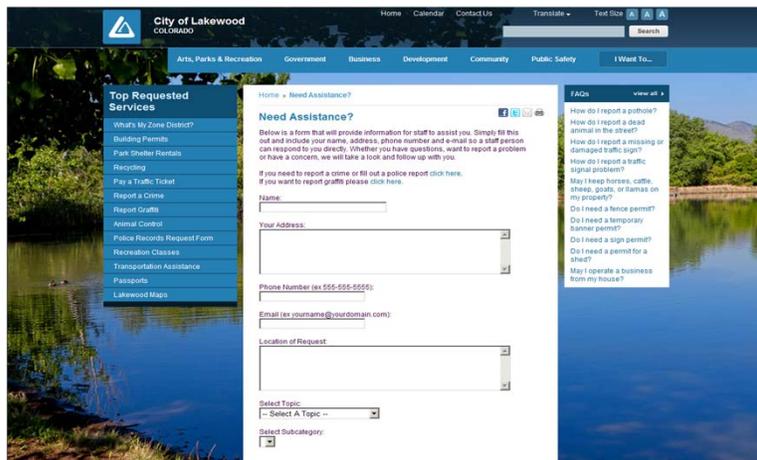
## General Comments

### Trends

- Priority still remains on replacing the City's obsolete software systems and databases as funding becomes available. Remaining systems include Revenue Collection and Utility Billing.
- Police radio communications technology is now going through a digital transition much like television.
- Work with other agencies on regional initiatives will enhance cooperation between government agencies and will save taxpayer dollars. The number of initiatives Lakewood participates in grows annually.
- Wireless technologies and digital community initiatives continue even in the time of a weak national economy. Their emergence will also increase demand for mobile computing devices and software.
- Information Technology network expansion over the City's 44 square miles has raised the need for fiber optic telecommunications capability.
- The emergence of Next Generation E911 Call Center systems within the USA and Colorado places additional demands on the City's network. Needs for resiliency, backup, and regional sharing are growing.



- New Web self-services are developed where business value exists and are of popular interest to citizens.

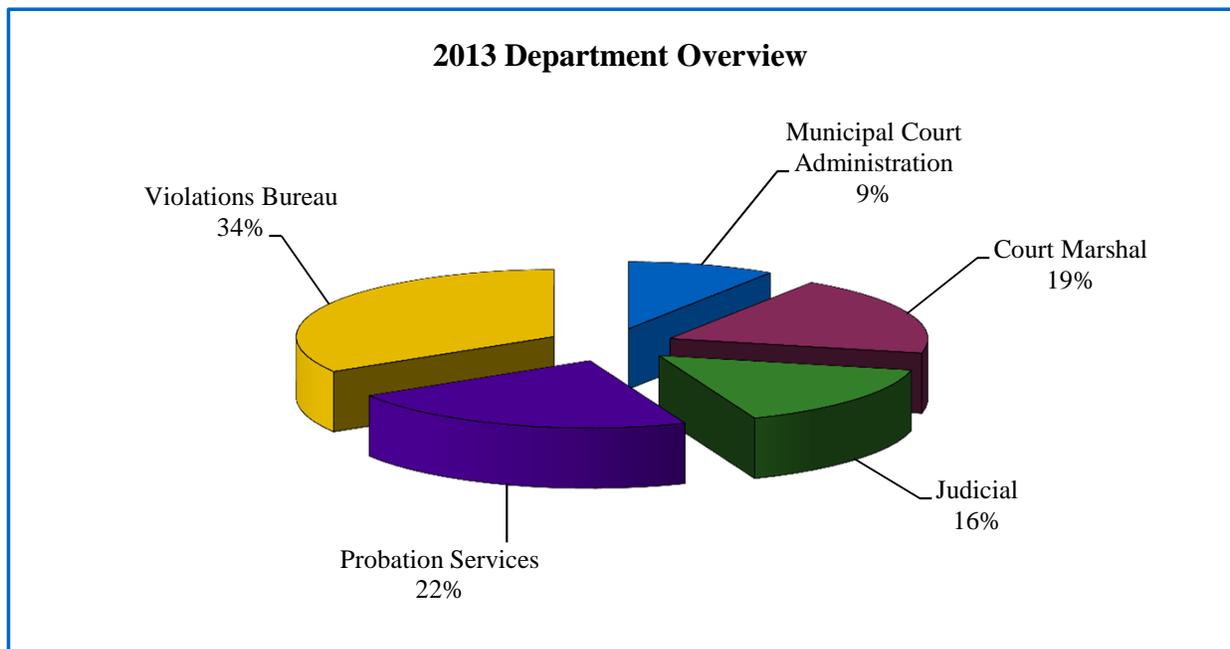




THIS PAGE INTENTIONALLY LEFT BLANK



# MUNICIPAL COURT



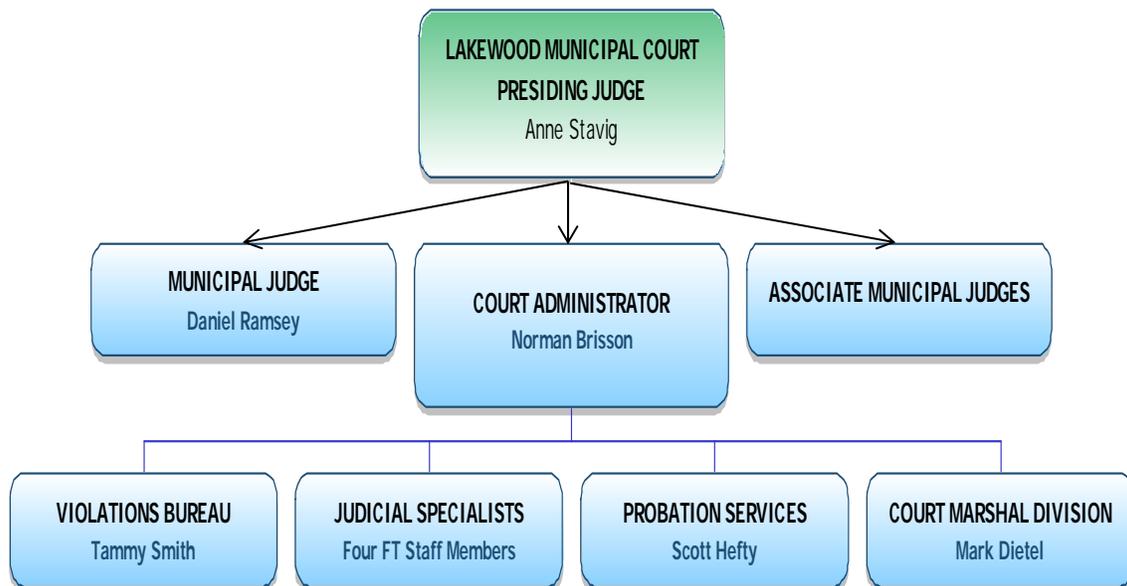
|                                | 2011<br>Actual      | 2012<br>Budget      | 2012<br>Revised     | 2013<br>Budget      |
|--------------------------------|---------------------|---------------------|---------------------|---------------------|
| Municipal Court Administration | \$ 206,378          | \$ 268,402          | \$ 267,125          | \$ 272,836          |
| Court Marshal                  | \$ 529,328          | \$ 523,025          | \$ 545,344          | \$ 566,527          |
| Judicial                       | \$ 420,231          | \$ 434,691          | \$ 439,186          | \$ 456,819          |
| Probation Services             | \$ 548,893          | \$ 611,758          | \$ 665,563          | \$ 656,965          |
| Violations Bureau              | \$ 852,617          | \$ 986,805          | \$ 956,350          | \$ 993,528          |
| <b>TOTAL:</b>                  | <b>\$ 2,557,447</b> | <b>\$ 2,824,681</b> | <b>\$ 2,873,568</b> | <b>\$ 2,946,675</b> |
| <b>Percent to All Funds</b>    | 1.83%               | 1.93%               | 1.75%               | 1.91%               |



# MUNICIPAL COURT

(303) 987-7400

[www.lakewood.org/MunicipalCourt/](http://www.lakewood.org/MunicipalCourt/)



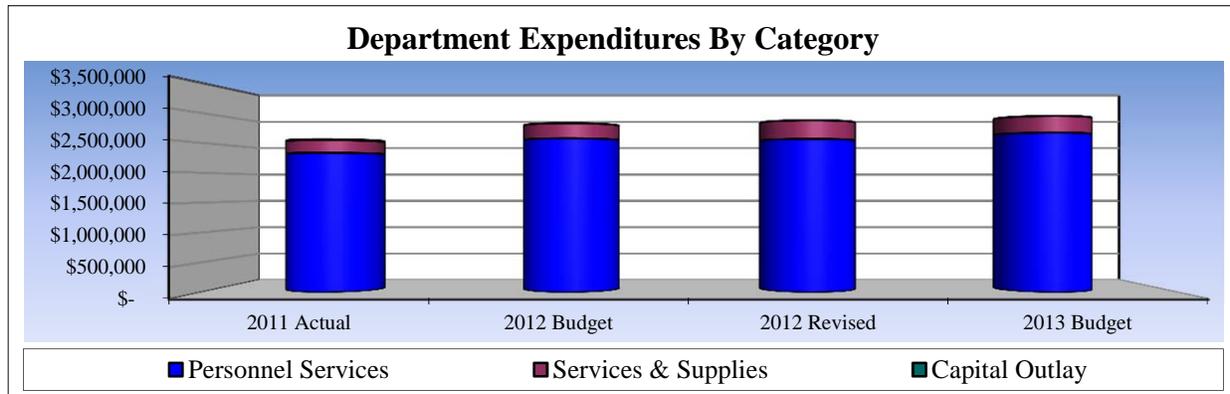


**Department: Municipal Court**

**Mission Statement:** The mission of the Municipal Court is to seek justice and inspire public trust while providing fair and appropriate resolutions of Municipal Code violations in an efficient, knowledgeable and respectful manner committed to community and victim safety, offender accountability, and the promotion of sound behavior.

**Department Expenditures By Category**

|                     | 2011<br>Actual      | 2012<br>Budget      | 2012<br>Revised     | 2013<br>Budget      |
|---------------------|---------------------|---------------------|---------------------|---------------------|
| Personnel Services  | \$ 2,332,601        | \$ 2,573,238        | \$ 2,563,803        | \$ 2,669,589        |
| Services & Supplies | \$ 211,415          | \$ 251,443          | \$ 309,765          | \$ 277,086          |
| Capital Outlay      | \$ 13,431           | \$ -                | \$ -                | \$ -                |
| <b>TOTAL:</b>       | <b>\$ 2,557,447</b> | <b>\$ 2,824,681</b> | <b>\$ 2,873,568</b> | <b>\$ 2,946,675</b> |



**Department Expenditures By Fund**

|               | 2011<br>Actual      | 2012<br>Budget      | 2012<br>Revised     | 2013<br>Budget      |
|---------------|---------------------|---------------------|---------------------|---------------------|
| General Fund  | \$ 2,509,849        | \$ 2,820,477        | \$ 2,808,853        | \$ 2,916,122        |
| Grants Fund   | \$ 47,598           | \$ 4,204            | \$ 64,715           | \$ 30,553           |
| <b>TOTAL:</b> | <b>\$ 2,557,447</b> | <b>\$ 2,824,681</b> | <b>\$ 2,873,568</b> | <b>\$ 2,946,675</b> |



**Full-Time Positions**

*Positions are stated in full-time equivalents (FTE) based on 2,080 hours per year.*

|  | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|--|----------------|----------------|-----------------|----------------|
| Presiding Municipal Judge                                    | 1.00           | 1.00           | 1.00            | 1.00           |
| Court Administrator  | 0.78           | 1.00           | 1.00            | 1.00           |
| Chief Court Marshal  | 1.00           | 1.00           | 1.00            | 1.00           |
| Chief Probation Officer                                      | 0.54           | 1.00           | 1.00            | 1.00           |
| Community Service Youth Coord                                | 1.00           | 1.00           | 1.00            | 1.00           |
| Court Marshal  | 4.88           | 5.00           | 5.00            | 5.00           |
| Court Technician   | 5.41           | 6.00           | 6.00            | 6.00           |
| Judicial Specialist  | 4.58           | 5.00           | 5.00            | 5.00           |
| Lead Court Specialist  | 1.00           | 1.00           | 1.00            | 1.00           |
| Municipal Judge  | 1.00           | 1.00           | 1.00            | 1.00           |
| Probation Services Manager                                   | 0.02           | -              | -               | -              |
| Probation Support Technician                                 | 0.97           | 1.00           | 1.00            | 1.00           |
| Probation/Diversion Officer                                  | 3.20           | 4.00           | 5.00            | 5.00           |
| Violations Bureau Manager                                    | 1.00           | 1.00           | 1.00            | 1.00           |
| <b>Total Full-Time Positions (FTE):</b>                      | <b>26.38</b>   | <b>29.00</b>   | <b>30.00</b>    | <b>30.00</b>   |
| <b>Part-Time Hours</b>                                       | <b>8,651</b>   | <b>5,158</b>   | <b>5,392</b>    | <b>5,392</b>   |
| <b>Total Full-Time and Part-Time Positions Stated as FTE</b> | <b>30.54</b>   | <b>31.48</b>   | <b>32.59</b>    | <b>32.59</b>   |

**Budget Variances**

❖ **Personnel Services**

- ◆ 2012 Budget vs. 2011 Actual is up \$240,637 due to personnel vacancies during 2011 and the addition of one probation position.

**Core Values / Goals**

❖ **SAFE COMMUNITY**

- ◆ **GOAL: Provide fair and appropriate resolutions to Municipal Code violations**

❖ **FISCAL RESPONSIBILITY**

- ◆ **GOAL: Manage a program that provides for collection of unpaid fines and fees**

❖ **PHYSICAL & TECHNOLOGICAL INFRASTRUCTURE**

- ◆ **GOAL: Provide the necessary support, training, technology, equipment, and facilities to achieve fair and efficient administration of justice**



**Program:** Municipal Court Administration

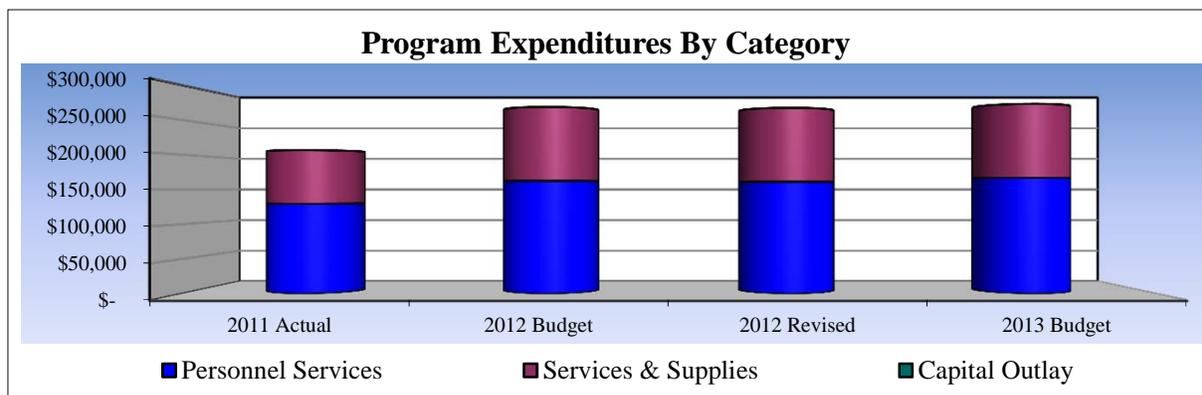
**Department:** Municipal Court

**Division:** Municipal Court

**Purpose:** The Administration Division provides management and direction to the Municipal Court. This program is responsible for strategic planning, setting policy, organizing, staffing, budgeting, and monitoring all court programs. The three areas of concentration include personnel, fiscal, and liaison matters.

### Program Expenditures By Category

|                     | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|---------------------|----------------|----------------|-----------------|----------------|
| Personnel Services  | \$ 129,390     | \$ 162,364     | \$ 161,087      | \$ 166,798     |
| Services & Supplies | \$ 76,988      | \$ 106,038     | \$ 106,038      | \$ 106,038     |
| Capital Outlay      | \$ -           | \$ -           | \$ -            | \$ -           |
| <b>TOTAL:</b>       | \$ 206,378     | \$ 268,402     | \$ 267,125      | \$ 272,836     |



### Program Expenditures By Fund

|               | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|---------------|----------------|----------------|-----------------|----------------|
| General Fund  | \$ 206,378     | \$ 268,402     | \$ 267,125      | \$ 272,836     |
| <b>TOTAL:</b> | \$ 206,378     | \$ 268,402     | \$ 267,125      | \$ 272,836     |



**Full-Time Positions**

*Positions are stated in full-time equivalents (FTE) or based on 2,080 hours per year.*

|  | <b>2011<br/>Actual</b> | <b>2012<br/>Budget</b> | <b>2012<br/>Revised</b> | <b>2013<br/>Budget</b> |
|--|------------------------|------------------------|-------------------------|------------------------|
| Presiding Municipal Judge                                    | 0.15                   | 0.15                   | 0.15                    | 0.15                   |
| Court Administrator  | 0.78                   | 1.00                   | 1.00                    | 1.00                   |
| <b>Total Full-Time Positions (FTE):</b>                      | <b>0.93</b>            | <b>1.15</b>            | <b>1.15</b>             | <b>1.15</b>            |
| <b>Part-Time Hours</b>                                       | -                      | -                      | -                       | -                      |
| <b>Total Full-Time and Part-Time Positions Stated as FTE</b> | <b>0.93</b>            | <b>1.15</b>            | <b>1.15</b>             | <b>1.15</b>            |

**Budget Variances**

❖ None

**Goals / Activities / Expectations / Results-Benefits**

◆ **GOAL: Provide fair and appropriate resolutions to Municipal Code violations**

**Activity:** Ensure defendants who meet indigency guidelines, where jail is a possible sentence, are afforded the opportunity of no-cost representation.

**Expectation:** Legal defense is provided in compliance with applicable rules and laws.

**Result-Benefit:**

The Municipal Court reviewed applications for representation by a Public Defender and either denied or granted such in accordance with legal requirements.

|                         | <b>2010<br/>Actual</b> | <b>2011<br/>Actual</b> | <b>2012<br/>Revised</b> | <b>2013<br/>Budget</b> |
|-------------------------|------------------------|------------------------|-------------------------|------------------------|
| Requests for Counsel    | 543                    | 662                    | 720                     | 720                    |
| Denied Public Defender  | 97                     | 117                    | 172                     | 172                    |
| Granted Public Defender | 446                    | 493                    | 548                     | 548                    |

◆ **GOAL: Provide the necessary support, training, technology, equipment, and facilities to achieve fair and efficient administration of justice**

**Activity:** Performance of each Division, docket scheduling, staffing needs, and the budget process are managed and monitored to ensure the efficient operation of the Municipal Court.

**Expectation:** Quality services, personnel, and equipment are maintained for daily operations while meeting legal requirements and Department goals.



## Goals / Activities / Expectations / Results-Benefits (continued)

**Result-Benefit:**

New technology needs and business practices are kept up to date.

Judges receive annual training and comply with continuing legal education requirements.

Staff receives annual training to comply with numerous legal requirements, policies, and procedures.

**Activity:** Leadership and guidance, internally and externally, are provided to increase the effectiveness of the Municipal Court.

**Expectation:** Collaborative projects and associations are created and maintained.

**Result-Benefit:**

The Court participates in intergovernmental agreements, shared databases, and costs.

Information attained from participation in committees, task forces, and other collaborative work groups is used to improve all aspects of the Municipal Court.

## General Comments

The Municipal Court's total caseload was down in 2010 to 19,336 summonses issued; a small decline from the 2009 total and not unexpected considering the economic situation. Case totals rebounded in 2011 to 20,780. Totals for 2012 are projecting slightly lower. A Court Code of Conduct for employees was implemented in 2011. Ongoing training for all court employees occurs regularly. The Court has increased its collaboration with entities outside the City of Lakewood.

The Municipal Court is required by the United States Constitution, Amendment VI and the Colorado Constitution, Article II, Section 16 to provide legal services for indigent individuals. Public defender services are contracted through a local law firm who represents indigent persons facing a jail sentence.

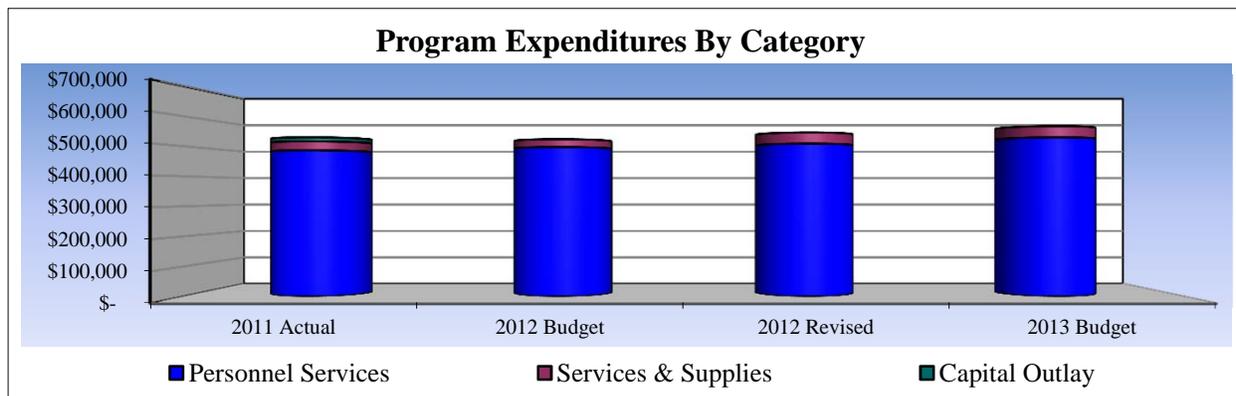


**Program:** Court Marshal  
**Department:** Municipal Court  
**Division:** Municipal Court

**Purpose:** The Court Marshal Division provides security to the Municipal Courts and Public Safety Center, transportation of prisoners, delivery of confidential receipts and records, administration of the stay of execution program, and the processing and execution of warrants.

### Program Expenditures By Category

|                     | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|---------------------|----------------|----------------|-----------------|----------------|
| Personnel Services  | \$ 486,211     | \$ 497,112     | \$ 508,358      | \$ 529,391     |
| Services & Supplies | \$ 29,686      | \$ 25,913      | \$ 36,986       | \$ 37,136      |
| Capital Outlay      | \$ 13,431      | \$ -           | \$ -            | \$ -           |
| <b>TOTAL:</b>       | \$ 529,328     | \$ 523,025     | \$ 545,344      | \$ 566,527     |



### Program Expenditures By Fund

|               | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|---------------|----------------|----------------|-----------------|----------------|
| General Fund  | \$ 529,328     | \$ 523,025     | \$ 545,344      | \$ 566,527     |
| <b>TOTAL:</b> | \$ 529,328     | \$ 523,025     | \$ 545,344      | \$ 566,527     |



**Full-Time Positions**

*Positions are stated in full-time equivalents (FTE) based on 2,080 hours per year.*

|  | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|--|----------------|----------------|-----------------|----------------|
| Chief Court Marshal  | 1.00           | 1.00           | 1.00            | 1.00           |
| Court Marshal  | 4.88           | 5.00           | 5.00            | 5.00           |
| <b>Total Full-Time Positions (FTE):</b>                      | 5.88           | 6.00           | 6.00            | 6.00           |
| <b>Part-Time Hours</b>                                       | 1,870          | 1,053          | 1,456           | 1,456          |
| <b>Total Full-Time and Part-Time Positions Stated as FTE</b> | 6.78           | 6.51           | 6.70            | 6.70           |

**Budget Variances**

❖ None

**Goals / Activities / Expectations / Results-Benefits**

- ◆ **GOAL: Provide the necessary support, training, technology, equipment, and facilities to achieve fair and efficient administration of justice**

**Activity:** The safety of the public, staff, and all parties having business with the Court is ensured.

**Expectation:** All individuals entering the Public Safety Center are screened; a secure environment is maintained; and the court docket is reviewed for individuals with active warrants or warnings.

**Result-Benefit:**

Screening individuals entering the building allows the Marshals to locate any illegal weapons. A records search through Colorado Bureau of Investigations (CBI) alerts the Marshals to individuals appearing for court with outstanding warrants or warnings.

|                        | 2010<br>Actual | 2011<br>Actual | 2012<br>Revised | 2013<br>Budget |
|------------------------|----------------|----------------|-----------------|----------------|
| CBI Criminal Histories | 5,817          | 6,335          | 6,335           | 6,335          |
| Arrests                | 148            | 144            | 140             | 140            |

**Activity:** The Division oversees all warrants.

**Expectation:** All warrants are reviewed and entered as ordered by the Court.

**Result-Benefit:**

This Division reviews each warrant for accuracy, makes courtesy calls, and enters each warrant.

|                  | 2010<br>Actual | 2011<br>Actual | 2012<br>Revised | 2013<br>Budget |
|------------------|----------------|----------------|-----------------|----------------|
| Warrants Entered | 2,891          | 3,793          | 3,793           | 3,793          |



**Goals / Activities / Expectations / Results-Benefits (continued)**

**Activity:** Prisoner transportation is provided.

**Expectation:** Files of detained parties are reviewed to determine eligibility for video hearing or need for transport. Prisoner transportation is conducted and Transport Across Colorado (TAC) is utilized as necessary.

**Result-Benefit:**

All parties arrested and detained are reviewed for a possible video hearing. Others are transported as needed.

|                       | <u>2010<br/>Actual</u> | <u>2011<br/>Actual</u> | <u>2012<br/>Revised</u> | <u>2013<br/>Budget</u> |
|-----------------------|------------------------|------------------------|-------------------------|------------------------|
| Prisoners Transported | 258                    | 406                    | 640                     | 640                    |
| Video Arraignments    | 1,646                  | 1,989                  | 2,500                   | 2,500                  |

**Activity:** Stay of execution program is maintained.

**Expectation:** Interviews are conducted to ensure a successful collection rate.

**Result-Benefit:**

Interviews have aided in the success of collecting outstanding fines and fees owed to the Municipal Court.

|                      | <u>2010<br/>Actual</u> | <u>2011<br/>Actual</u> | <u>2012<br/>Revised</u> | <u>2013<br/>Budget</u> |
|----------------------|------------------------|------------------------|-------------------------|------------------------|
| Interviews Conducted | 4,095                  | 4,716                  | 4,900                   | 4,900                  |

**Activity:** Court Marshals are trained according to POST (Peace Officer Standards and Training) requirements.

**Expectation:** Court Marshals attend POST approved courses to comply with legal requirements.

**Result-Benefit:** Court Marshals complete training and maintain POST certification.

**General Comments**

The Court Marshals were issued new uniforms to display a more professional image to the public.

All Marshals attended a 40 hour crisis intervention training class designed to increase awareness regarding mental health issues.

The Court Marshal Division accessed current software used in the Lakewood Police Records Division to standardize the reporting and tracking of custody reports.

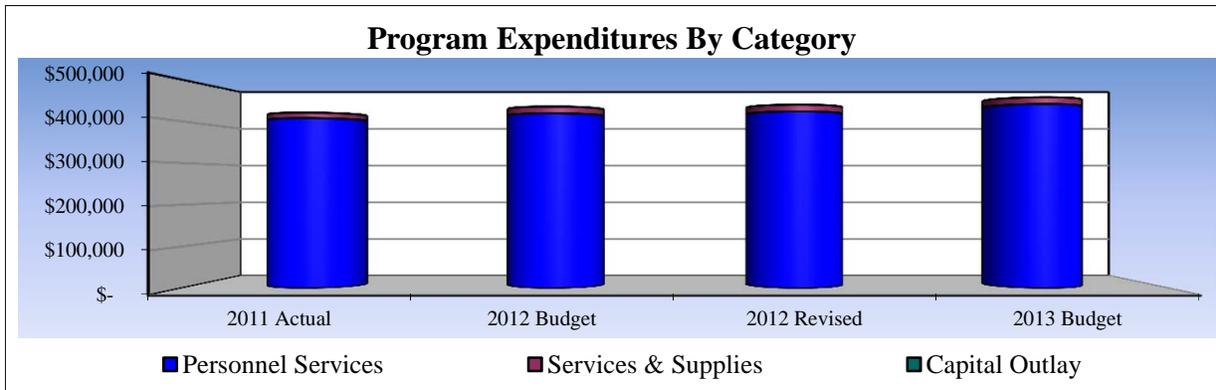


**Program:** Judicial  
**Department:** Municipal Court  
**Division:** Municipal Court

**Purpose:** The Judicial Division of the Municipal Court is responsible for adjudicating all Court cases.

**Program Expenditures By Category**

|                     | 2011<br>Actual    | 2012<br>Budget    | 2012<br>Revised   | 2013<br>Budget    |
|---------------------|-------------------|-------------------|-------------------|-------------------|
| Personnel Services  | \$ 407,061        | \$ 418,541        | \$ 423,036        | \$ 440,669        |
| Services & Supplies | \$ 13,170         | \$ 16,150         | \$ 16,150         | \$ 16,150         |
| Capital Outlay      | \$ -              | \$ -              | \$ -              | \$ -              |
| <b>TOTAL:</b>       | <b>\$ 420,231</b> | <b>\$ 434,691</b> | <b>\$ 439,186</b> | <b>\$ 456,819</b> |



**Program Expenditures By Fund**

|               | 2011<br>Actual    | 2012<br>Budget    | 2012<br>Revised   | 2013<br>Budget    |
|---------------|-------------------|-------------------|-------------------|-------------------|
| General Fund  | \$ 420,231        | \$ 434,691        | \$ 439,186        | \$ 456,819        |
| <b>TOTAL:</b> | <b>\$ 420,231</b> | <b>\$ 434,691</b> | <b>\$ 439,186</b> | <b>\$ 456,819</b> |



### Full-Time Positions

Positions are stated in full-time equivalents (FTE) based on 2,080 hours per year.

|  | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|--|----------------|----------------|-----------------|----------------|
| Presiding Municipal Judge                                    | 0.85           | 0.85           | 0.85            | 0.85           |
| Municipal Judge  | 1.00           | 1.00           | 1.00            | 1.00           |
| <b>Total Full-Time Positions (FTE):</b>                      | 1.85           | 1.85           | 1.85            | 1.85           |
| <b>Part-Time Hours</b>                                       | 1,632          | 1,540          | 1,540           | 1,540          |
| <b>Total Full-Time and Part-Time Positions Stated as FTE</b> | 2.63           | 2.59           | 2.59            | 2.59           |

### Budget Variances

❖ None

### Goals / Activities / Expectations / Results-Benefits

♦ **GOAL: Provide fair and appropriate resolutions to municipal code violations**

**Activity:** The Court advises defendants of their rights and schedules and holds various hearings to resolve cases.

**Expectation:** Various trials and hearings are scheduled via the court docket in order to reach the disposition of cases.

**Goals / Activities / Expectations / Results-Benefits (continued)****Result-Benefit:**

Numerous hearings are set, heard in Court, and cases are appropriately resolved.

|  | <b>2010</b>   | <b>2011</b>   | <b>2012</b>    | <b>2013</b>   |
|--|---------------|---------------|----------------|---------------|
|  | <b>Actual</b> | <b>Actual</b> | <b>Revised</b> | <b>Budget</b> |
| Arraignments Scheduled                                 | 10,501        | 11,115        | 10,934         | 10,934        |
| Arraignments Held                                      | 7,256         | 7,677         | 7,802          | 7,802         |
| Trials to Court Scheduled                              | 833           | 840           | 846            | 846           |
| Trials to Court Held                                   | 114           | 133           | 110            | 110           |
| Jury Trials Scheduled                                  | 175           | 157           | 134            | 134           |
| Jury Trials Held                                       | 39            | 30            | 24             | 24            |
| Reached Disposition at Trial                           | 251           | 260           | 262            | 262           |
| Prisoner / Video Hearings                              | 1,646         | 1,989         | 2,500          | 2,500         |
| Bond Returns / Failure to<br>Appear Hearings Scheduled | 3,199         | 3,717         | 3,547          | 3,547         |
| Bond Returns / Failure to<br>Appear Hearings Held      | 2,208         | 2,570         | 3,260          | 3,260         |
| Pre-trials / Disposition Hearings<br>Scheduled         | 800           | 807           | 880            | 880           |
| Pre-trials / Disposition Hearings<br>Held              | 629           | 604           | 654            | 654           |
| Probation Related Cases<br>Scheduled                   | 3,183         | 4,183         | 4,870          | 4,870         |
| Probation Related Cases Held                           | 1,936         | 2,309         | 2,832          | 2,832         |
| Initial Public Defender Hearings<br>Scheduled          | 526           | 726           | 1,030          | 1,030         |
| Initial Public Defender Hearings<br>Held               | 381           | 479           | 708            | 708           |
| Other Hearings Scheduled                               | 1,066         | 1,219         | 1,586          | 1,586         |
| Other Hearings Held                                    | 585           | 640           | 794            | 794           |
| Court Cases Closed                                     | 10,114        | 10,114        | 8,916          | 8,916         |

**General Comments**

The Judicial Division is committed to excellence in providing fair, impartial, and timely resolutions to all persons charged with municipal code violations in an atmosphere of respect for the public.

The Court is committed to expanding its community focus and has established a Juvenile Mental Health Court.



**Program:** Probation Services

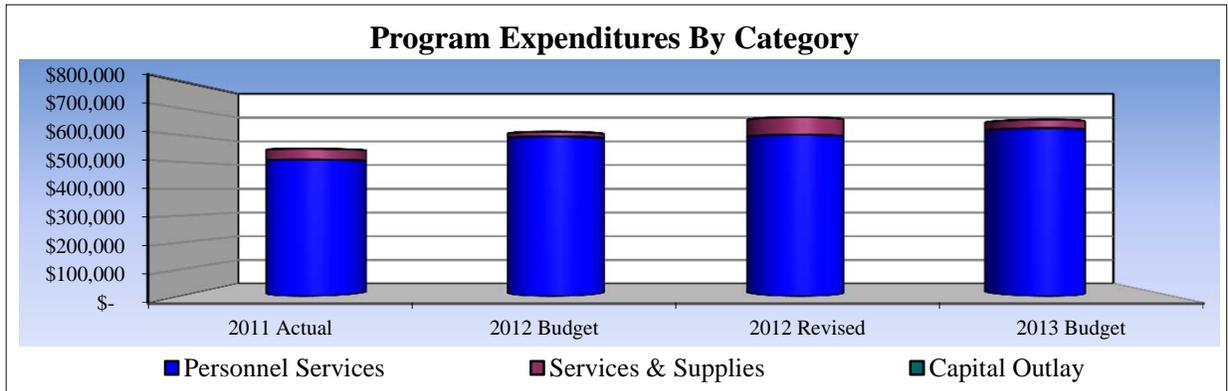
**Department:** Municipal Court

**Division:** Municipal Court

**Purpose:** The Probation Services Division provides the investigation and evaluation of court referred juvenile and adult penal cases; referrals to offense-specific services; sentencing recommendations; supervision of offenders; monitoring the compliance of court orders; management of the court-ordered community service work program for juveniles; Teen Court peer sentencing program; and the Youth Education Team (YET).

**Program Expenditures By Category**

|                     | 2011<br>Actual    | 2012<br>Budget    | 2012<br>Revised   | 2013<br>Budget    |
|---------------------|-------------------|-------------------|-------------------|-------------------|
| Personnel Services  | \$ 508,482        | \$ 594,367        | \$ 600,923        | \$ 625,154        |
| Services & Supplies | \$ 40,411         | \$ 17,391         | \$ 64,640         | \$ 31,811         |
| Capital Outlay      | \$ -              | \$ -              | \$ -              | \$ -              |
| <b>TOTAL:</b>       | <b>\$ 548,893</b> | <b>\$ 611,758</b> | <b>\$ 665,563</b> | <b>\$ 656,965</b> |



**Program Expenditures By Fund**

|               | 2011<br>Actual    | 2012<br>Budget    | 2012<br>Revised   | 2013<br>Budget    |
|---------------|-------------------|-------------------|-------------------|-------------------|
| General Fund  | \$ 501,295        | \$ 607,554        | \$ 600,848        | \$ 626,412        |
| Grants Fund   | \$ 47,598         | \$ 4,204          | \$ 64,715         | \$ 30,553         |
| <b>TOTAL:</b> | <b>\$ 548,893</b> | <b>\$ 611,758</b> | <b>\$ 665,563</b> | <b>\$ 656,965</b> |



**Full-Time Positions**

*Positions are stated in full-time equivalents (FTE) based on 2,080 hours per year.*

|  | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|--|----------------|----------------|-----------------|----------------|
| Probation Services Manager                                   | 0.02           | -              | -               | -              |
| Chief Probation Officer                                      | 0.54           | 1.00           | 1.00            | 1.00           |
| Community Service Youth Coord                                | 1.00           | 1.00           | 1.00            | 1.00           |
| Probation/Diversion Officer                                  | 3.20           | 4.00           | 5.00            | 5.00           |
| Probation Support Technician                                 | 0.97           | 1.00           | 1.00            | 1.00           |
| <b>Total Full-Time Positions (FTE):</b>                      | <b>5.73</b>    | <b>7.00</b>    | <b>8.00</b>     | <b>8.00</b>    |
| <b>Part-Time Hours</b>                                       | <b>4,595</b>   | <b>2,565</b>   | <b>2,396</b>    | <b>2,396</b>   |
| <b>Total Full-Time and Part-Time Positions Stated as FTE</b> | <b>7.94</b>    | <b>8.23</b>    | <b>9.15</b>     | <b>9.15</b>    |

**Budget Variances**

❖ **Personnel Services**

- ◆ 2012 Budget vs. 2011 Actual is up \$85,885 due to the addition of one probation officer.

**Goals / Activities / Expectations / Results-Benefits**

- ◆ **GOAL: Provide the necessary support, training, technology, equipment, and facilities to achieve fair and efficient administration of justice**

**Activity:** Offenders referred to the Probation Division are evaluated and appropriate sentencing recommendations are made to the Court. Offenders are monitored for compliance.

**Expectation:** The Division provides sentencing recommendations that are appropriate for the offender and the crime. Compliance with court orders are monitored.

**Result-Benefit:**

|   | 2010<br>Actual | 2011<br>Actual | 2012<br>Revised | 2013<br>Budget |
|---|----------------|----------------|-----------------|----------------|
| Probation statistics:   |                |                |                 |                |
| Number of cases referred to probation                           | 1,371          | 2,204          | 2,204           | 2,204          |
| Average number of cases under supervision per probation officer | 342            | 242            | 242             | 242            |



**Goals / Activities / Expectations / Results-Benefits (continued)**

**Activity:** Focus is given to domestic violence and juvenile cases through the utilization of offense-specific treatment programs and sentencing alternatives.

**Expectation:** Domestic violence offenders are referred to offense-specific treatment and programs. Juvenile offenders are provided with useful community service and are utilized for City projects. Peer sentencing (Teen Court), inmate, and offender and family intervention sessions (Youth Educational Team - YET) are also offered to juveniles.

**Result-Benefit:**

Useful community service is performed by juvenile offenders. City dollars are saved on projects such as cleaning graffiti, cleaning parks, and other appropriate community service activities.

|  | <u>2010<br/>Actual</u> | <u>2011<br/>Actual</u> | <u>2012<br/>Revised</u> | <u>2013<br/>Budget</u> |
|--|------------------------|------------------------|-------------------------|------------------------|
| Number of locations where graffiti was removed | 1,593                  | 1,585                  | 1,500                   | 1,500                  |

Juveniles have the opportunity to participate in peer sentencing and YET (Youth Educational Team).

|   | <u>2010<br/>Actual</u> | <u>2011<br/>Actual</u> | <u>2012<br/>Revised</u> | <u>2013<br/>Budget</u> |
|---|------------------------|------------------------|-------------------------|------------------------|
| Number of Teen Court cases and participants | 63                     | 17                     | 20                      | 20                     |
| Number of YET participants                  | 169                    | 250                    | 250                     | 250                    |

**General Comments**

The Probation Division has implemented specialized caseloads. This results in greater knowledge of services by probation staff and overall improved supervision. Probation initiated assessments for all incoming probationers. This allows the office to develop individualized treatment plans rather than the earlier “one size fits all” recommendations. Resources can now be better directed to those cases that will benefit most and away from cases that do not need the resources. The Division is increasing its collaboration with service providers and other justice agencies to continue to improve supervision and treatment options for those under court supervision.

The Victims Right Act has been implemented in the Probation Division. Victims of domestic violence and assault cases are notified of all significant court dates related to the case.



**Program:** Violations Bureau

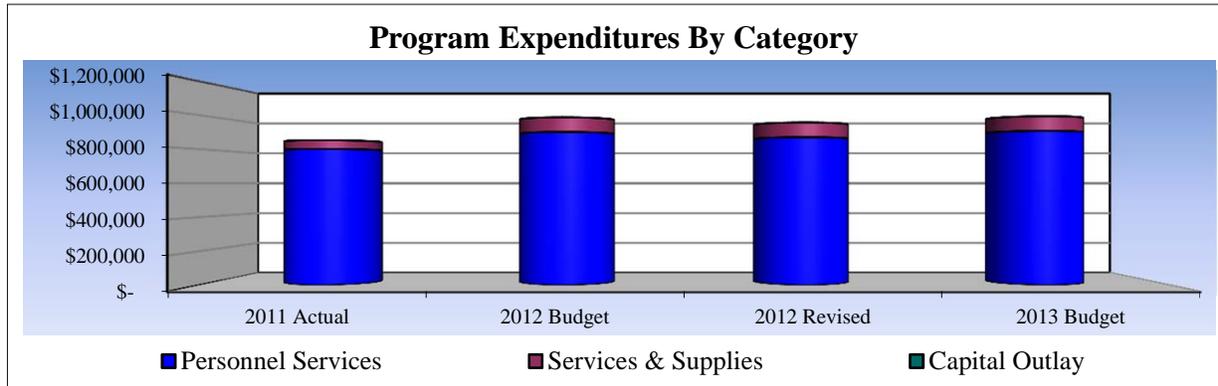
**Department:** Municipal Court

**Division:** Municipal Court

**Purpose:** The Violations Bureau Division processes all cases filed in the Municipal Court. Responsibilities include records management and retrieval; fine, fee and restitution notification; collection and distribution; case settings and case management; maintenance and management of an active jury pool; reporting to Department of Motor Vehicles (DMV), Colorado Crime Information Center (CCIC), Juvenile Information System (JIS), and other applicable agencies; and adhering to numerous policies and legal requirements internally and externally.

**Program Expenditures By Category**

|                     | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|---------------------|----------------|----------------|-----------------|----------------|
| Personnel Services  | \$ 801,457     | \$ 900,854     | \$ 870,399      | \$ 907,577     |
| Services & Supplies | \$ 51,160      | \$ 85,951      | \$ 85,951       | \$ 85,951      |
| Capital Outlay      | \$ -           | \$ -           | \$ -            | \$ -           |
| <b>TOTAL:</b>       | \$ 852,617     | \$ 986,805     | \$ 956,350      | \$ 993,528     |



**Program Expenditures By Fund**

|               | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|---------------|----------------|----------------|-----------------|----------------|
| General Fund  | \$ 852,617     | \$ 986,805     | \$ 956,350      | \$ 993,528     |
| <b>TOTAL:</b> | \$ 852,617     | \$ 986,805     | \$ 956,350      | \$ 993,528     |



**Full-Time Positions**

*Positions are stated in full-time equivalents (FTE) based on 2,080 hours per year.*

|  | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|--|----------------|----------------|-----------------|----------------|
| Violations Bureau Manager                                    | 1.00           | 1.00           | 1.00            | 1.00           |
| Judicial Specialist  | 4.58           | 5.00           | 5.00            | 5.00           |
| Court Technician   | 5.41           | 6.00           | 6.00            | 6.00           |
| Lead Court Specialist  | 1.00           | 1.00           | 1.00            | 1.00           |
| <b>Total Full-Time Positions (FTE):</b>                      | 11.99          | 13.00          | 13.00           | 13.00          |
| <b>Part-Time Hours</b>                                       | 554            | -              | -               | -              |
| <b>Total Full-Time and Part-Time Positions Stated as FTE</b> | 12.26          | 13.00          | 13.00           | 13.00          |

**Budget Variances**

❖ **Personnel Services**

- ◆ 2012 Budget vs. 2011 Actual is up \$99,397 due to personnel vacancies during 2011.

**Goals / Activities / Expectations / Results-Benefits**

◆ **GOAL: Provide fair and appropriate resolutions to Municipal Code violations**

**Activity:** The Violations Bureau serves as the point of contact for all parties having business with the Court.

**Expectation:** The Violations Bureau provides information to all parties having business with the Court, completes all financial transactions, transfers information electronically to/from Department of Motor Vehicle, and subpoenas all jurors.



**Goals / Activities / Expectations / Results-Benefits (continued)**

**Result-Benefit:**

Jurors are subpoenaed, bonds posted, numerous transactions are made, records are provided, driving histories are requested, convictions are reported, and cases are set with interpreters as needed.

|  | <b>2010<br/>Actual</b> | <b>2011<br/>Actual</b> | <b>2012<br/>Revised</b> | <b>2013<br/>Budget</b> |
|--|------------------------|------------------------|-------------------------|------------------------|
| Jurors Subpoenaed  | 5,444                  | 5,304                  | 6,628                   | 6,628                  |
| Financial Transactions                                       | 20,313                 | 21,884                 | 24,084                  | 24,084                 |
| Bonds Posted   | 1,276                  | 1,534                  | 1,348                   | 1,348                  |
| Records Provided   | 639                    | 798                    | 1,040                   | 1,040                  |
| External Interpreters  | 568                    | 511                    | 508                     | 508                    |
| Juvenile Information Records Requested                       | 1,180                  | 1,180                  | 1,276                   | 1,276                  |
| Driving Histories Requested from Department of Motor Vehicle | 10,272                 | 11,534                 | 11,192                  | 11,192                 |
| Convictions Reported to Department of Motor Vehicle          | 9,503                  | 6,347                  | 10,024                  | 10,024                 |
| Cases Closed Without an Appearance                           | 8,942                  | 9,342                  | 8,348                   | 8,348                  |

◆ **GOAL: Manage a program that provides for collection of unpaid fines and fees**

**Activity:** Unpaid traffic infraction and parking cases are sent to an external collection agency.

**Expectation:** The collection process is managed through open communication; accounts are monitored; and payments are applied promptly.

**Result-Benefit:**

The collection agency has been successful in recovering outstanding fines and fees owed to the Municipal Court.

|   | <b>2010<br/>Actual</b> | <b>2011<br/>Actual</b> | <b>2012<br/>Revised</b> | <b>2013<br/>Budget</b> |
|---|------------------------|------------------------|-------------------------|------------------------|
| Traffic Infractions Sent to Collections | 453                    | 525                    | 416                     | 416                    |
| Parking Cases Sent to Collections       | 652                    | 730                    | 564                     | 564                    |

◆ **GOAL: Provide the necessary support, training, technology, equipment, and facilities to achieve fair and efficient administration of justice**

**Activity:** Court staff processes all cases filed in the Municipal Court.

**Expectation:** Court staff maintains the court records and verifies completion of judicial orders.



**Goals / Activities / Expectations / Results-Benefits (continued)**

**Result-Benefit:**

Staff reviews and processes all incoming summonses and maintains all paperwork and records created from these cases.

|                        | <b>2010</b>   | <b>2011</b>   | <b>2012</b>    | <b>2013</b>   |
|------------------------|---------------|---------------|----------------|---------------|
|                        | <b>Actual</b> | <b>Actual</b> | <b>Revised</b> | <b>Budget</b> |
| New Summonses Received | 19,336        | 20,780        | 20,674         | 20,674        |
| Traffic Infractions    | 7,156         | 7,529         | 8,376          | 8,376         |
| Traffic Offenses       | 2,074         | 2,280         | 2,214          | 2,214         |
| Insurance Violations   | 2,378         | 2,739         | 2,546          | 2,546         |
| Parking Violations     | 2,716         | 3,077         | 2,720          | 2,720         |
| Animal Control         | 407           | 381           | 540            | 540           |
| Adult Penal            | 3,172         | 3,390         | 2,970          | 2,970         |
| Domestic Violence      | 215           | 251           | 178            | 178           |
| Zoning Violations      | 38            | 18            | 30             | 30            |
| Juvenile Penal         | 1,180         | 1,109         | 1,092          | 1,092         |

**General Comments**

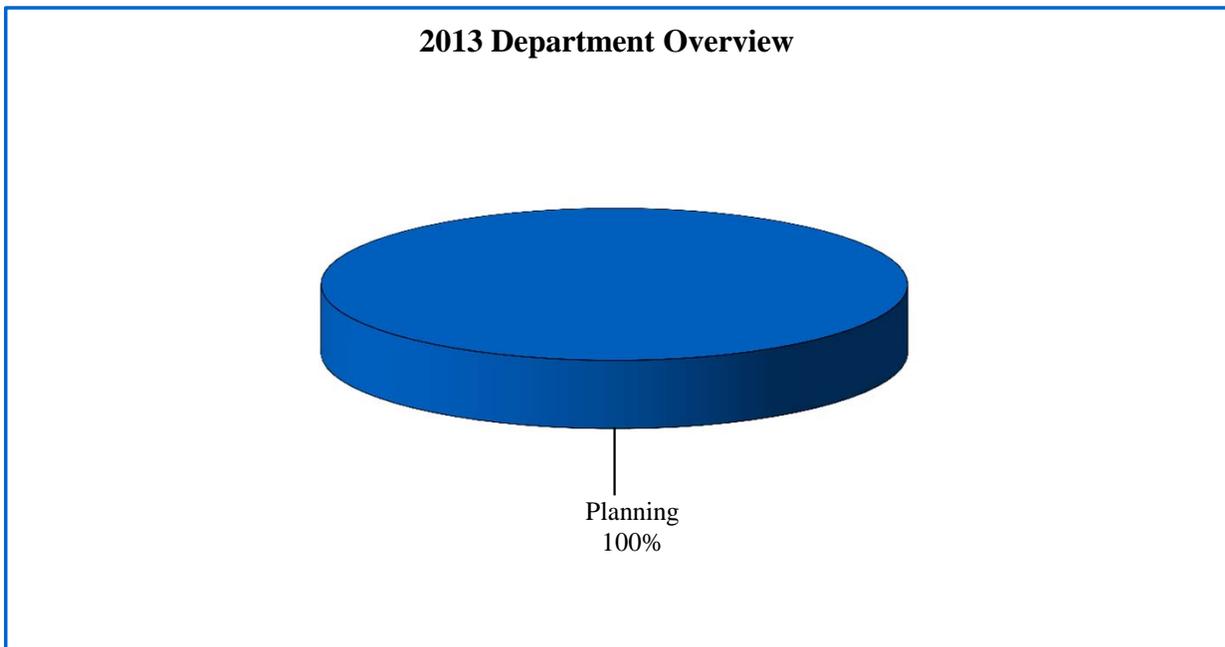
The Violations Bureau Division is responsible for responding to records requests from the public, background companies, and other governmental agencies. The Division is responsible for seeing that every citizen receives a prompt response to an open records request. The Division is working towards developing an electronic process for submission of all records requests.

The Violations Bureau Division identifies, recommends, and coordinates the destruction of inactive records which have reached the end of the required retention under state law. The Division reviews electronic recordkeeping systems to include the court application and imaging program to ensure each system meets record retention and public access requirements.

The Division continues to pursue collections through Integral Recoveries on unpaid cases. Integral Recoveries demonstrates a great deal of efficiency in monitoring and collecting on past due accounts.



# PLANNING



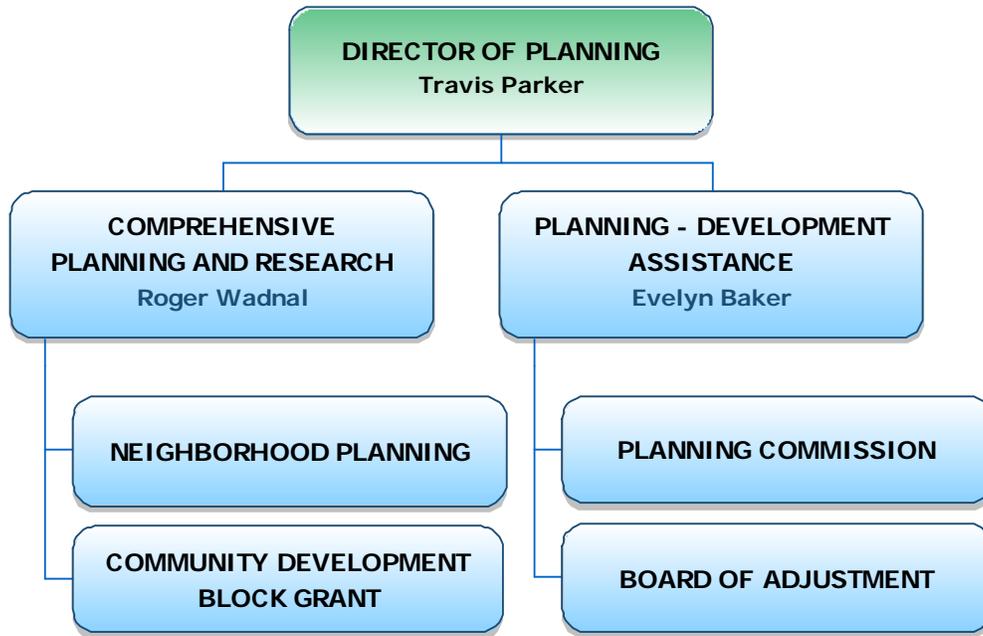
|                             | 2011<br>Actual      | 2012<br>Budget      | 2012<br>Revised     | 2013<br>Budget      |
|-----------------------------|---------------------|---------------------|---------------------|---------------------|
| Planning                    | \$ 2,264,422        | \$ 2,800,529        | \$ 4,603,042        | \$ 2,791,556        |
| <b>TOTAL:</b>               | <b>\$ 2,264,422</b> | <b>\$ 2,800,529</b> | <b>\$ 4,603,042</b> | <b>\$ 2,791,556</b> |
| <b>Percent to All Funds</b> | 1.62%               | 1.91%               | 2.80%               | 1.81%               |



# PLANNING

(303) 987-7900

[www.lakewood.org/Planning/](http://www.lakewood.org/Planning/)





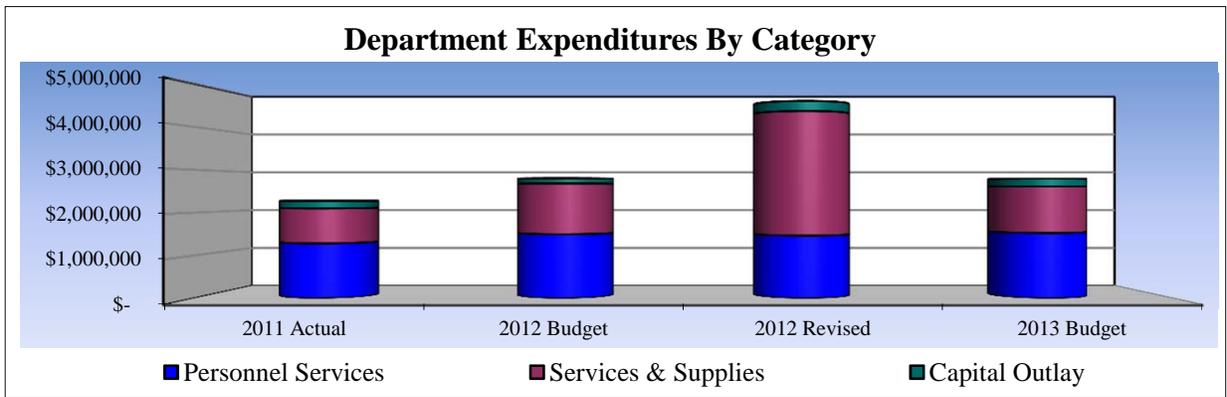
## Department: Planning

**Mission Statement:** Provide a structure for orderly land development and redevelopment, ensuring the continued social and economic well-being of our community.

**Purpose:** The Planning Department develops and implements plans and programs to improve the quality of life for Lakewood citizens and strengthen and broaden the economic base of the City. The Planning Department also guides land development projects by reviewing all proposals against the vision outlined in the Comprehensive Plan, enforcing the development standards established by the Zoning Ordinance, Subdivision Ordinance and City policies, and coordinating interdepartmental involvement. The Department is responsible for developing and implementing the Lakewood Comprehensive Plan.

### Department Expenditures By Category

|                     | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|---------------------|----------------|----------------|-----------------|----------------|
| Personnel Services  | \$ 1,281,375   | \$ 1,496,095   | \$ 1,464,763    | \$ 1,525,566   |
| Services & Supplies | \$ 816,328     | \$ 1,184,434   | \$ 2,904,036    | \$ 1,085,990   |
| Capital Outlay      | \$ 166,719     | \$ 120,000     | \$ 234,243      | \$ 180,000     |
| <b>TOTAL:</b>       | \$ 2,264,422   | \$ 2,800,529   | \$ 4,603,042    | \$ 2,791,556   |



### Department Expenditures By Fund

|                          | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|--------------------------|----------------|----------------|-----------------|----------------|
| General Fund             | \$ 1,179,384   | \$ 1,457,584   | \$ 1,498,110    | \$ 1,503,238   |
| Capital Improvement Fund | \$ 49,433      | \$ 130,000     | \$ 190,000      | \$ 190,000     |
| Grants Fund              | \$ 1,035,605   | \$ 1,212,945   | \$ 2,914,932    | \$ 1,098,318   |
| <b>TOTAL:</b>            | \$ 2,264,422   | \$ 2,800,529   | \$ 4,603,042    | \$ 2,791,556   |



**Full-Time Positions**

*Positions are stated in full-time equivalents (FTE) or based on 2,080 hours per year.*

|  | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|--|----------------|----------------|-----------------|----------------|
| Director of Planning   | 0.38           | 1.00           | 1.00            | 1.00           |
| Associate Planner - Intermediate                             | 3.72           | 3.00           | 3.00            | 3.00           |
| Associate Planner - Specialist                               | 2.22           | 3.00           | 3.00            | 3.00           |
| Business Support Specialist                                  | 1.83           | 2.00           | 2.00            | 2.00           |
| Comprehensive Plng & Rsch Mgr                                | 1.00           | 1.00           | 1.00            | 1.00           |
| Planning - Dev Assistance Mgr                                | 1.00           | 1.00           | 1.00            | 1.00           |
| Principal Planner  | 4.00           | 4.00           | 4.00            | 4.00           |
| <b>Total Full-Time Positions (FTE):</b>                      | <b>14.15</b>   | <b>15.00</b>   | <b>15.00</b>    | <b>15.00</b>   |
| <b>Part-Time Hours</b>                                       | <b>925</b>     | <b>1,772</b>   | <b>1,772</b>    | <b>1,772</b>   |
| <b>Total Full-Time and Part-Time Positions Stated as FTE</b> | <b>14.59</b>   | <b>15.85</b>   | <b>15.85</b>    | <b>15.85</b>   |
| Planning Commissioners*                                      | 7.00           | 7.00           | 7.00            | 7.00           |

\*Not included in Citywide staffing counts

**Budget Variances**

❖ **Personnel Services**

- ♦ 2012 Budget vs. 2011 Actual is up \$214,720 due to the new Planning Director position, a period of unpaid leave in 2011 taken by one Business Support Specialist, and the promotion of one Associate Planner.

❖ **Services & Supplies**

- ♦ 2012 Budget vs. 2011 Actual is up \$368,106 generally due to the timing of CDBG (Community Development Block Grant)/HOME grant programs and projects.
- ♦ 2012 Revised vs. 2012 Budget is up \$1,719,602 generally due to the timing of CDBG/HOME grant programs and projects and an additional \$325,000 in one-time grant funds obtained by the Comprehensive Planning Division.
- ♦ 2013 Budget vs. 2012 Revised is down \$1,818,046 generally due to the timing of CDBG/HOME grant programs and projects, and the return to the established line item budget for consulting services following the completion of the two grant-funded studies.

❖ **Capital Outlay**

- ♦ 2012 Revised vs. 2012 Budget is up \$114,243 due to additional funding for neighborhood programs and grant funding for CDBG public facilities.



## Core Community Values / Department Goals / Program Activities

### ❖ SAFE COMMUNITY

#### ◆ GOAL: Strengthen and support Lakewood's neighborhoods

##### **Activity:**

The Comprehensive Planning and Research Division will continue to:

- ◆ Ensure that the CDBG and HOME programs address current community needs and provide primary benefit to low-and moderate-income persons.
- ◆ Use CDBG and HOME funds to address community needs identified in the adopted Housing and Community Development Plan (the Consolidated Plan).

**Expectation:** CDBG funds are used to implement goals in adopted neighborhood plans in CDBG qualified neighborhoods. Staff will implement the 2013 CDBG/HOME One Year Action Plan and prepare the 2014 One Year Action Plan.

##### **Result-Benefit:**

Community needs identified in the related Action Plans will be addressed.

Staff will prepare the CDBG/HOME Consolidated Annual Performance and Evaluation Report (CAPER) highlighting 2012 program expenditures and accomplishments.

The 2014 One Year Action Plan is prepared.

---

**Activity:** The Comprehensive Planning and Research Division will continue to manage the Neighborhood Participation Program.

**Expectation:** The Comprehensive Planning and Research Division implements the 2013 Neighborhood Participation Program and completes outreach and recommendations for 2014 projects.

##### **Result-Benefit:**

Projects approved by City Council for 2013 are completed.

Projects are identified for the 2014 Neighborhood Participation Program.

---

**Activity:** The Comprehensive Planning and Research Division will continue to manage the Neighborhood Planning Program and assist in implementing adopted neighborhood plans.

**Expectation:** The Comprehensive Planning and Research Division will continue to advance neighborhood planning efforts and will prioritize and implement plan goals. The Division will also maintain neighborhood liaison activities.

**Result-Benefit:** Implementation of the adopted neighborhood plans will help to realize the community vision. Continued communication with neighborhood stakeholders will assist in the identification and implementation of neighborhood priorities.

---



## Core Community Values / Department Goals / Program Activities (continued)

**Activity:** The Department oversees the development review process for all proposed land development projects.

**Expectation:** The Planning-Development Assistance Division manages the multidisciplinary development review process to ensure that land development projects meet important public health, safety, and welfare standards, and contribute to the implementation of the Comprehensive Plan.

**Result-Benefit:** Land development projects move the community toward the vision articulated in the Comprehensive Plan.

---

**Activity:** The updated Zoning Ordinance will be implemented in 2013.

**Expectation:** Review functions will be updated to employ the standards of the new Zoning Ordinance. Staff will evaluate the effectiveness of the new ordinance on an ongoing basis.

**Result-Benefit:** The Zoning Ordinance will be more clear and understandable, will encourage reinvestment in the community, and will ensure new high quality projects interact well with adjoining land uses.

### ❖ OPEN AND HONEST COMMUNICATION

#### ◆ GOAL: Encourage cultural diversity and development through public awareness and participation

**Activity:** The Planning Department ensures the appropriate involvement of individual neighbors, registered neighborhood groups, and other external agencies and stakeholders during review of development projects and comprehensive planning efforts.

**Expectation:** Input from neighbors, neighborhood groups, and others is considered and applicants work with neighbors, neighborhood groups, and other external agencies to resolve issues.

**Result-Benefit:** Potential issues with land development projects and plans are identified early and resolved.

### ❖ EDUCATION AND INFORMATION

#### ◆ GOAL: Provide opportunities to educate and inform residents and businesses about community planning and development processes

**Activity:** The Department will provide a Citizen's Planning Academy.

**Expectation:** Citizens will be educated about various land use topics including public participation and the development process.

**Result-Benefit:** The Planning Academy will create a greater sense of community involvement and more educated participation in local government.

---

**Activity:** The Department will provide educational opportunities and programs for National Community Planning Month.

**Expectation:** Citizens will participate in National Planning Month activities and be educated regarding planning issues.



## Core Community Values / Department Goals / Program Activities (continued)

**Result-Benefit:** National Planning Month activities will create more awareness around important planning issues and will contribute to more educated participation in local government.

---

**Activity:** Affected residents and businesses are consulted and involved in developing plans and in proposing community improvements.

**Expectation:**

A variety of methods to communicate with residents and businesses are utilized as part of an extensive public outreach and public involvement process for all planning projects, including neighborhood, corridor, and special area projects. Some of these methods are:

- ♦ A Citizen Participation Plan is followed that facilitates input from all affected persons in the community when identifying needs and proposing projects funded under CDBG and HOME.
- ♦ Demographic information utilizing available resources (City data, U.S. Census Bureau, State Demographers Office, Denver Regional Council of Governments, etc.) is managed.
- ♦ Newsletters, public meetings, open houses, public notices in local newspapers, KLTv8 bulletins, and the City website are ways in which the City communicates with citizens.

**Result-Benefit:**

Residents are provided notice and a reasonable amount of time to comment on all CDBG and HOME program recommendations and accomplishments.

The CDBG/HOME Public Participation Plan ensures opportunity for public comment.

Demographic reports, charts, graphs, and presentations are prepared and kept up to date.

All appropriate means of communication are utilized in developing plans.

❖ **QUALITY ECONOMIC DEVELOPMENT**

♦ **GOAL: Promote sustainable economic development to foster a strong revenue base for the City**

**Activity:** The Department will reinforce the City's economic development goals when assisting applicants with viable projects through the development process.

**Expectation:** Processes are clear and predictable, processing is timely, potential issues are anticipated and efficiently prevented or resolved. Multi-departmental City input is well coordinated.

**Result-Benefit:** The economic vitality of the City is maintained or improved.

♦ **GOAL: Create and implement revitalization strategies**

**Activity:** The Department works closely with Economic Development, the Lakewood Reinvestment Authority (LRA), established business associations, property owners, and neighborhood organizations to develop and implement revitalization strategies.

**Expectation:** Adopted plans and zone districts along the West Colfax corridor and the light rail corridor are implemented.



**Core Community Values / Department Goals / Program Activities (continued)**

**Result-Benefit:** The City will continue to see strategic private investment directed along key corridors.

**Activity:** Station area plans and transit mixed use zoning for lands around major West Corridor Light Rail Transit (LRT) stations are being implemented.

**Expectation:** The transit oriented development program is managed and implemented for areas around light rail stations with station area plans.

**Result-Benefit:** Development around the light rail stations reflects the vision of adopted plans and zoning designations.

❖ **QUALITY LIVING ENVIRONMENT**

◆ **GOAL: Promote high-quality design in new development, infill, and redevelopment projects**

**Activity:** Staff ensures that land development projects support the intent of the Comprehensive Plan and applicable ordinances, regulations, and guidance documents.

**Expectation:**

High-quality development is encouraged by:

- ◆ Applying the design guidelines for the Rooney Valley.
- ◆ Implementing new design criteria in context based zones as outlined in the new Zoning Ordinance.
- ◆ Supporting the Architectural Control Committees at Belmar, Denver West, Lakewood City Commons, and Academy Park.

**Result-Benefit:** High quality projects are built that contribute to the community's value and desirability.

|                                 | <b>2011<br/>Actual</b> | <b>2012<br/>Projected</b> | <b>2013<br/>Projected</b> |
|---------------------------------|------------------------|---------------------------|---------------------------|
| Preplanning                     | 101                    | 75                        | 83                        |
| Rezoning & Modifications        | 5                      | 5                         | 4                         |
| Final Site Plans                | 23                     | 30                        | 33                        |
| Final Plats & Preliminary Plats | 11                     | 12                        | 13                        |
| Annexations                     | 0                      | 2                         | 1                         |
| Variances                       | 4                      | 6                         | 7                         |
| Other Cases                     | 110                    | 90                        | 99                        |
| <b>TOTAL</b>                    | <b>254</b>             | <b>220</b>                | <b>239</b>                |

Development Review Fees\*      \$121,555      \$122,427      \$134,670

\* Note that new development fees went into effect July 1, 2012.

❖ **COMMUNITY SUSTAINABILITY**

◆ **GOAL: Create balance among the environment, the economy and society to ensure that we do not compromise the quality of life for future generations**

**Activity:** Staff will continue to oversee and monitor the Sustainable Neighborhood Program.

**Expectation:** The Sustainable Neighborhood Program will help to achieve important Citywide sustainability goals.



### **Core Community Values / Department Goals / Program Activities (continued)**

**Result-Benefit:** The City will continue to provide resources to neighborhood improvements that advance the principles of sustainability.

---

**Activity:** Planning will plan for changing demographics Citywide (both in terms of anticipated population growth and shifts in demographic patterns).

**Expectation:** Neighborhood Plans will be prepared and development proposals will be reviewed with an eye towards these changes.

**Result-Benefit:** The City will encourage the expansion of diversity of housing, entertainment, and services based on a changing population. New developments and plans will anticipate changes in demographics.

### **General Comments**

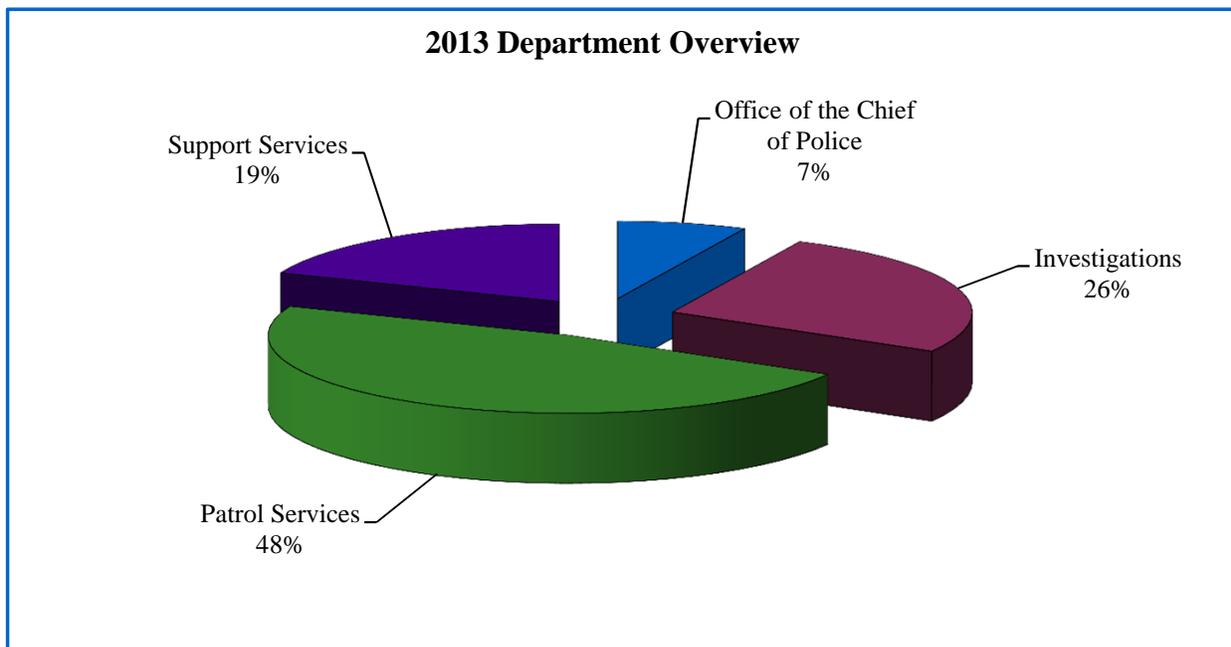
In addition to carrying out the responsibility for implementing the Comprehensive Plan, the Planning Department will continue to implement programs and projects that contribute to the City's overall sustainability goals. A key priority of the Planning Department for 2013 is ensuring the successful roll-out of the updated Zoning Ordinance.



THIS PAGE INTENTIONALLY LEFT BLANK



# POLICE



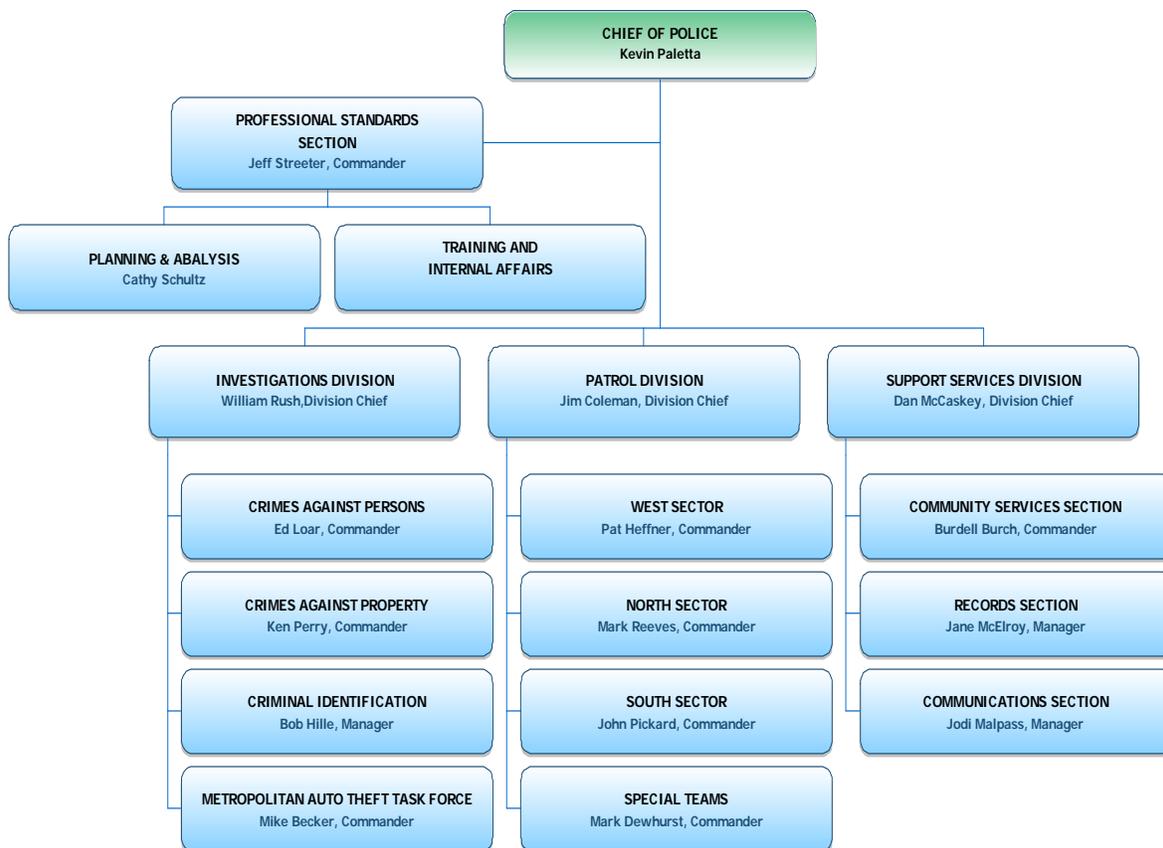
|                               | 2011<br>Actual       | 2012<br>Budget       | 2012<br>Revised      | 2013<br>Budget       |
|-------------------------------|----------------------|----------------------|----------------------|----------------------|
| Office of the Chief of Police | \$ 2,270,057         | \$ 2,301,615         | \$ 3,127,243         | \$ 3,036,396         |
| Investigations                | \$ 10,468,492        | \$ 11,389,733        | \$ 11,358,393        | \$ 11,478,179        |
| Patrol Services               | \$ 20,810,584        | \$ 21,875,738        | \$ 19,365,582        | \$ 20,711,331        |
| Support Services              | \$ 8,010,394         | \$ 7,847,171         | \$ 8,241,472         | \$ 8,239,942         |
| <b>TOTAL:</b>                 | <b>\$ 41,559,527</b> | <b>\$ 43,414,257</b> | <b>\$ 42,092,690</b> | <b>\$ 43,465,848</b> |
| <b>Percent to All Funds</b>   | <b>29.73%</b>        | <b>29.68%</b>        | <b>25.59%</b>        | <b>28.12%</b>        |



# POLICE DEPARTMENT

(303) 987-7150

[www.lakewood.org/Police/](http://www.lakewood.org/Police/)



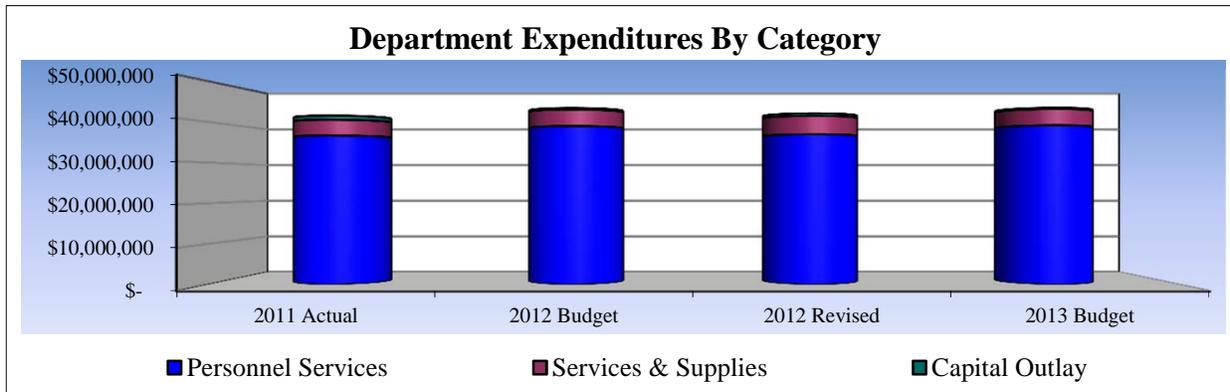


**Department: Police**

**Mission Statement:** The men and women of the Lakewood Police Department will protect and serve with integrity, intelligence, and initiative. Working with our community, we will bring to justice those who commit crime and cause disorder in our City.

**Department Expenditures By Category**

|                     | 2011<br>Actual       | 2012<br>Budget       | 2012<br>Revised      | 2013<br>Budget       |
|---------------------|----------------------|----------------------|----------------------|----------------------|
| Personnel Services  | \$ 36,670,837        | \$ 38,981,238        | \$ 36,976,716        | \$ 39,159,807        |
| Services & Supplies | \$ 3,857,674         | \$ 4,049,975         | \$ 4,497,545         | \$ 3,995,841         |
| Capital Outlay      | \$ 1,031,016         | \$ 383,044           | \$ 618,429           | \$ 310,200           |
| <b>TOTAL:</b>       | <b>\$ 41,559,527</b> | <b>\$ 43,414,257</b> | <b>\$ 42,092,690</b> | <b>\$ 43,465,848</b> |



**Department Expenditures By Fund**

|                          | 2011<br>Actual       | 2012<br>Budget       | 2012<br>Revised      | 2013<br>Budget       |
|--------------------------|----------------------|----------------------|----------------------|----------------------|
| General Fund             | \$ 38,423,248        | \$ 40,734,913        | \$ 38,993,548        | \$ 41,314,886        |
| Capital Improvement Fund | \$ 1,282             | \$ -                 | \$ -                 | \$ -                 |
| Grants Fund              | \$ 3,134,997         | \$ 2,679,344         | \$ 3,099,142         | \$ 2,150,962         |
| <b>TOTAL:</b>            | <b>\$ 41,559,527</b> | <b>\$ 43,414,257</b> | <b>\$ 42,092,690</b> | <b>\$ 43,465,848</b> |



**Full-Time Positions**

*Positions are stated in full-time equivalents (FTE) based on 2,080 hours per year.*

|                                     | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|-------------------------------------|----------------|----------------|-----------------|----------------|
| Chief of Police                     | 1.00           | 1.00           | 1.00            | 1.00           |
| Administrative Assistant            | 1.00           | 1.00           | 1.00            | 1.00           |
| Animal Control Officer I            | 3.64           | 1.00           | 2.71            | 1.00           |
| Animal Control Officer II           | 2.00           | 5.00           | 3.29            | 5.00           |
| Animal Control Supervisor           | 1.00           | 1.00           | 1.00            | 1.00           |
| Business Specialist                 | 5.00           | 5.00           | 5.00            | 5.00           |
| Business Support Specialist         | 1.00           | 1.00           | 1.00            | 1.00           |
| Code Enforcement Coordinator        | 1.00           | 1.00           | 1.00            | 1.00           |
| Code Enforcement Officer            | 3.00           | 3.00           | 3.00            | 3.00           |
| Code Enforcement Technician         | 1.00           | 1.00           | 1.00            | 1.00           |
| Crime Analyst I                     | 2.00           | 2.00           | 2.00            | 2.00           |
| Crime Analyst II                    | 1.00           | 1.00           | 1.00            | 1.00           |
| Crime Scene Analyst                 | 3.00           | 1.00           | 2.64            | 1.00           |
| Criminalistics Supervisor           | 2.00           | 2.00           | 2.00            | 2.00           |
| Custodian                           | 1.00           | 1.00           | 1.00            | 1.00           |
| Database Administrator              | 0.50           | 0.50           | 0.13            | -              |
| Equipment Service Technician        | 1.00           | 1.00           | 1.00            | 1.00           |
| Fingerprint Technician              | 1.00           | 1.00           | 1.00            | 1.00           |
| Forensic Computer Analyst           | 0.99           | 1.00           | 1.00            | 1.00           |
| Forensic Services Manager           | 1.00           | 1.00           | 1.00            | 1.00           |
| Investigation Technician I          | 4.00           | 4.00           | 4.00            | 4.00           |
| Investigative Technician II         | 7.21           | 8.00           | 7.00            | 7.00           |
| Latent Print Examiner               | 2.00           | 2.00           | 2.00            | 2.00           |
| Lead Code Enforcement Officer       | 1.00           | 1.00           | 1.00            | 1.00           |
| Lead Fingerprint Technician         | 1.00           | 1.00           | 1.00            | 1.00           |
| Offender Registrar                  | 1.46           | 2.00           | 2.00            | 2.00           |
| Patrol Support Coordinator          | 1.00           | 1.00           | 1.00            | 1.00           |
| Patrol Support Technician           | 2.00           | 2.00           | 2.00            | 2.00           |
| Police Administrative Coordinator   | 1.00           | 1.00           | 1.00            | 1.00           |
| Police Agent                        | 222.24         | 210.00         | 210.00          | 210.00         |
| Police Commander                    | 8.69           | 9.00           | 9.00            | 9.00           |
| Police Communications Manager       | 1.00           | 1.00           | 1.00            | 1.00           |
| Police Communications Supervisor    | 3.00           | 3.00           | 3.00            | 3.00           |
| Police Community Service Officer    | 2.81           | 3.00           | 3.00            | 3.00           |
| Police Computer Analyst             | 1.00           | 1.00           | 1.00            | 1.00           |
| Police Court Liaison                | 1.00           | 1.00           | 1.00            | 1.00           |
| Police Dispatcher                   | 32.65          | 30.00          | 30.00           | 30.00          |
| Police Division Chief               | 3.00           | 3.00           | 3.00            | 3.00           |
| Police Fugitive Warrant Technician  | 1.00           | 1.00           | 1.00            | 1.00           |
| Police Imaging & Tech Specialist    | 1.00           | 1.00           | 1.00            | 1.00           |
| Police Info Mgmt Systems Analyst    | 2.00           | 2.00           | 2.00            | 2.00           |
| Police Info Mgmt Technician         | 18.19          | 20.00          | 20.00           | 20.00          |
| Police Info Validations Technician  | 1.00           | 1.00           | 1.00            | 1.00           |
| Police Lead Dispatcher              | 2.87           | 3.00           | 3.00            | 3.00           |
| Police Lead Property Serv Tech      | 1.00           | 1.00           | 1.00            | 1.00           |
| Police Property Evidence Technician | 5.31           | 7.00           | 7.00            | 7.00           |
| Police Property Services Supervisor | 1.00           | 1.00           | 1.00            | 1.00           |
| Police Records Admin Technician     | 1.00           | 1.00           | 1.00            | 1.00           |



**Full-Time Positions (continued)**

*Positions are stated in full-time equivalents (FTE) based on 2,080 hours per year.*

|  | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|--|----------------|----------------|-----------------|----------------|
| Police Records Manager                                       | 1.00           | 1.00           | 1.00            | 1.00           |
| Police Records Supervisor                                    | 3.00           | 3.00           | 3.00            | 3.00           |
| Police Sergeant  | 35.95          | 36.00          | 35.00           | 35.00          |
| Police Training Unit Technician                              | 0.99           | 1.00           | 1.00            | 1.00           |
| Police Volunteer Prgrm Coordinator                           | 0.77           | 1.00           | 1.00            | 1.00           |
| Public Information Officer II                                | 1.00           | 1.00           | 1.00            | 1.00           |
| Senior Crime Scene Analyst                                   | 1.00           | 3.00           | 1.36            | 3.00           |
| Victim Advocate  | 3.57           | 5.00           | 5.00            | 5.00           |
| Victim Witness Assist Supervisor                             | 0.27           | 1.00           | 1.00            | 1.00           |
| <b>Total Full-Time Positions (FTE):</b>                      | <b>411.11</b>  | <b>404.50</b>  | <b>402.13</b>   | <b>402.00</b>  |
| <b>Part-Time Hours</b>                                       | <b>12,332</b>  | <b>9,977</b>   | <b>6,828</b>    | <b>6,828</b>   |
| <b>Total Full-Time and Part-Time Positions Stated as FTE</b> | <b>417.04</b>  | <b>409.30</b>  | <b>405.41</b>   | <b>405.28</b>  |
| <b>Police Recruits</b>                                       | <b>-</b>       | <b>-</b>       | <b>17.00</b>    | <b>12.00</b>   |

Staff teams from the Police Department, Finance, and Employee Relations meet on a quarterly basis to analyze Police Agent staffing. The purpose of the analysis is to understand turnover trends and anticipate the timing, sizing, and overall need for Agent recruit classes. The data for 2012 and 2013 are the authorized number of Police Agents for the given year. The expenditures for current positions are presented in the budget but do not directly correlate to the authorized number.

**Budget Variances**

❖ **Services & Supplies**

- ◆ 2012 Revised vs. 2012 Budget is up \$447,570 due to fluctuation in grant funding.
- ◆ 2013 Budget vs. 2012 Revised is down \$501,704 due to fluctuation in grant funding.

❖ **Capital Outlay**

- ◆ 2012 Budget vs. 2011 Actual is down \$647,972 due to completion of projects funded by grants.
- ◆ 2012 Revised vs. 2012 Budget is up \$235,385 due to project funding by grants.
- ◆ 2013 Budget vs. 2012 Revised is down \$308,229 due to completion of projects funded by grants.

**Core Values / Goals**

❖ **SAFE COMMUNITY**

- ◆ **GOAL: Preserve a safe and peaceful community**



## Core Values / Goals (continued)

- ❖ **SAFE COMMUNITY (continued)**
  - ◆ **GOAL: Enhance the public's perception of safety**
  - ◆ **GOAL: Provide the highest possible level of customer service to the citizens of Lakewood**
- ❖ **OPEN AND HONEST COMMUNICATION**
  - ◆ **GOAL: Provide open communication and valuable information to the citizens of Lakewood**
- ❖ **PHYSICAL & TECHNOLOGICAL INFRASTRUCTURE**
  - ◆ **GOAL: Improve organizational effectiveness and efficiency**
- ❖ **QUALITY LIVING ENVIRONMENT**
  - ◆ **GOAL: Respond to the quality of life issues impacting the citizens of Lakewood**

## General Comments

During 2012, the Department continued to provide responsive services in partnership with the community utilizing a problem-solving approach. Crime reduction was the highest priority. Technologies and strategies were implemented with that goal in mind. Employee satisfaction and involvement in decision-making continued to be a guiding principle.

The Department began a new era in technology in 2011. Projects that have been completed or will be completed by the end of 2012 and 2013 include the first electronic ticket writing system, video surveillance, Computer Aided Dispatch and Records Management Systems, and the use of social media for both communicating to the citizens and as a crime fighting tool. The Jefferson County Emergency Communications Authority will provide funding for a portion of these projects. In 2012, software upgrades continued with the purchase of data management systems to provide for efficient record keeping in training and policies and procedures.

In 2012, the Department began exploring opportunities for regionalization and resource sharing to include the creation of a regional training academy, a regional crime lab, and SWAT services. The first Jefferson County/Lakewood Police Regionalized Police Training Academy will graduate the end of 2012. Lakewood Police and the Wheat Ridge Police Department officially combined the SWAT Teams that will provide more efficient services both in call-outs and training. In late 2012 and 2013, the Department will continue to explore regionalized Records Management, Communications, and the Crime Lab Services.

The initiatives for 2012 and beyond will include a focus in three areas: regionalization, strategic partnerships, and resource allocation to address crime and quality of life concerns. This will include further discussions and implementation of regional services, partnerships, and analysis concerning the ongoing City projects to include light rail expansion, further build out of St. Anthony Hospital, and the Rooney Valley development. Focusing internal resources on crime hot spots and community issues will continue to be a top priority to include attention to graffiti, gangs, drug interdiction, cold-case follow-up, and analysis of and response to crime patterns and trends.



**Program:** Office of the Chief of Police

**Department:** Police

**Division:** Office of the Chief

**Purpose:** The Office of the Chief of Police is responsible for the overall performance of the various police functions such as patrol services, community resources, investigations, and support services that include communications, records, community services, and emergency preparedness.

The office works closely with the City Manager's Office to ensure that the community's public safety needs are routinely met in an efficient and effective manner.

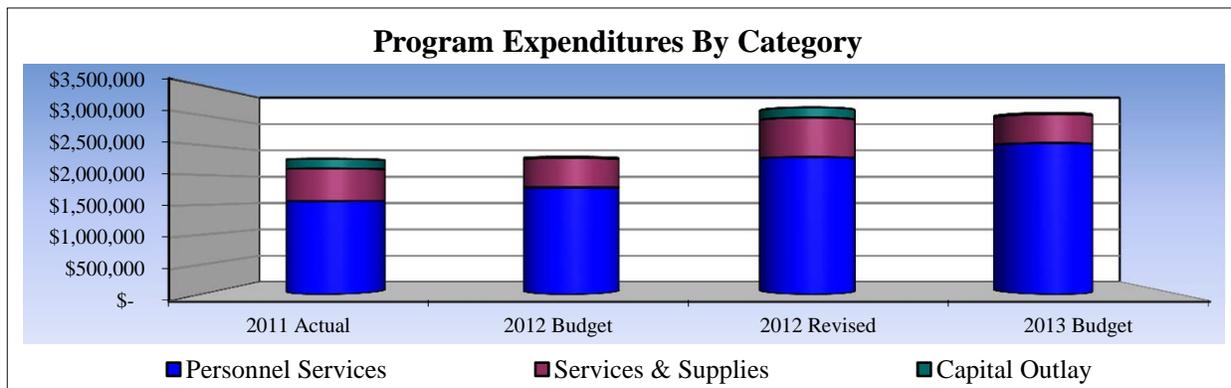
The Police Planning and Analysis Unit is responsible for coordinating the preparation of the Department's annual budget, reporting of the Department's grant and seizure funds, and providing research and planning assistance upon request by other department functions. This unit manages the Department's accreditation process.

The Professional Standards Section oversees the Police Recruitment Team and works closely with the Department of Employee Relations (ER) in recruiting and selecting qualified police personnel who reflect our community's diversity and values. In addition, it administers the promotional processes in cooperation with ER. This section operates the Police Recruit Training Academy, conducts in-service training, manages the written directive system, processes employee commendations, and investigates complaints of misconduct against police employees.



**Program Expenditures By Category**

|                     | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|---------------------|----------------|----------------|-----------------|----------------|
| Personnel Services  | \$ 1,562,767   | \$ 1,792,173   | \$ 2,299,444    | \$ 2,534,062   |
| Services & Supplies | \$ 545,825     | \$ 489,442     | \$ 658,370      | \$ 482,334     |
| Capital Outlay      | \$ 161,465     | \$ 20,000      | \$ 169,429      | \$ 20,000      |
| <b>TOTAL:</b>       | \$ 2,270,057   | \$ 2,301,615   | \$ 3,127,243    | \$ 3,036,396   |



**Program Expenditures By Fund**

|               | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|---------------|----------------|----------------|-----------------|----------------|
| General Fund  | \$ 1,883,147   | \$ 2,101,052   | \$ 2,705,178    | \$ 2,999,058   |
| Grants Fund   | \$ 386,910     | \$ 200,563     | \$ 422,065      | \$ 37,338      |
| <b>TOTAL:</b> | \$ 2,270,057   | \$ 2,301,615   | \$ 3,127,243    | \$ 3,036,396   |

**Full-Time Positions**

*Positions are stated in full-time equivalents (FTE) based on 2,080 hours per year.*

|  | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|--|----------------|----------------|-----------------|----------------|
| Chief of Police  | 1.00           | 1.00           | 1.00            | 1.00           |
| Administrative Assistant                                     | 1.00           | 1.00           | 1.00            | 1.00           |
| Business Specialist  | 1.00           | 1.00           | 1.00            | 1.00           |
| Police Administrative Coordinator                            | 1.00           | 1.00           | 1.00            | 1.00           |
| Police Agent   | 1.98           | 2.00           | 2.00            | 2.00           |
| Police Commander   | 1.00           | 1.00           | 1.00            | 1.00           |
| Police Court Liaison   | 1.00           | 1.00           | 1.00            | 1.00           |
| Police Sergeant  | 3.00           | 3.00           | 2.33            | 2.00           |
| Police Training Unit Technician                              | 0.99           | 1.00           | 1.00            | 1.00           |
| Public Information Officer II                                | 1.00           | 1.00           | 1.00            | 1.00           |
| <b>Total Full-Time Positions (FTE):</b>                      | 12.97          | 13.00          | 12.33           | 12.00          |
| <b>Part-Time Hours</b>                                       | 1,520          | 2,109          | 0               | 0              |
| <b>Total Full-Time and Part-Time Positions Stated as FTE</b> | 13.70          | 14.01          | 12.33           | 12.00          |
| <b>Anticipated Police Recruits</b>                           | -              | -              | 17.00           | 12.00          |

**Budget Variances**❖ **Personnel Services**

- ♦ 2012 Budget vs. 2011 Actual is up \$229,406 due to completion of grant funding and conservative management of overtime.
- ♦ 2012 Revised vs. 2012 Budget is up \$507,271 due to the hiring of recruits.
- ♦ 2013 Budget vs. 2012 Revised is up \$234,618 due to the hiring of recruits.

❖ **Services & Supplies**

- ♦ 2012 Budget vs. 2011 Actual is down \$56,383 due to fluctuation of grant funding.
- ♦ 2012 Revised vs. 2012 Budget is up \$168,928 due to fluctuation of grant funding.



## Budget Variances (continued)

### ❖ Services & Supplies (continued)

- ♦ 2013 Budget vs. 2012 Revised is down \$176,036 due to fluctuation of grant funding.

### ❖ Capital Outlay

- ♦ 2012 Budget vs. 2011 Actual is down \$141,465 due to fluctuation of grant funding.
- ♦ 2012 Revised vs. 2012 Budget is up \$149,429 due to fluctuation of grant funding.
- ♦ 2013 Budget vs. 2012 Revised is down \$149,429 due to completion of grant funded projects.

## Goals / Activities / Expectations / Results-Benefits

### ♦ GOAL: Preserve a safe and peaceful community

**Activity:** The Office of the Chief of Police develops and encourages management practices that support the Department's and the City's mission and vision.

**Expectation:** Developing a strong forward-thinking management plan requires an effective two-way exchange of ideas and information. Recurring forums to communicate with members of the Department allow for continual assessment of the Department's operations, short and long-term.

**Result-Benefit:** The Office of the Chief of Police coordinates and facilitates management staff training, conducts weekly Command Staff meetings, and conducts quarterly Management Staff meetings as a communication tool to ensure that City and Department goals are being met.

### ♦ GOAL: Enhance the public's perception of safety

**Activity:** The training, recruitment, promotional, and internal affairs processes are administered by the Professional Standards Section.

**Expectation:** Staff works with the Department of Employee Relations and uses the Police Recruitment Team to recruit and hire qualified police employees who are representative of the City's diversity. Hiring standards and practices are reviewed and revised as necessary.

Prompt completion of internal affairs cases within the established time frames helps to assure the appropriate and timely conclusion of investigations and responses to citizen inquiries. Through a Performance Audit System, the Department ensures that employee performance issues are identified and dealt with in an efficient manner.

Providing in-service training for sworn and civilian personnel assures that employees are current and proficient in all areas mandated by law.



## Goals / Activities / Expectations / Results-Benefits (continued)

### Result-Benefit:

In 2012, the Recruitment Plan will be revised to assure the benefits of effective recruitment and selection are reasonable, obtainable, and directed toward the goal of achieving a sworn work force that is representative of the City of Lakewood. Future recruitment plans will emphasize the hiring of minorities and allow flexibility in our selection process to allow us to include minority candidates. The Professional Standards Section successfully recruited 18 Police Agents who will complete their training in 2013.

The Section strives for a 95% case completion rate within 30 days. In 2011, 93% of police misconduct investigations were completed within 30 days and monthly reviews of the Performance Audit System were conducted.

At least 40 hours of in-service training for sworn personnel and 20 hours of in-service training for civilian personnel are coordinated, scheduled, and provided by the Training Unit.



### ◆ GOAL: Provide the highest level of customer service to the citizens of Lakewood

**Activity:** The National Law Enforcement Accreditation process is a shared responsibility of the Professional Standards Section and the Planning and Analysis Unit. Compliance with all required standards is the responsibility of the entire Department and is assured through a review and an on-site inspection.

**Expectation:** The Police Planning and Analysis Unit monitors and ensures compliance with national accreditation standards.

**Result-Benefit:** The Police Department was accredited in the fall of 2011 and received an award for "Law Enforcement Accreditation with Excellence." Only 10 percent of accredited agencies have received this prestigious award.

### ◆ GOAL: Provide open communication and valuable information to the citizens of Lakewood

**Activity:** Opportunities to inform the community about police services and operations are generated by the Office of the Chief of Police, along with encouraging and enhancing collaborative relationships with City departments, government resources, and the community.

**Expectation:** The Office of the Chief of Police strives to continue with Sector-Based Policing in 2012. Management Staff researches and develops an efficiency resource management model to enhance service delivery. The Police Department is committed to responding to the needs of the community by establishing a close working relationship with the various interest groups that exist. This will be accomplished through a Speakers Bureau and various media outlets to include the website and Twitter.

**Result-Benefit:** Members of the Department take every opportunity available to continue partnering with the community and other City departments to develop problem-solving strategies to address crime and the fear of crime. The Department will continue publishing the annual report. The report will provide comparative data and statistics and account for the activities of the Department.

**Activity:** The Professional Standards Section continues to develop and implement programs to improve the collection and dissemination of records, data, and statistics.



## Goals / Activities / Expectations / Results-Benefits (continued)

**Expectation:** The Technology Unit will actively work with the Professional Standards Section in researching and developing additional department-wide technology to effectively manage training, policy management and accreditation records. In 2013, the Planning and Analysis Unit will assist in the research, development, and implementation of the Citywide Retention Schedule for electronic records.

**Result-Benefit:** The Office of the Chief of Police will develop a clear written articulation of established, multi-year goals and objectives, and a plan for achieving them. This living document will guide the Department for future operations consistent with the mission. The Strategic Plan will be maintained by the Planning and Analysis Unit. Reviews will be conducted semi-annually and the plan will be updated as necessary. The Benchmark Survey will be completed annually to provide operational and management data for comparison to agencies nationwide. This information can be used to enhance public information and community support. A budget analysis and a report on spending will be completed quarterly.

Implementation of Power Training occurred in 2012 with anticipation of full functionality in 2013.

### ◆ **GOAL: Improve organizational effectiveness and efficiency**

**Activity:** The Office of the Chief of Police provides the support for managing the mission of the Department. The Police Department is held accountable through the planning, budget, policy, and feedback processes. Full accountability is best assured through combined public and police participation processes.

**Expectation:** The Office of the Chief of Police will provide clear written articulation of policies and procedures.

**Result-Benefit:** Written policies and procedures provide employees with a clear understanding of the constraints and expectations relating to the performance of their duties. Implementation of a data management system will continue into 2012 with full functionality in early 2013.

---

**Activity:** The Office of the Chief of Police develops the Department's human resource potential.

**Expectation:** The Chief of Police provides direction in the development and enhancement of recruitment and personal and professional growth for employees by researching and developing strategies to address motivation, career development, enrichment, and leadership.

**Result-Benefit:** The Office of the Chief of Police will continue to strive to develop and enhance career development by reviewing job performance and providing opportunities for individual growth and development at all levels. The Professional Standards Section will coordinate two training sessions to address management issues such as ethics and leadership. First-line supervisors and Command personnel will participate in Leadership in Police Organizations, an extensive leadership program developed by the U.S. Department of Justice.

---

**Activity:** Technology training and software enhancements will continue to be developed in the Professional Standards Section. The future will provide enhancements to the training software, policy and procedure reorganization and development, and accreditation management that will allow for electronic filing of documents.



## Goals / Activities / Expectations / Results-Benefits (continued)

**Expectation:** The Internal Affairs Unit will continue to produce statistical data that will be used for analysis of citizen complaints and disciplinary matters, and use-of-force data. Off-duty employment management software will provide efficient scheduling and accountability. Electronic management of the policies, procedures, and training bulletins is not only efficient but also allows for ease in distribution and accountability for information being presented.

**Result-Benefit:** All three technologies will provide up-to-date monitoring of internal activities, long-term data for planning purposes, and analysis reports for accountability in discipline, training, and off-duty employment.

### ♦ GOAL: Sustainability

**Activity:** The City of Lakewood embraces sustainability and wants to lead by example by maintaining and growing its award-winning programs and initiatives. The Police Department will work towards this target by identifying sustainability projects that are responsible and beneficial to the community and environment. The Employees' Committee for a Sustainable Lakewood is a cross-departmental committee that works to: increase the efficiency, coordination, and sustainability of City operations; establish educational and outreach programs; explore opportunities to enhance sustainability through municipal policy; and collect ideas that encourage sustainable choices and practices.

**Expectation:** The Police Department continues to support the Lakewood Employees' Committee for a Sustainable Lakewood through police membership and participation.

**Result-Benefit:** Each division will identify and implement practices that encourage sustainability to include elimination of paper resource materials, utilizing PowerDMS for testing at the academy and other forms of electronic records, and the use of alternative fuel vehicles.

## General Comments

The Office of the Chief of Police will continue to promote a community-oriented policing philosophy, referred to in Lakewood as Sector-Based Policing. The three guiding principles continue to be a geographical deployment of personnel, a problem-solving approach to crime and quality of life issues, and the building of partnerships within the community.

The challenges facing the Police Department in 2012 and 2013 are fiscal responsibility, sustainability, efficient and effective staffing throughout the organization, and continuing to meet the service needs and expectations of the citizens.



The Department will continue to maintain a commitment to the highest professional standards in everything it does to include compliance with the standards set forth by the Commission on Accreditation for Law Enforcement Agencies.



---

**Program:** Investigations

**Department:** Police

**Division:** Investigations

---

**Purpose:** The Investigations Division is primarily responsible for conducting follow-up criminal investigations, collecting, preserving, and analyzing physical evidence, arresting suspects, filing criminal cases, and assisting with the prosecution of those cases. Four separate sections comprise the Investigations Division: Crimes Against Persons, Crimes Against Property, Metropolitan Auto Theft Task Force (MATT), and Criminalistics. The sections are further divided into teams to maximize the need for specialization while maintaining continuity with the Patrol Division's activities.

The components of the Crimes Against Persons Section are the Persons Unit, the Juvenile Crime Unit, the Crimes Against Children Unit, and the Victim Assistance Unit. This section is responsible for investigations involving assaults, homicides, sexual assaults, child abuses, and juvenile delinquency matters. The Victim Assistance Unit staffed by non-sworn personnel provides direct services and crisis intervention to victims and witnesses of crimes. The Victim Assistance Unit administers the Victim Compensation Fund.

The Crimes Against Property Section consists of the Burglary Unit, Economic Crimes Unit, General Assignment Unit, Special Investigation Unit, West Metro Drug Task Force (WMDTF), and the Crime Analysis Team. In addition to its regular investigative caseload, this section is responsible for gathering criminal intelligence and conducting background investigations for liquor licenses, towing operators, pawnshops, adult retail businesses, and massage parlors. The ongoing enforcement of laws relating to vice, liquor, and pawn violations also rests within this section. The Crime Analysis Team provides timely distribution of tactical, operational, and administrative crime analysis information.

The Lakewood Police Department continues to co-host the multi-agency Metropolitan Auto Theft Task Force (MATT). MATT's mission is to investigate continuing problems caused by auto theft crimes in the Denver metro area. MATT is funded by the Colorado Auto Theft Prevention Authority and supported by the partnering law enforcement agencies. MATT utilizes a proactive investigative approach incorporating data sharing and public education to impact the organized criminal efforts related to auto theft.

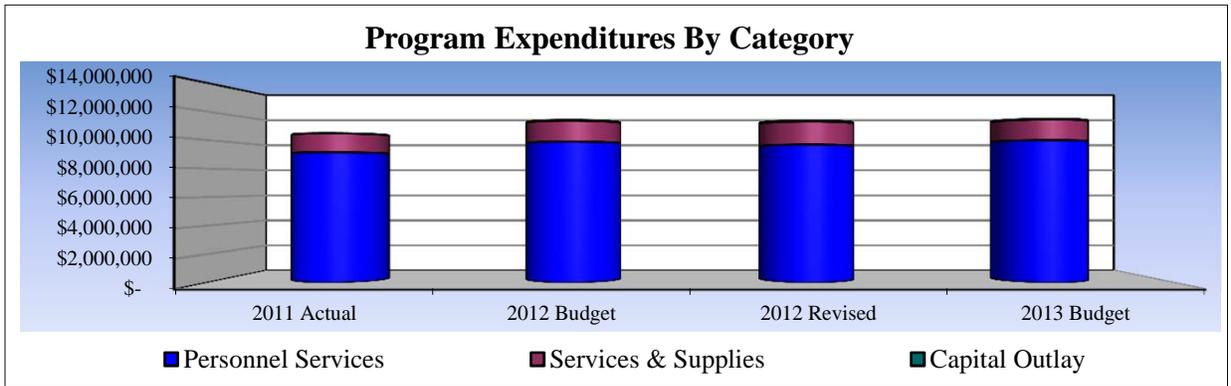


The Criminalistics Section is staffed by non-sworn personnel. They provide support service for the evaluation, processing, and scientific examination of physical evidence. The staff possesses considerable technical expertise in a wide variety of disciplines including fingerprint comparison, photography, computer analysis, crime scene reconstruction, and the collection and preservation of evidence. This section also maintains the sex offender registration files and conducts the registration of convicted sex offenders living in Lakewood.



### Program Expenditures By Category

|                     | 2011<br>Actual       | 2012<br>Budget       | 2012<br>Revised      | 2013<br>Budget       |
|---------------------|----------------------|----------------------|----------------------|----------------------|
| Personnel Services  | \$ 9,141,245         | \$ 9,883,082         | \$ 9,676,782         | \$ 9,987,402         |
| Services & Supplies | \$ 1,313,139         | \$ 1,461,651         | \$ 1,612,611         | \$ 1,440,577         |
| Capital Outlay      | \$ 14,108            | \$ 45,000            | \$ 69,000            | \$ 50,200            |
| <b>TOTAL:</b>       | <b>\$ 10,468,492</b> | <b>\$ 11,389,733</b> | <b>\$ 11,358,393</b> | <b>\$ 11,478,179</b> |



### Program Expenditures By Fund

|               | 2011<br>Actual       | 2012<br>Budget       | 2012<br>Revised      | 2013<br>Budget       |
|---------------|----------------------|----------------------|----------------------|----------------------|
| General Fund  | \$ 9,041,163         | \$ 9,702,036         | \$ 9,607,799         | \$ 9,971,113         |
| Grants Fund   | \$ 1,427,329         | \$ 1,687,697         | \$ 1,750,594         | \$ 1,507,066         |
| <b>TOTAL:</b> | <b>\$ 10,468,492</b> | <b>\$ 11,389,733</b> | <b>\$ 11,358,393</b> | <b>\$ 11,478,179</b> |

### Full-Time Positions

Positions are stated in full-time equivalents (FTE) based on 2,080 hours per year.

|                             | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|-----------------------------|----------------|----------------|-----------------|----------------|
| Police Division Chief       | 1.00           | 1.00           | 1.00            | 1.00           |
| Business Specialist         | 2.00           | 2.00           | 2.00            | 2.00           |
| Crime Analyst I             | 2.00           | 2.00           | 2.00            | 2.00           |
| Crime Analyst II            | 1.00           | 1.00           | 1.00            | 1.00           |
| Crime Scene Analyst         | 3.00           | 1.00           | 2.64            | 1.00           |
| Criminalistics Supervisor   | 2.00           | 2.00           | 2.00            | 2.00           |
| Database Administrator      | 0.50           | 0.50           | 0.13            | -              |
| Fingerprint Technician      | 1.00           | 1.00           | 1.00            | 1.00           |
| Forensic Computer Analyst   | 0.99           | 1.00           | 1.00            | 1.00           |
| Forensic Services Manager   | 1.00           | 1.00           | 1.00            | 1.00           |
| Investigation Technician I  | 4.00           | 4.00           | 4.00            | 4.00           |
| Investigation Technician II | 6.25           | 7.00           | 6.00            | 6.00           |



**Full-Time Positions (continued)**

*Positions are stated in full-time equivalents (FTE) based on 2,080 hours per year.*

|  | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|--|----------------|----------------|-----------------|----------------|
| Latent Print Examiner  | 2.00           | 2.00           | 2.00            | 2.00           |
| Lead Fingerprint Technician                                  | 1.00           | 1.00           | 1.00            | 1.00           |
| Offender Registrar   | 1.46           | 2.00           | 2.00            | 2.00           |
| Police Agent   | 50.90          | 52.00          | 50.12           | 50.00          |
| Police Commander   | 3.00           | 3.00           | 3.00            | 3.00           |
| Police Computer Analyst                                      | 1.00           | 1.00           | 1.00            | 1.00           |
| Police Imaging & Tech Specialist                             | 1.00           | 1.00           | 1.00            | 1.00           |
| Police Sergeant  | 9.88           | 9.00           | 9.72            | 10.00          |
| Senior Crime Scene Analyst                                   | 1.00           | 3.00           | 1.36            | 3.00           |
| Victim Advocate  | 3.57           | 5.00           | 5.00            | 5.00           |
| Victim Witness Assist Supervisor                             | 0.27           | 1.00           | 1.00            | 1.00           |
| <b>Total Full-Time Positions (FTE):</b>                      | 99.82          | 103.50         | 100.97          | 101.00         |
| <b>Part-Time Hours</b>                                       | 3,530          | 2,761          | 1,721           | 1,721          |
| <b>Total Full-Time and Part-Time Positions Stated as FTE</b> | 101.52         | 104.83         | 101.80          | 101.83         |

**Budget Variances**

❖ **Personnel Services**

- ♦ 2012 Budget vs. 2011 Actual is up \$741,837 due to fluctuation in grant funding.

❖ **Services & Supplies**

- ♦ 2012 Budget vs. 2011 Actual is up \$148,512 due to fluctuation in grant funding.
- ♦ 2012 Revised vs. 2012 Budget is up \$150,960 due to fluctuation in grant funding and increase in Juvenile Assessment Center contract fees.
- ♦ 2013 Budget vs. 2012 Revised is down \$172,034 due to fluctuation of grant funding.

**Goals / Activities / Expectations / Results-Benefits**

♦ **GOAL: Preserve a safe and peaceful community**

**Activity:** The Division will investigate crimes that meet the current criteria for case assignment.

**Expectation:** Employees conclude all investigations of assigned cases in a timely manner and communicate the outcome to concerned individuals.

**Result-Benefit:** Detectives will close 85 percent (85%) of assigned cases within established time periods per Department policy (45 days for child abuse and 90 days for sexual assault on a child). This does not include cases generated or assigned to the multi-agency task forces.



## Goals / Activities / Expectations / Results-Benefits (continued)

**Activity:** The Department is supporting a multi-agency metro wide auto theft reduction team funded through grants. The MATT utilizes a region-based investigative approach involving data sharing, crime analysis, and community education as the reduction strategy.

**Expectation:** The MATT will increase arrests, prosecutions, and the number and value of recovered stolen vehicles in an effort to reduce the incidence of auto theft.

**Result-Benefit:** The MATT increases arrests and tracks the incidence of auto theft with the result of reducing auto theft by 5% within the partnering agencies. The MATT increases the number of chop shop investigations from 16 to 20 major investigations and the value of recovered vehicles from \$1,400,000 to \$1,800,000.

### ◆ GOAL: Enhance the public's perception of safety

**Activity:** The Division will continue enforcement of vice, liquor, and narcotic activities that impact the quality of life of our citizens. The Division will also continue to dedicate resources to the investigation of violent and property crimes.

**Expectation:** The Division will focus on education, enforcement, and community partnerships targeting prostitution, narcotic-related actions, and graffiti abatement.

**Result-Benefit:** The Crimes Against Property Section, in conjunction with other patrol and investigative resources, will conduct a minimum of four prostitution operations, two underage liquor stings, continue narcotic investigations in conjunction with West Metro Drug Task Force, and continue our educational anti-graffiti programs with a minimum of two anti-graffiti neighborhood enforcement campaigns with the Special Enforcement Team (SET) and neighboring jurisdictions.

**Activity:** The Police Department, with the assistance from community partnerships, offers our citizens an opportunity to shred important documents in an effort to prevent them from becoming victims of identity theft and fraud.

**Expectation:** "Shred Days" not only provides an avenue to fraud prevention, but the voluntary cash donations provide funding for non-profit organizations and assistance to the citizens of Lakewood. By organizing "Shred Days," the Police Department is doing its part to protect the environment through recycling.

**Result-Benefit:** The Division will organize and host two community "Shred Days" in 2012 and 2013.



**Activity:** The Police Department, in conjunction with the Drug Enforcement Administration, will sponsor an annual "Prescription Drug Take Back Day" to provide the community with an opportunity to dispose of unwanted prescription drugs.

**Expectation:** The Division will help publicize this Drug Enforcement Administration event and actively support it by providing personnel resources to help collect unwanted prescription drugs from the public.



**Goals / Activities / Expectations / Results-Benefits (continued)**

**Result-Benefit:** The annual "Prescription Drug Take Back Day," in cooperation with the Drug Enforcement Administration, will help enhance individual well-being, reduce prescription drug abuse, and reduce environmental damage through the safe disposal of unwanted, potentially harmful drugs. The Division sponsored two "Prescription Drug Take Back Days" in 2012 and will conduct two initiatives in 2013.

◆ **GOAL: Provide the highest possible level of customer service to the citizens of Lakewood**

**Activity:** Crisis intervention services are provided to victims of serious crimes and traumatic events.

**Expectation:** Employees assist crime victims and others who have experienced trauma in obtaining the necessary treatment, information, or other resources necessary to help restore order to their lives.

**Result-Benefit:** Victim Advocates provide services 24 hours a day, 7 days a week. Victims of violent crime will be contacted by an Advocate within 15 days of the crime occurrence for follow-up. Warrant arrest notifications to victims of domestic violence will be issued within 48 hours of arrest. Victim Assistance served 3,651 victims in 2011 and responded to 582 call-outs to assist Agents and Detectives.

**Activity:** Forensic examination of cellular telephones will continue to increase with the rapid advances in technology.

**Expectation:** The Criminal Identification Unit will maintain excellent customer service to victims and witnesses.

**Result-Benefit:** Examination of cellular telephones will be completed within two working days.



|                        | <u>2010 Actual</u> | <u>2011 Actual</u> | <u>2012 Revised</u> | <u>2013 Budget</u> |
|------------------------|--------------------|--------------------|---------------------|--------------------|
| Cell Phone Examination | 357                | 357                | 375                 | 450                |

◆ **GOAL: Provide open communication and valuable information to the citizens of Lakewood**

**Activity:** Timely and accurate sex offender information will be provided to the citizens in compliance with state and federal mandates. Community notification of sexually violent predators will be enhanced by utilizing the website and KLTV 8.

**Expectation:** Registered sex offender information will be entered in a timely manner, and accurate and current offender information will be provided to residents through the Records Section or the Department website.

**Result-Benefit:** It is projected that the Criminalistics Section will process 1,705 sex offenders in 2012.

|                            | <u>2010 Actual</u> | <u>2011 Actual</u> | <u>2012 Revised</u> | <u>2013 Budget</u> |
|----------------------------|--------------------|--------------------|---------------------|--------------------|
| Sex Offender Registrations | 1,317              | 1,401              | 1,544               | 1,703              |

**Activity:** The Investigations Division will make use of social networking as a tool to receive investigative leads, solve crimes, and communicate with the public.



### Goals / Activities / Expectations / Results-Benefits (continued)

**Expectation:** The Investigation Division will provide training to personnel on the potential use of social media to improve efficiency in criminal investigations and community outreach. Policy will be adopted to govern the use of social media by police employees.

**Result-Benefit:** A baseline survey will be conducted regarding the use of social media and its effectiveness in solving crime. In 2013, a follow-up survey will be completed.

◆ **GOAL: Improve organizational effectiveness and efficiency**

**Activity:** The Crime Analysis Team is utilized to identify crime patterns, series, and trends to increase and enhance crime prevention, apprehensions, vice enforcement, and street gang interdiction.

**Expectation:** Crime analysis information will be incorporated into the Police Department's website to provide citizens with information regarding crime statistics, crime trends, and crime patterns.

**Result-Benefit:** Proactive, timely dissemination of crime analysis information relating to trends, patterns, and serial criminal activity will be completed on a weekly basis.



**Activity:** Streamline and improve the process of tracking pawn shop transactions by utilizing a new and improved software system.

**Expectations:** The implementation and utilization of the Leads OnLine software will allow users to immediately and accurately track pawn activities.

**Result-Benefit:** The information obtained from the system will allow investigators to access quick and accurate information that will provide immediate leads in a case and the recovery of stolen property. The Crimes Against Property Section and Pawn Unit will collaborate with area pawn shops by providing training in Leads OnLine and to ensure compliance with regulations set forth by the City.

### General Comments

The Investigations Division continues to be impacted by state and federal laws mandating increased enforcement to include the investigation and handling of domestic violence, fraud, at-risk adult property crimes, identity thefts, sexual offender registrations, and victim services. Continuing changes in DNA preservation and evidence storage laws as well as the retention of sexual assault exam kits will also have a significant impact on the Division.

The School Resource Officer (SRO) Program is under the supervision of the Juvenile Crimes Unit. In 2012, the SRO's will be proactive in the schools teaching law and criminal justice related classes. During summer breaks, the SRO's work with local and state probation officers conducting visits to the homes of juveniles who have been sentenced to probation for criminal activity or who have school disciplinary problems. These visits reinforce behaviors expected of students during the school year. The SRO's also sponsor the Lakewood Police Department Youth Police Academy.



### **General Comments (continued)**

The Investigations Division will continue to maintain public and private professional associations. The Division is a member of Denver Metro Crime Stoppers and partners with The Ralston House which is dedicated to helping children and teens heal from the trauma of sexual, physical, and/or emotional abuse. It is the only child advocacy center in Jefferson County.

The Investigations Division continues to evaluate practices, programs, and technological advancements to ensure peak effectiveness within the parameters of our available resources. An emphasis on professionalism, excellence in service, and accountability is an ongoing goal for all members of the Division.



**Program:** Patrol Services

**Department:** Police

**Division:** Patrol

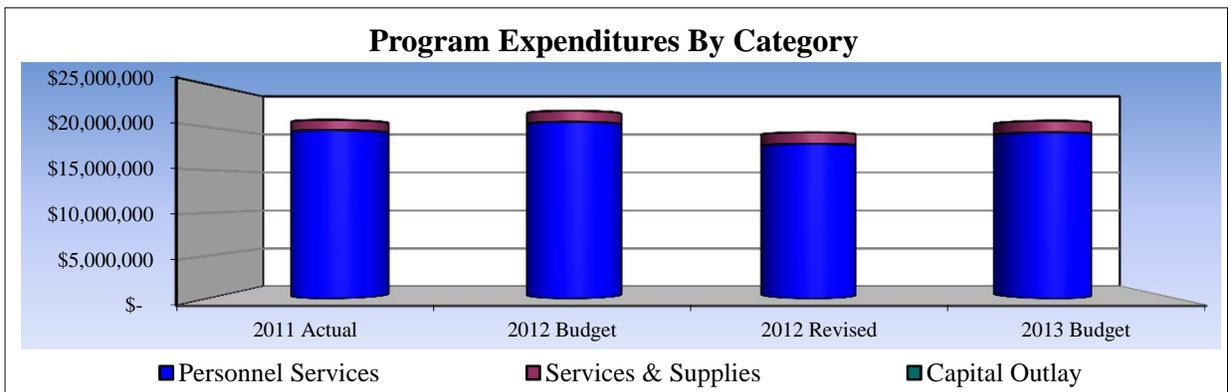
**Purpose:** Patrol Services encompasses the types of police activities that are most visible to citizens. These include responding to citizen's requests for emergency and non-emergency assistance as well as proactive, agent-initiated activity. The investigation of criminal offenses, the initial documentation, and the apprehension of offenders are among the primary responsibilities of a Patrol Agent. In addition, considerable time and effort are also devoted to non-criminal activities that help ensure the safety of individuals and the community in general.

Patrol Services meets the challenges of a more complex society through specialization. The daytime and evening Traffic Teams provide enforcement, investigation, and education on traffic-related issues. The Mills Team provides police services to the area surrounding this distinctive retail complex. The Special Enforcement Team (SET) is designed as a flexible unit that can quickly change focus to address emerging problems such as graffiti or gang-related issues. Special Weapons and Tactics (SWAT) is capable of responding as a coordinated, highly trained unit to critical incidents. Community Service Officers are non-sworn employees who are assigned the more routine tasks, thereby freeing Agents for higher priority calls for service. The Patrol Support Team provides clerical and administrative services for the Division including service and maintenance needs and staffing the Telephone Reporting Unit.

As the most visible arm of the Police Department, Patrol Services is the primary resource for the Department's community policing philosophy known as Sector-Based Policing. Dividing the City into distinct sectors and the geographical deployment of personnel promotes better knowledge of the area worked, encourages effective community partnerships, and promotes a problem-solving approach in addressing crime and quality of life issues.

**Program Expenditures By Category**

|                     | 2011<br>Actual       | 2012<br>Budget       | 2012<br>Revised      | 2013<br>Budget       |
|---------------------|----------------------|----------------------|----------------------|----------------------|
| Personnel Services  | \$ 19,638,603        | \$ 20,595,404        | \$ 18,039,865        | \$ 19,378,042        |
| Services & Supplies | \$ 1,162,110         | \$ 1,280,334         | \$ 1,325,717         | \$ 1,333,289         |
| Capital Outlay      | \$ 9,871             | \$ -                 | \$ -                 | \$ -                 |
| <b>TOTAL:</b>       | <b>\$ 20,810,584</b> | <b>\$ 21,875,738</b> | <b>\$ 19,365,582</b> | <b>\$ 20,711,331</b> |



**Program Expenditures By Fund**

|               | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|---------------|----------------|----------------|-----------------|----------------|
| General Fund  | \$ 20,752,012  | \$ 21,830,738  | \$ 19,306,082   | \$ 20,655,831  |
| Grants Fund   | \$ 58,572      | \$ 45,000      | \$ 59,500       | \$ 55,500      |
| <b>TOTAL:</b> | \$ 20,810,584  | \$ 21,875,738  | \$ 19,365,582   | \$ 20,711,331  |

**Full-Time Positions**

*Positions are stated in full-time equivalents (FTE) based on 2,080 hours per year.*

|  | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|--|----------------|----------------|-----------------|----------------|
| Police Division Chief  | 1.00           | 1.00           | 1.00            | 1.00           |
| Business Specialist  | 1.00           | 1.00           | 1.00            | 1.00           |
| Custodian  | 1.00           | 1.00           | 1.00            | 1.00           |
| Equipment Service Technician                                 | 1.00           | 1.00           | 1.00            | 1.00           |
| Investigative Technician II                                  | 0.96           | 1.00           | 1.00            | 1.00           |
| Patrol Support Coordinator                                   | 1.00           | 1.00           | 1.00            | 1.00           |
| Patrol Support Technician                                    | 2.00           | 2.00           | 2.00            | 2.00           |
| Police Agent   | 169.36         | 156.00         | 157.88          | 158.00         |
| Police Commander   | 4.04           | 5.00           | 4.00            | 4.00           |
| Police Community Service Officer                             | 2.81           | 3.00           | 3.00            | 3.00           |
| Police Sergeant  | 23.07          | 24.00          | 22.95           | 23.00          |
| <b>Total Full-Time Positions (FTE):</b>                      | 207.24         | 196.00         | 195.83          | 196.00         |
| <b>Part-Time Hours</b>                                       | 188            | 1,145          | 1,145           | 1,145          |
| <b>Total Full-Time and Part-Time Positions Stated as FTE</b> | 207.33         | 196.55         | 196.38          | 196.55         |

**Budget Variances**❖ **Personnel Services**

- ◆ 2012 Revised vs. 2012 Budget is down \$2,555,539 due to planned and unplanned attrition and unused funding for salary adjustments.
- ◆ 2013 Budget vs. 2012 Revised is up \$1,338,177 due to the hiring of additional Agents.

❖ **Services & Supplies**

- ◆ 2012 Budget vs. 2011 Actual is up \$118,224 due to the increase in costs associated with the operation of police vehicles.



Goals / Activities / Expectations / Results-Benefits

◆ GOAL: Preserve a safe and peaceful community

Activity: The Patrol Division will provide efficient and professional law enforcement responses to citizen's requests for emergency and non-emergency incidents at the highest possible level of service.

Expectation: While providing professional and efficient law enforcement response to 200,000 events for service, alternative reporting options will continue to allow for immediate response to emergency calls. The Special Enforcement Team's (SET) mission involves directed enforcement activities that support the Patrol function. The SET will be utilized to provide additional resources to the most pressing crime trends in the City.



Result-Benefit:

The Patrol Division provides efficient response to all calls for service by an average response time of four minutes or less to emergency calls for service; 5.5 minutes or less to non-emergency calls.

|                         | 2010<br>Actual | 2011<br>Actual | 2012<br>Revised | 2013<br>Budget |
|-------------------------|----------------|----------------|-----------------|----------------|
| Citizen Generated Calls | 64,046         | 66,834         | 67,000          | 67,000         |
| Officer Generated Calls | 74,667         | 92,384         | 92,000          | 92,000         |
| Emergency Response Time | 4:24           | 4:27           | 4:15            | 4:15           |

In 2011, the SET engaged in many patrol activities resulting in 310 arrests, 97 identified gang contacts, and 19 gang arrests. Further, SET conducted 6 gang training classes and 14 graffiti arrests were completed after follow-up investigation. SET Unit participated in highway interdiction projects, sex offender monitoring and investigation, and prostitution sting operations.

Activity: While maintaining the highest possible level of citizen satisfaction, alternative methods of service delivery will continue to be enhanced to maintain maximum efficiency and effectiveness.

Expectation: The Patrol Division will direct resources to selective, sector-specific enforcement strategies through the application of Differential Police Response that increases utilization of internet and telephone reporting services, and the decrease of patrol response to false alarm calls through the application of Verified Alarm Response Policy. SET will continue proactive enforcement as needed in identified hot spot areas of the City.

Result-Benefit:

Twenty (20%) of cold crime and incident reporting will be completed through Differential Police Reporting guidelines (front desk, Economic Crimes Unit, internet). Monthly data review will be completed and included in the patrol allocation analysis.

|                    | 2010<br>Actual | 2011<br>Actual | 2012<br>Revised | 2013<br>Budget |
|--------------------|----------------|----------------|-----------------|----------------|
| Telephone Reports  | 6,877          | 6,790          | 6,700           | 6,700          |
| Internet Reporting | 1,040          | 861            | 860             | 860            |
| % of Total Reports | 25%            | 19%            | 20%             | 20%            |
| Alarms Received    | 4,950          | 5,063          | 5,000           | 5,000          |
| Alarms Responded   | 2,100          | 2,398          | 2,400           | 2,400          |



**Goals / Activities / Expectations / Results-Benefits (continued)**



**Activity:** The Traffic Teams and Patrol Agents will work to provide safe and expedient movement of vehicle and pedestrian traffic through the use of enforcement, education, and engineering strategies.

**Expectation:** The Traffic Teams will work towards an overall decrease in motor vehicle accidents at the five highest rated accident intersections, compared to the previous year.

**Result-Benefit:** An overall decrease in motor vehicle accidents at the five highest rated intersections as compared to the previous year will be demonstrated. Driving Under the Influence (DUI) will continue to be a focus. DUI arrests will be maintained as we continue to receive funding for DUI enforcement.

|                                   | <u>2010<br/>Actual</u> | <u>2011<br/>Actual</u> | <u>2012<br/>Revised</u> | <u>2013<br/>Budget</u> |
|-----------------------------------|------------------------|------------------------|-------------------------|------------------------|
| Accidents @ 5 Worst Intersections | 310                    | 301                    | 295                     | 295                    |
| Accidents                         | 4,632                  | 5,039                  | 5,000                   | 4,700                  |
| Citations                         | 17,341                 | 18,232                 | 19,000                  | 19,500                 |
| DUI Arrests                       | 789                    | 757                    | 760                     | 760                    |

**Activity:** Through the application of Sector Based/Problem Solving policing strategies, the public's perception of safety is enhanced.

**Expectation:** Each sector will be responsible for problem solving strategies within their assigned geographical area in order to address crime patterns and quality of life issues.

**Result-Benefit:** As crime patterns, trends, or concerns within each sector are identified, partnerships with the community and other agencies will be developed and implemented to reduce or eradicate identified neighborhood problems.

**Activity:** Requisite training will be provided to members of the Patrol Division and Special Operations in areas of tactical skills, firearms training, less-lethal alternatives, and disaster and emergency preparedness.

**Expectation:** SWAT members are utilized in patrol tactical situations not amounting to a full team call-out. This expertise frequently saves the costs of fielding the team yet provides for the safety of Police Agents and citizens in crisis situations. It also provides ongoing training opportunities for individual SWAT members. The formation of the West Metro SWAT Team, a partnership between Lakewood and Wheat Ridge Police Departments, will result in the sharing of personnel and equipment resources.





## Goals / Activities / Expectations / Results-Benefits (continued)

**Result-Benefit:** Training will be conducted in the following areas: iIn-service update, weapon qualifications, 120 hours of SWAT, requisite training on lethal, less-lethal, and tactical operations, National Incident Management System (NIMS) compliancy, and individualized training designed to enhance policing services utilizing a Sector Based/Problem Solving approach. The regionalized approach of the West Metro Task Force SWAT Team will result in more efficient and safer responses to tactical situations.

◆ **GOAL: Improve organizational effectiveness and efficiency**

**Activity:** Areas of organizational development and improvement are continually evaluated.

**Expectation:** Analysis of patrol deployment structures and methods will be ongoing.

**Result-Benefit:** An annual analysis of patrol deployment will be conducted to ensure efficient scheduling of available personnel to include an analysis of economic development changes and growth.

◆ **GOAL: Respond to the quality of life issues impacting the citizens of Lakewood**

**Activity:** Employees will continue to develop community partnerships that identify and respond to the quality of life concerns facing local neighborhoods.

**Expectation:** Sector Commanders will monitor Agent involvement in neighborhood and community activities. Documented citizen requests referred to the Patrol Division will be actively addressed to attain resolution.

**Result-Benefit:** Sector Commanders will provide timely updates on the number of community activities Agents participated in, and report and follow-up with community concerns. In 2011, the Patrol Division received and conducted follow-up on 83 requests. Each request was dealt with on an individual basis working towards a successful outcome.

---

**Activity:** The Sector Liaison Unit will engage in innovative community crime prevention, community resource referral, and take appropriate enforcement action in addressing crime, citizens' perception of crime, and quality of life issues.

**Expectation:** Sector Liaison Agents assigned to each police sector will establish and maintain partnerships with various department, city, and community groups and organizations to seek creative and durable solutions to community issues.

**Result-Benefit:** As citizen expectations and demands for police services continue to increase, the Sector Liaison Unit will be challenged to provide more flexible and collaborative problem solving in their assigned neighborhoods. This is reflected in part by the number of successfully concluded service requests dealt with throughout the year.

---

**Activity:** Graffiti eradication and investigation will be an emphasis of the Patrol Division.

**Expectation:** Patrol personnel will work closely with other departments and the business community to enforce and mitigate issues within the City.



### Goals / Activities / Expectations / Results-Benefits (continued)

**Result-Benefit:** The Special Enforcement Team will continue to be the lead investigative authority for graffiti cases. Sector Liaison Agents and Patrol Commanders will coordinate with the Denver Police Department and other entities to provide graffiti surveillance operations and investigation of joint cases. Police Department personnel will facilitate graffiti eradication efforts led by the business community. Per the Crime Analysis Unit, there has been a 37% reduction of graffiti reports in 2012.

|                  | <b>2010<br/>Actual</b> | <b>2011<br/>Actual</b> | <b>2012<br/>Revised</b> | <b>2013<br/>Budget</b> |
|------------------|------------------------|------------------------|-------------------------|------------------------|
| Graffiti Reports | 1,267                  | 882                    | 800                     | 800                    |
| Graffiti Arrests | 63                     | 14                     | 15                      | 15                     |

### General Comments

The Patrol Division has embraced the premise of Sector-Based Policing. This was derived from the basic tenets of community policing. It is recognized that the police alone are not the guardians of law and order, and that the police can be most effective in addressing crime and quality of life issues if they work closely with the community. It is a collaboration between the police and community that identifies and responds to community problems with the ultimate goal to reduce crime and increase the citizens' sense of safety, security, and satisfaction with the Police Department.



The Patrol Division is confident that Sector-Based Policing will continue to be effective as the Division prepares to respond to the challenges of the future. The challenges in 2013 and beyond include the build out of the Regional Transportation District (RTD) light rail into Lakewood, the opening of additional phases of the St. Anthony Hospital medical complex, and the continuing development of new neighborhoods such as the Solterra community.

Improvements to our ability to prevent, detect, investigate, and solve graffiti offenses will continue to be emphasized throughout our community. Special events will continue to require significant deployment of personnel in order to preserve a safe and peaceful community.



---

**Program:** Support Services

**Department:** Police

**Division:** Support Services

---

**Purpose:** The Support Services Division is comprised of three sections providing administrative and technical support to the Lakewood Police Department and the public and includes the Volunteer Program.



The Communication Section is the Public Safety Answering Point (PSAP) for all 911 emergency calls for service. Emergency and operational communications for the Police Department are provided 24 hours a day / 7 days a week. Telephone, radio, computer, and emergency warning systems are maintained in order to provide rapid and reliable communication between the citizens and police.

The Police Records Section serves as the Police Department's primary information management center. Major responsibilities are to maintain and disseminate all criminal justice records, monitor data quality, and assist in the development and testing of information management systems. The Records Section also manages arrest warrants, processes municipal and county bonds, releases impounded vehicles, images all manual paper documents that supplement reports, and accept and process police reports received through the Internet Reporting. Additionally the section collects, processes, and submits all statistical information on criminal activity within the City of Lakewood to the Colorado Bureau of Investigations for inclusion in "Crime in Colorado" and "Crime in the USA."

The Volunteer Program assists in a wide variety of programs to include enforcing disabled parking violations, assisting motorists, and booking abandoned property. Volunteers are also enlisted to help with various community events.

The Community Resources Section is comprised of the Property Services Unit, Community Code Enforcement, Animal Control, Technology, and Research and Development.

The Property Services Unit provides assistance to the Police Department and citizens in all areas of found property, physical evidence, and impounded vehicles. Security and management of physical evidence, release of property to citizens, fingerprinting of arrestees, and Driving Under the Influence (DUI) breath testing are the primary objectives and purpose of the unit.

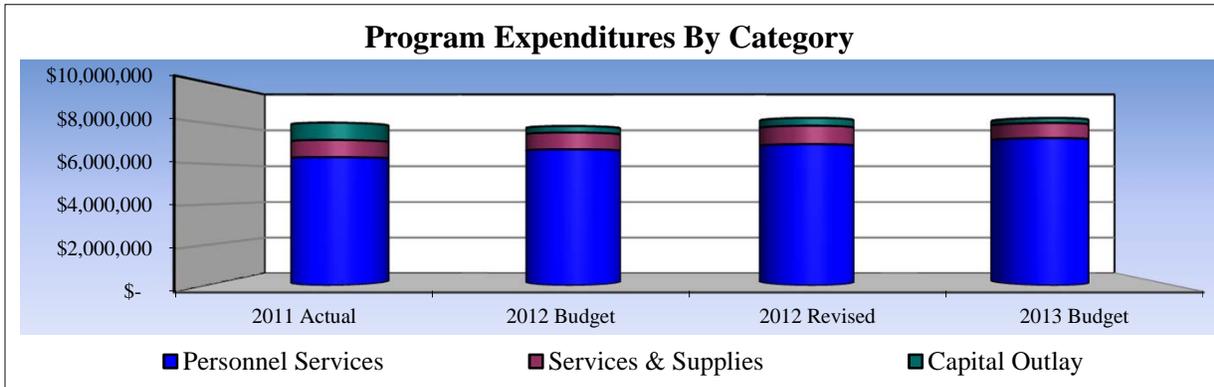
The Community Code Enforcement Unit provides enforcement of the Municipal Code as it relates to nuisance violations, which include overgrown vegetation both on private property and adjacent rights-of-way, inoperable motor vehicles, the accumulation of junk and rubbish, parking of commercial vehicles and trailers on City streets, wood burning, bus bench management, dumpsters and trash, graffiti, and building address requirements. Officers also enforce the Zoning Ordinance as it pertains to land use issues, parking requirements, fence regulations, home occupations, and signs.

The Animal Control Unit enforces municipal ordinances relating to the welfare of animals and the responsibilities of animal owners. It plays a critical role in educating citizens about the humane and safe treatment of animals, as well as, responding to public safety concerns with companion animals, exotic pets, and indigenous wildlife. Compliance with the Jefferson County dog licensing requirements is a continuing focus.



### Program Expenditures By Category

|                     | 2011<br>Actual      | 2012<br>Budget      | 2012<br>Revised     | 2013<br>Budget      |
|---------------------|---------------------|---------------------|---------------------|---------------------|
| Personnel Services  | \$ 6,328,222        | \$ 6,710,579        | \$ 6,960,625        | \$ 7,260,301        |
| Services & Supplies | \$ 836,600          | \$ 818,548          | \$ 900,847          | \$ 739,641          |
| Capital Outlay      | \$ 845,572          | \$ 318,044          | \$ 380,000          | \$ 240,000          |
| <b>TOTAL:</b>       | <b>\$ 8,010,394</b> | <b>\$ 7,847,171</b> | <b>\$ 8,241,472</b> | <b>\$ 8,239,942</b> |



### Program Expenditures By Fund

|                          | 2011<br>Actual      | 2012<br>Budget      | 2012<br>Revised     | 2013<br>Budget      |
|--------------------------|---------------------|---------------------|---------------------|---------------------|
| General Fund             | \$ 6,746,926        | \$ 7,101,087        | \$ 7,374,489        | \$ 7,688,884        |
| Capital Improvement Fund | \$ 1,282            | \$ -                | \$ -                | \$ -                |
| Grants Fund              | \$ 1,262,186        | \$ 746,084          | \$ 866,983          | \$ 551,058          |
| <b>TOTAL:</b>            | <b>\$ 8,010,394</b> | <b>\$ 7,847,171</b> | <b>\$ 8,241,472</b> | <b>\$ 8,239,942</b> |

### Full-Time Positions

Positions are stated in full-time equivalents (FTE) based on 2,080 hours per year.

|                               | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|-------------------------------|----------------|----------------|-----------------|----------------|
| Police Division Chief         | 1.00           | 1.00           | 1.00            | 1.00           |
| Animal Control Officer I      | 3.64           | 1.00           | 2.71            | 1.00           |
| Animal Control Officer II     | 2.00           | 5.00           | 3.29            | 5.00           |
| Animal Control Supervisor     | 1.00           | 1.00           | 1.00            | 1.00           |
| Business Specialist           | 1.00           | 1.00           | 1.00            | 1.00           |
| Business Support Specialist   | 1.00           | 1.00           | 1.00            | 1.00           |
| Code Enforcement Coordinator  | 1.00           | 1.00           | 1.00            | 1.00           |
| Code Enforcement Officer      | 3.00           | 3.00           | 3.00            | 3.00           |
| Code Enforcement Technician   | 1.00           | 1.00           | 1.00            | 1.00           |
| Lead Code Enforcement Officer | 1.00           | 1.00           | 1.00            | 1.00           |
| Police Commander              | 0.65           | -              | 1.00            | 1.00           |



**Full-Time Positions (continued)**

*Positions are stated in full-time equivalents (FTE) based on 2,080 hours per year.*

|  | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|--|----------------|----------------|-----------------|----------------|
| Police Communications Manager                                | 1.00           | 1.00           | 1.00            | 1.00           |
| Police Communications Supervisor                             | 3.00           | 3.00           | 3.00            | 3.00           |
| Police Dispatcher  | 32.65          | 30.00          | 30.00           | 30.00          |
| Police Fugitive Warrant Technician                           | 1.00           | 1.00           | 1.00            | 1.00           |
| Police Info Mgmt Systems Analyst                             | 2.00           | 2.00           | 2.00            | 2.00           |
| Police Info Mgmt Technician                                  | 18.19          | 20.00          | 20.00           | 20.00          |
| Police Info Validations Technician                           | 1.00           | 1.00           | 1.00            | 1.00           |
| Police Lead Dispatcher                                       | 2.87           | 3.00           | 3.00            | 3.00           |
| Police Lead Property Serv Tech                               | 1.00           | 1.00           | 1.00            | 1.00           |
| Police Property Evidence Technician                          | 5.31           | 7.00           | 7.00            | 7.00           |
| Police Property Services Supervisor                          | 1.00           | 1.00           | 1.00            | 1.00           |
| Police Records Admin Technician                              | 1.00           | 1.00           | 1.00            | 1.00           |
| Police Records Manager                                       | 1.00           | 1.00           | 1.00            | 1.00           |
| Police Records Supervisor                                    | 3.00           | 3.00           | 3.00            | 3.00           |
| Police Volunteer Prgrm Coordinator                           | 0.77           | 1.00           | 1.00            | 1.00           |
| <b>Total Full-Time Positions (FTE):</b>                      | 91.08          | 92.00          | 93.00           | 93.00          |
| <b>Part-Time Hours</b>                                       | 7,094          | 3,962          | 3,962           | 3,962          |
| <b>Total Full-Time and Part-Time Positions Stated as FTE</b> | 94.49          | 93.90          | 94.90           | 94.90          |

**Budget Variances**

❖ **Services & Supplies**

- ◆ 2012 Revised vs. 2012 Budget is up \$82,299 due to revised grant expenditures.
- ◆ 2013 Budget vs. 2012 Revised is down \$161,206 due to completion of grant funded projects.

❖ **Capital Outlay**

- ◆ 2012 Budget vs. 2011 Actual is down \$527,528 due to completion of grant funded projects.
- ◆ 2013 Budget vs. 2012 Revised is down \$140,000 due to revised grant expenditures.

**Goals / Activities / Expectations / Results-Benefits**

◆ **GOAL: Enhance the public's perception of safety**

**Activity:** To aid in successful criminal prosecution, Property Services will, within legal guidelines, protect, preserve, and properly dispose of all property and evidence. Storage techniques and facility updates occur as legislative mandates are placed upon the management of evidence.



**Goals / Activities / Expectations / Results-Benefits (continued)**

**Expectation:** All property and evidence will be maintained in a state of readiness available for timely release to courts, investigations, and property owners. Storage capacity has been increased for 2011 with the addition of a larger warehouse facility. New storage equipment including pallet racking, freezers for DNA, and a forklift will ensure long-term storage capabilities.

**Result-Benefit:** Annual inventories, collecting accurate data, and successful scheduled audit results shall be used to account for all property and evidence in Police Department custody. A paperless bar code system has enhanced the ability of the section to transfer evidence to and from offsite storage areas and to expedite release of property.

|                   | <b>2010</b>   | <b>2011</b>   | <b>2012</b>    | <b>2013</b>   |
|-------------------|---------------|---------------|----------------|---------------|
|                   | <b>Actual</b> | <b>Actual</b> | <b>Revised</b> | <b>Budget</b> |
| Property Received | 24,456        | 38,778        | 28,735         | 30,656        |
| Property Released | 16,666        | 23,202        | 19,546         | 19,805        |
| Fingerprinting    | 1,185         | 1,037         | 505            | 1,144         |
| Intoxilyzer Tests | 68            | 62            | 19             | 74            |
| Vehicle Impounds  | 2,180         | 2,002         | 1,505          | 1,895         |
| Vehicle Releases  | 2,074         | 1,965         | 1,320          | 1,786         |

◆ **GOAL: Provide the highest possible level of customer service to the citizens of Lakewood**

**Activity:** Community Development Block Grant (CDBG) funds are utilized in low-and moderate-income areas.

**Expectation:** A Code Enforcement Officer is assigned to address code enforcement issues that arise in the CDBG areas.

**Result-Benefit:** Neighborhood issues are reduced by providing necessary funds to those in need with owner occupied properties. In the identified CDBG Neighborhood Revitalization Strategy (NRS) area, alley accesses are identified to enhance quicker response times. Graffiti removal and curbside clean ups will be the focus for 2012 and 2013. Two such projects will be completed.

**Activity:** The Police Communication Section will provide a high level of efficient and courteous service while dealing effectively with the increasing variety and source of emergency calls.

**Expectation:** The Communication Section will provide courteous, prompt, and efficient service to all callers through ongoing training. Training will focus on customer service and the fundamentals of 911 related issues and technology. Emphasis will be placed on spending quality time with callers in an effort to provide them with the valuable information needed to resolve the problem.



**Goals / Activities / Expectations / Results-Benefits (continued)**

**Result-Benefit:** Monthly training through the Continuing Education Group (CEG) and Police Legal Sciences will provide tools and resources to ensure that employees are providing the best possible customer service. Employees will receive mandated, monthly on-line training in addition to voluntary training. Communication Section Supervisors will, on a monthly basis, randomly audit telephone conversations of all section employees. The results of these audits will be used in evaluating customer service and effectiveness, and in preparing employee evaluations.

|                       | <b>2010</b>   | <b>2011</b>   | <b>2012</b>    | <b>2013</b>   |
|-----------------------|---------------|---------------|----------------|---------------|
|                       | <b>Actual</b> | <b>Actual</b> | <b>Revised</b> | <b>Budget</b> |
| Total Calls Received  | 239,456       | 254,687       | 240,000        | 245,000       |
| 911 Calls Received    | 96,315        | 104,534       | 94,000         | 94,000        |
| Wireless Calls to 911 | 64%           | 62%           | 66%            | 66%           |

**Activity:** Management staff will assess the feasibility of Regionalization of Records Management within Jefferson County.

**Expectation:** Regionalization of a records management system could impact the entire county by increasing efficiencies and consolidating processes, interoperability, and cost sharing of an upgraded or new system. Emphasis will focus on assisting smaller agencies with limited resources to share in the advantages of a more robust and functional system.

**Result-Benefit:** The Records Section in cooperation with Information Technology, and in partnership with participating Jefferson County entities, will conduct interviews and study the impact of regionalization. The study will be completed in 2013.

◆ **GOAL: Provide open communication and valuable information to the citizens of Lakewood**

**Activity:** Non-English speaking citizens are ensured education of zoning codes.

**Expectation:** By using demographic research, bi-lingual brochures regarding zoning codes will be prepared to assist in education and communication to non-English speaking citizens.

**Result-Benefit:** Continuing to increase communication of zoning regulations with non-English speaking residents will assist in their understanding of the regulations to bring about compliance. Educational brochures addressing graffiti and zoning codes are available to the community.

◆ **GOAL: Improve organizational effectiveness and efficiency**

**Activity:** The Police Communication Section will evaluate how personnel are deployed within the section to best meet the needs of the organization as well as the community, providing the best possible service with minimal impact to budget and overtime costs.

**Expectation:** The Communication Section staff will be tasked with conducting an in-depth look at personnel scheduling. They are encouraged to research ideas and creative solutions to determine if our current deployment schedule is effective and efficient based on calls for service.

**Result-Benefit:** Monitoring attrition, selective recruitment practices, and creative scheduling resulted in an approximate 16% reduction in overtime annually. A staffing study was completed and in 2012 a scheduling committee comprised of dispatch employees and supervisors will be formed to review the current scheduling options and make recommendations for 2013.



**Goals / Activities / Expectations / Results-Benefits (continued)**

**Activity:** The Animal Control Unit will respond to and investigate allegations of crime. Animal Control Officers will be subject matter experts on ordinance and statute violations for cruelty, neglect, dangerous dogs, and animal fighting.

**Expectation:** Animal Control Officers will proactively patrol neighborhoods and parks within our jurisdiction in addition to responding to calls for service and investigating violations.

**Result-Benefit:** Animal Control Officers will increase neighborhood visibility to remind residents of animal control ordinances and owner responsibilities.

|                        | <b>2010<br/>Actual</b> | <b>2011<br/>Actual</b> | <b>2012<br/>Revised</b> | <b>2013<br/>Budget</b> |
|------------------------|------------------------|------------------------|-------------------------|------------------------|
| <b>Investigations:</b> |                        |                        |                         |                        |
| Bites                  | 227                    | 215                    | 220                     | 222                    |
| <b>Service:</b>        |                        |                        |                         |                        |
| Calls for Service      | 9,665                  | 9,050                  | 9,250                   | 9,250                  |
| Follow-up              | 6,106                  | 7,600                  | 7,650                   | 7,650                  |
| Impoundments           | 752                    | 810                    | 850                     | 850                    |
| Summons                | 410                    | 390                    | 400                     | 400                    |
| Vicious, aggressive    | 42                     | 36                     | 38                      | 40                     |

**Activity:** The Police Records Section will continue its work with the Lakewood Traffic Engineering Division and the Colorado Department of Motor Vehicles (DMV) to enable electronic submission of all traffic accidents that occur on the streets within the City of Lakewood.

**Expectation:** The Police Records Section will work with the Colorado Department of Motor Vehicles (DMV) to ensure that the traffic accident reporting needs of the citizens are met efficiently through enabling electronic submission of all qualifying traffic accidents. This expectation is carried over into 2012 as the DMV is still in the process of upgrading their equipment to allow the electronic import of this data.

**Result-Benefit:** The Department of Motor Vehicle (DMV) partnered with the State Patrol and other law enforcement agencies to develop an accident report that could be electronically submitted to the DMV. When in place, this process will reduce the copying and manual dissemination of accident reports and will enable the DMV to have a timelier and more efficient manner of accessing accident report information. At this time, completion of this goal is awaiting the final testing by the DMV.

**Activity:** A reorganization of current personnel will allow for the development of a rotating Information Management Technician who will receive training in many of the ad hoc administrative tasks of the Records Section.



**Goals / Activities / Expectations / Results-Benefits (continued)**

**Expectation:** With the increase in responsibilities of administrative functions as they relate to high priority, time sensitive background investigations for Expungement and Sealing of Records Hearings, the backlog of routine administrative functions has become overwhelming. This presents an opportunity for a Information Management Technician to expand his/her knowledge by receiving training and working in these important ad hoc responsibilities on a rotating basis. It will also guarantee that many specialized daily functions will be completed in a timely manner during scheduled leave times for various technical positions.



**Results-Benefit:** The Records Section will substantially increase the efficiency of daily operations and guarantee no lapse in work completion during personnel shortages due to personnel leaves. It will also allow an opportunity for a technician to change the focus of daily work and to expand his/her knowledge of specialized work functions.

|  | <b>2010</b>   | <b>2011</b>   | <b>2012</b>    | <b>2013</b>   |
|--|---------------|---------------|----------------|---------------|
|  | <b>Actual</b> | <b>Actual</b> | <b>Revised</b> | <b>Budget</b> |
| Case Reports Processed                             | 119,951       | 120,944       | 115,480        | 117,789       |
| Requests for Reports/Services                      | 27,855        | 29,816        | 29,988         | 30,888        |
| Arrest Warrants Processed                          | 15,303        | 18,562        | 21,984         | 24,182        |
| Vehicle Impounds Processed                         | 4,674         | 4,293         | 3,267          | 3,594         |
| CCIC Entries*                                      | 7,663         | 8,809         | 8,191          | 9,010         |
| NIBRS Reports**                                    | 30,298        | 30,054        | 26,584         | 29,242        |
| Internet Reports Processed                         | 1,040         | 861           | 828            | 910           |
| Transports Processed                               | 292           | 250           | 280            | 321           |
| Crime Free Housing Reports                         | n/a           | 392           | 412            | 432           |
| Notice of Hearing Processed                        | 135           | 143           | 151            | 160           |
| Orders to Seal/Expunge                             | 111           | 142           | 173            | 185           |
| *CCIC - Colorado Crime Information Center          |               |               |                |               |
| **NIBRS - National Incident Based Reporting System |               |               |                |               |

**Activity:** The Records Section will work with consultants on the Electronic Records Management (ERM) Project and assist them in assessing department-wide records inventory for the purpose of retention.

**Expectation:** The assessment will include conducting records inventories, application review and research, updating of records inventory, application and retention schedule databases, preparing findings reports and revising retention schedules with additional records identified during the assessment.

**Result-Benefit:** The Records Section will conduct an informational session and coordinate individual business unit assessments with the consultant to identify records and define retention periods. Compliance will be achieved by year-end 2013.



**Goals / Activities / Expectations / Results-Benefits (continued)**

◆ **GOAL: Respond to the quality of life issues impacting the citizens of Lakewood**

**Activity:** The Community Code Enforcement Unit enhances the appearance of the City, protects the value of property, and conserves the value of land use designation to protect property from adverse influences of adjacent property where differing zone districts abut.



**Expectation:** Overall appearance of identified properties within the City improves through education and enforcement of the Municipal Code and Zoning Ordinance.

**Result-Benefit:** Code Enforcement annually responds to over 5,000 cases to address citizen concerns regarding property violations. These responses have a positive impact on neighborhoods by helping to provide an improved quality of life.

|                             | <b>2010<br/>Actual</b> | <b>2011<br/>Actual</b> | <b>2012<br/>Revised</b> | <b>2013<br/>Budget</b> |
|-----------------------------|------------------------|------------------------|-------------------------|------------------------|
| <b>Nature of Complaint:</b> |                        |                        |                         |                        |
| Fence Complaints            | 176                    | 373                    | 300                     | 300                    |
| Graffiti                    | 1,070                  | 1,070                  | 900                     | 900                    |
| Junk/Rubbish                | 812                    | 812                    | 950                     | 950                    |
| Sales Tax Licenses Rvwd.    | 566                    | 566                    | 550                     | 550                    |
| Weeds                       | 699                    | 699                    | 800                     | 800                    |
| Other                       | 1,248                  | 1,458                  | 1,493                   | 1,493                  |
| <b>Activity Status:</b>     |                        |                        |                         |                        |
| Total Cases Opened          | N/A                    | N/A                    | N/A                     | N/A                    |
| Calls for Service           | 2,476                  | 2,476                  | 3,000                   | 3,000                  |
| Cases Open for Violations   | 1,791                  | 1,791                  | 1,800                   | 1,800                  |
| Administrative Actions      | 849                    | 849                    | 950                     | 950                    |
| Total Abatement Warrants    | 97                     | 97                     | 75                      | 75                     |
| Total Summons Issued        | 27                     | 27                     | 18                      | 18                     |

**Activity:** The Community Code Enforcement Unit aids in the health, safety, order, convenience, prosperity, and welfare of the present and future citizens of the City, as promoted through the enforcement of the Municipal Code and Zoning Ordinance.

**Expectation:** Municipal Code and Zoning Ordinance regulations pertaining to nuisance and land use violations will be enforced in response to citizen concerns in their neighborhoods to reduce code violations.

**Result-Benefit:** Citizen complaints of the Municipal Code and the Zoning Ordinance are responded to in a timely manner; first inspections on cases are performed within 5 to 7 days; and most case concerns are resolved within 90 days using the summons and warrant abatement process.



## General Comments

The Code Enforcement Unit addresses citizen concerns to improve property conditions. Staff is being proactive on the major business corridors to address overgrown weeds and trash, and illegal signage concerns. Code Enforcement will utilize Community Development Block Grant funding to continue revitalization and neighborhood appearance projects. It will engage in citizen education initiatives to address revised zoning ordinances and smoking restrictions.

The Communications Section will work in conjunction with Information Technology staff to upgrade the aging Computer Aided Dispatch (CAD) system. Projects providing greater resources to the public, such as the Emergency Notification System, are made possible through the Jefferson County Emergency 911 Authority Board. As these new technologies develop and become available, educational efforts will be needed to acquaint the public with limitations and capabilities.

The Property Services Unit continues to expand its capability to efficiently store evidence and other property. The property booking area and the off-site warehouse facility will undergo modifications designed to facilitate property handling from intake to storage. Timely audits and inventory inspections have reported no discrepancies.

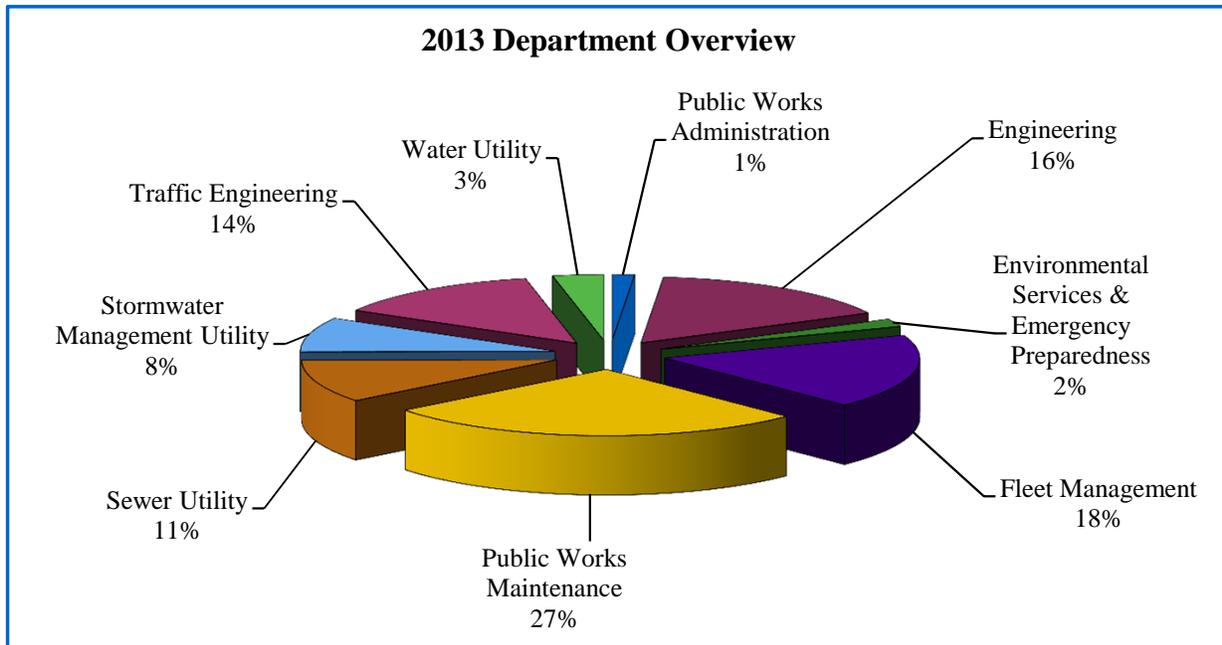
The Records Section will continue to utilize technology in its efforts to research, implement and improve the maintenance, dissemination, and security of the records for which it is responsible, and remain mindful of the needs and concerns of the citizens. The Records Section will continue to take a proactive approach to provide the most efficient and safe service available.

In addition to its local duties, the Animal Control Unit works closely with and supports the Foothills Animal Shelter, Colorado Division of Parks and Wildlife, and Jefferson County Animal Control in dog licensing regulations, the care and temporary housing of domestic animals, and the wild animal management necessary to keep Lakewood a safe and humane place for humans, their pets, and all animals.





# PUBLIC WORKS



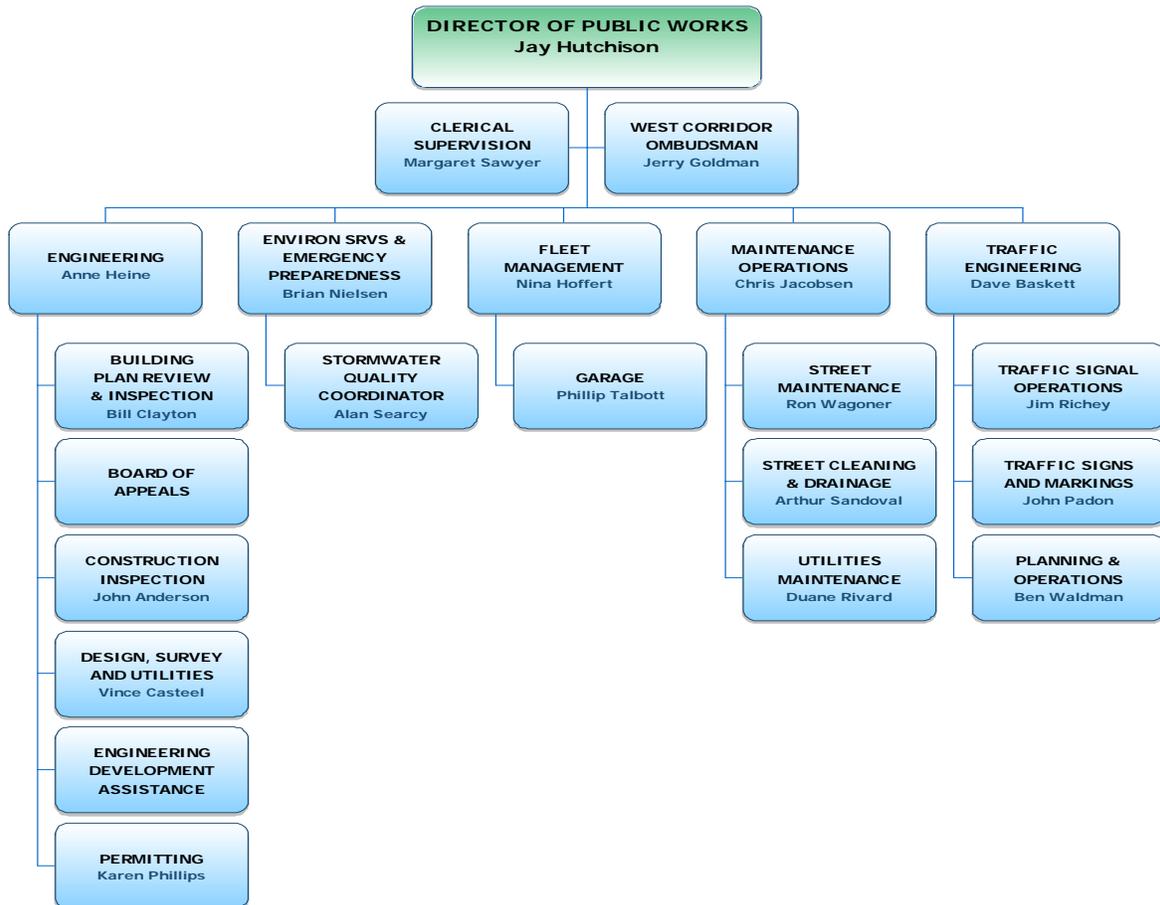
|   | 2011<br>Actual       | 2012<br>Budget       | 2012<br>Revised      | 2013<br>Budget       |
|---|----------------------|----------------------|----------------------|----------------------|
| Public Works Administration                     | \$ 562,894           | \$ 629,344           | \$ 1,227,330         | \$ 573,162           |
| Engineering                                     | \$ 7,706,354         | \$ 4,490,371         | \$ 14,129,655        | \$ 6,533,320         |
| Environmental Services & Emergency Preparedness | \$ 666,389           | \$ 524,625           | \$ 942,939           | \$ 771,924           |
| Fleet Management                                | \$ 6,936,705         | \$ 7,047,984         | \$ 7,360,451         | \$ 7,381,160         |
| Public Works Maintenance                        | \$ 8,829,130         | \$ 10,269,386        | \$ 10,382,383        | \$ 10,898,723        |
| Sewer Utility                                   | \$ 3,644,660         | \$ 4,005,447         | \$ 3,951,552         | \$ 4,246,631         |
| Stormwater Management Utility                   | \$ 1,980,805         | \$ 2,865,597         | \$ 4,238,406         | \$ 3,430,531         |
| Traffic Engineering                             | \$ 4,781,328         | \$ 4,535,595         | \$ 5,934,101         | \$ 5,471,116         |
| Water Utility                                   | \$ 936,057           | \$ 969,867           | \$ 1,002,333         | \$ 1,311,759         |
| <b>TOTAL:</b>                                   | <b>\$ 36,044,322</b> | <b>\$ 35,338,216</b> | <b>\$ 49,169,150</b> | <b>\$ 40,618,326</b> |
| <b>Percent to All Funds</b>                     | <b>25.79%</b>        | <b>24.16%</b>        | <b>29.89%</b>        | <b>26.28%</b>        |



# PUBLIC WORKS

(303) 987-7900

[www.lakewood.org/PublicWorksDepartment/](http://www.lakewood.org/PublicWorksDepartment/)



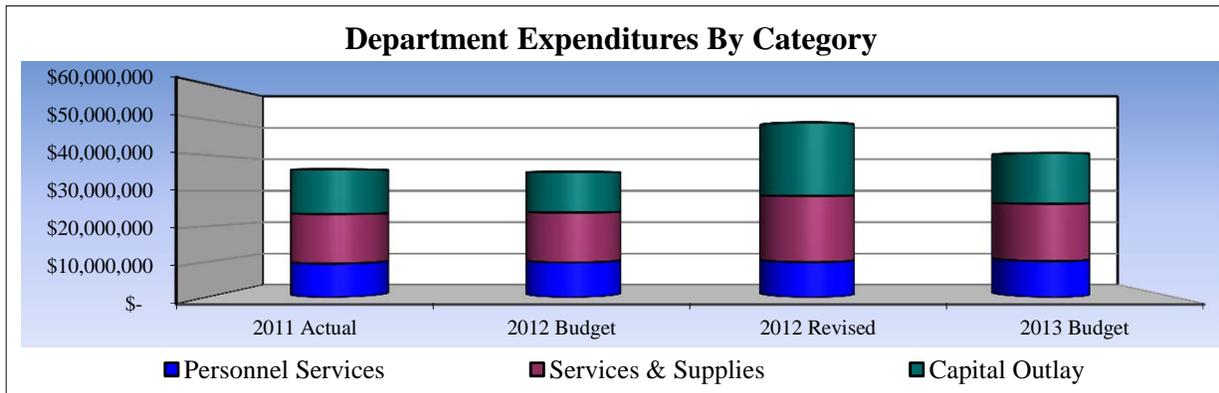


## Department: Public Works

**Mission Statement:** Provide quality municipal services allowing all citizens to enjoy and benefit from: 1) well maintained streets and storm sewer systems, 2) clean streets, 3) prioritized removal of snow and ice from streets, 4) safe building construction, 5) appropriate flood plain management, 6) orderly development and redevelopment, 7) well maintained night time street lighting, traffic signals, signs and pavement markings, 8) quality design and inspection of new streets, sidewalks, drainage facilities, and utility lines, 9) quick response to hazardous waste spills, 10) adequate preparation for Homeland Defense activities, 11) operation of a recycling center, 12) quality drinking water, and 13) wastewater collection.

### Department Expenditures By Category

|                     | 2011<br>Actual       | 2012<br>Budget       | 2012<br>Revised      | 2013<br>Budget       |
|---------------------|----------------------|----------------------|----------------------|----------------------|
| Personnel Services  | \$ 9,548,526         | \$ 9,876,658         | \$ 9,980,438         | \$ 10,257,810        |
| Services & Supplies | \$ 13,893,195        | \$ 14,001,451        | \$ 18,577,570        | \$ 16,092,995        |
| Capital Outlay      | \$ 12,602,601        | \$ 11,460,107        | \$ 20,611,142        | \$ 14,267,521        |
| <b>TOTAL:</b>       | <b>\$ 36,044,322</b> | <b>\$ 35,338,216</b> | <b>\$ 49,169,150</b> | <b>\$ 40,618,326</b> |



### Department Expenditures By Fund

|                            | 2011<br>Actual       | 2012<br>Budget       | 2012<br>Revised      | 2013<br>Budget       |
|----------------------------|----------------------|----------------------|----------------------|----------------------|
| General Fund               | \$ 14,089,992        | \$ 15,192,979        | \$ 15,638,858        | \$ 15,789,192        |
| Capital Improvement Fund   | \$ 10,140,324        | \$ 10,209,582        | \$ 15,411,340        | \$ 12,975,213        |
| Equipment Replacement Fund | \$ 1,777,900         | \$ 1,800,000         | \$ 1,800,000         | \$ 1,800,000         |
| Grants Fund                | \$ 3,474,584         | \$ 294,744           | \$ 7,126,661         | \$ 1,065,000         |
| Sewer Enterprise Fund      | \$ 3,644,660         | \$ 4,005,447         | \$ 3,951,552         | \$ 4,246,631         |
| Stormwater Enterprise Fund | \$ 1,980,805         | \$ 2,865,597         | \$ 4,238,406         | \$ 3,430,531         |
| Water Enterprise Fund      | \$ 936,057           | \$ 969,867           | \$ 1,002,333         | \$ 1,311,759         |
| <b>TOTAL:</b>              | <b>\$ 36,044,322</b> | <b>\$ 35,338,216</b> | <b>\$ 49,169,150</b> | <b>\$ 40,618,326</b> |

**Full-Time Positions***Positions are stated in full-time equivalents (FTE) or based on 2,080 hours per year.*

|                                     | <b>2011<br/>Actual</b> | <b>2012<br/>Budget</b> | <b>2012<br/>Revised</b> | <b>2013<br/>Budget</b> |
|-------------------------------------|------------------------|------------------------|-------------------------|------------------------|
| Director of Public Works            | 1.00                   | 1.00                   | 1.00                    | 1.00                   |
| Accountant II                       | 0.06                   | 0.06                   | 0.06                    | 0.06                   |
| Building Codes Administrator        | 1.00                   | 1.00                   | 1.00                    | 1.00                   |
| Building Inspector I                | 1.00                   | 1.00                   | 1.00                    | 1.00                   |
| Building Inspector II               | 5.85                   | 6.00                   | 6.00                    | 6.00                   |
| Business Specialist                 | 2.00                   | 2.00                   | 2.00                    | 2.00                   |
| Business Support Specialist         | 2.04                   | 2.00                   | 2.25                    | 3.00                   |
| CADD Technician                     | 2.00                   | 2.00                   | 2.00                    | 2.00                   |
| City Engineer                       | 1.00                   | 1.00                   | 1.00                    | 1.00                   |
| Civil Engineer III                  | 6.00                   | 6.00                   | 6.00                    | 6.00                   |
| Construction Coordinator            | 1.00                   | 1.00                   | 1.00                    | 1.00                   |
| Construction Documents Technician   | 1.00                   | 1.00                   | 1.00                    | 1.00                   |
| Construction Engineering Technician | 1.99                   | 1.02                   | 1.44                    | -                      |
| Construction Inspector I            | 2.01                   | 1.34                   | 2.50                    | 1.93                   |
| Construction Inspector II           | 5.00                   | 4.64                   | 4.40                    | 4.07                   |
| Construction Inspector III          | -                      | 2.00                   | 0.66                    | 2.00                   |
| Engineering Assistance Technician   | 1.00                   | 1.00                   | 1.00                    | 1.00                   |
| Engr Dev Assistance Coordinator     | 1.00                   | 1.00                   | 1.00                    | 1.00                   |
| Environmental Manager               | 1.00                   | 1.00                   | 1.00                    | 1.00                   |
| Fleet Maintenance Supervisor        | 1.00                   | 1.00                   | 1.00                    | 1.00                   |
| Fleet Manager                       | 1.00                   | 1.00                   | 1.00                    | 1.00                   |
| Fleet Mechanic                      | 6.00                   | 6.00                   | 6.00                    | 6.00                   |
| Infrastructure Maint & Oper Engr    | 1.00                   | 1.00                   | 1.00                    | 1.00                   |
| Lead Accountant I                   | 0.25                   | 0.25                   | 0.25                    | 0.25                   |
| Lead Fleet Mechanic                 | 1.00                   | 1.00                   | 1.00                    | 1.00                   |
| Maint Lead Person/Hvy Equip Oper    | 7.00                   | 7.00                   | 7.00                    | 7.00                   |
| Maintenance Spec/Equip Operator     | 22.41                  | 25.00                  | 25.00                   | 25.64                  |
| Maintenance Specialist              | -                      | 0.60                   | 0.64                    | 0.36                   |
| Maintenance Supervisor              | 2.00                   | 2.00                   | 2.00                    | 2.00                   |
| Maintenance Worker                  | 0.54                   | 0.40                   | 0.36                    | -                      |
| Office Support Specialist           | 1.69                   | 2.00                   | 1.75                    | 1.00                   |
| Office Support Supervisor           | 1.00                   | 1.00                   | 1.00                    | 1.00                   |
| Permit Counter Supervisor           | 1.00                   | 1.00                   | 1.00                    | 1.00                   |
| Permit Technician                   | 2.00                   | 2.00                   | 2.00                    | 2.00                   |
| Plans Examiner                      | 1.00                   | 0.44                   | 1.00                    | 0.44                   |
| Principal Civil Engineer II         | 1.00                   | 1.00                   | 1.00                    | 1.00                   |
| Principal Traffic Engineer          | 0.82                   | 1.00                   | 1.00                    | 1.00                   |
| Sr Plans Examiner                   | 2.00                   | 2.56                   | 2.00                    | 2.56                   |
| Stormwater Maintenance Technician   | 1.00                   | 1.00                   | 1.00                    | 1.00                   |
| Stormwater Quality Coordinator      | 1.00                   | 1.00                   | 1.00                    | 1.00                   |
| Street Maintenance Crew Leader      | 2.00                   | 2.00                   | 2.00                    | 2.00                   |
| Traffic Crew Leader                 | 1.00                   | 1.00                   | 0.75                    | -                      |
| Traffic Engineer                    | 1.00                   | 1.00                   | 1.00                    | 1.00                   |
| Traffic Engineering Manager         | 2.00                   | 2.00                   | 2.00                    | 2.00                   |
| Traffic Engineering Technician II   | 2.00                   | 2.00                   | 2.00                    | 2.00                   |
| Traffic Sign & Marking Spec I       | 2.00                   | 2.00                   | 2.00                    | 2.00                   |
| Traffic Sign & Marking Spec II      | 1.00                   | 1.00                   | 1.00                    | 1.00                   |
| Traffic Sign & Marking Spec III     | 0.97                   | 1.00                   | 1.00                    | 1.00                   |



**Full-Time Positions (continued)**

*Positions are stated in full-time equivalents (FTE) or based on 2,080 hours per year.*

|  | <b>2011<br/>Actual</b> | <b>2012<br/>Budget</b> | <b>2012<br/>Revised</b> | <b>2013<br/>Budget</b> |
|--|------------------------|------------------------|-------------------------|------------------------|
| Traffic Signal Specialist  | 3.96                   | 4.00                   | 4.00                    | 4.00                   |
| Traffic Signal Supervisor  | -                      | -                      | 0.25                    | 1.00                   |
| Traffic Signs & Marking Supervisor                               | 1.00                   | 1.00                   | 1.00                    | 1.00                   |
| Utilities Maintenance Supervisor                                 | 1.00                   | 1.00                   | 1.00                    | 1.00                   |
| Water & Sewer Technician   | 1.00                   | 1.00                   | 1.00                    | 1.00                   |
| Water, Sewer, Stormwater Technician                              | 2.00                   | 2.00                   | 2.00                    | 2.00                   |
| West Corridor Project Ombudsperson                               | 0.65                   | 1.00                   | 1.00                    | -                      |
| <b>Total Full-Time Positions (FTE):</b>                          | <b>112.24</b>          | <b>116.31</b>          | <b>116.31</b>           | <b>114.31</b>          |
| <b>Part-Time Hours</b>   | <b>21,314</b>          | <b>17,326</b>          | <b>22,499</b>           | <b>22,525</b>          |
| <b>Total Full-Time and Part-Time<br/>Positions Stated as FTE</b> | <b>122.49</b>          | <b>124.64</b>          | <b>127.13</b>           | <b>125.14</b>          |

**Budget Variances**

❖ **Services & Supplies**

- ♦ 2012 Revised vs. 2012 Budget is up \$4,576,119 due to carry forward on transfers to grant funds to match available state and federal funds and projected increases in fuel and maintenance costs.
- ♦ 2013 Budget vs. 2012 Revised is down \$2,484,575 due to reduced transfers to grant funds to match state and federal funds.

❖ **Capital Outlay**

- ♦ 2012 Revised vs. 2012 Budget is up \$9,151,035 due to timing of capital projects.
- ♦ 2013 Budget vs. 2012 Revised is down \$6,343,621 due to timing of capital projects.



## Core Values / Goals

### ❖ SAFE COMMUNITY

- ◆ Strengthen and support Lakewood's neighborhoods

### ❖ FISCAL RESPONSIBILITY

- ◆ Charge sufficient rates to water and sewer customers to cover expenditures and appropriately allocate costs among customer classes

### ❖ TRANSPORTATION

- ◆ Provide for public safety and mobility

### ❖ PHYSICAL & TECHNOLOGICAL INFRASTRUCTURE

- ◆ Maintain public infrastructure and equipment

### ❖ QUALITY LIVING ENVIRONMENT

- ◆ Provide reliable, high-quality water, sewer, and stormwater utility services

### ❖ COMMUNITY SUSTAINABILITY

- ◆ Manage a community recycling facility and household hazardous waste drop-off facility
- ◆ Monitor and, when appropriate, utilize alternative fuel sources



**Program:** Public Works Administration

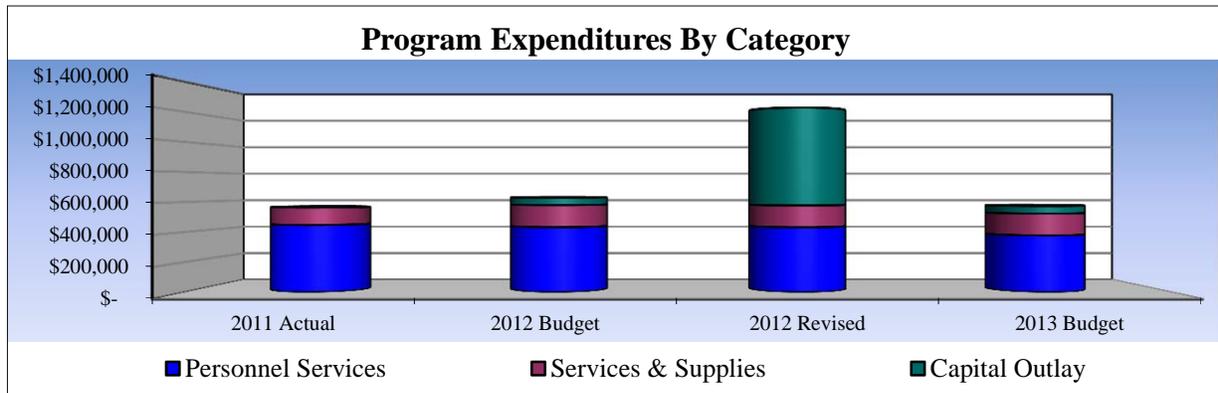
**Department:** Public Works

**Division:** Administration

**Purpose:** Public Works Administration plans, organizes, directs, and controls all projects, activities, and personnel in the Department.

**Program Expenditures By Category**

|                     | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|---------------------|----------------|----------------|-----------------|----------------|
| Personnel Services  | \$ 447,065     | \$ 432,833     | \$ 432,369      | \$ 378,185     |
| Services & Supplies | \$ 115,829     | \$ 146,511     | \$ 144,961      | \$ 144,977     |
| Capital Outlay      | \$ -           | \$ 50,000      | \$ 650,000      | \$ 50,000      |
| <b>TOTAL:</b>       | \$ 562,894     | \$ 629,344     | \$ 1,227,330    | \$ 573,162     |



**Program Expenditures By Fund**

|                          | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|--------------------------|----------------|----------------|-----------------|----------------|
| General Fund             | \$ 412,174     | \$ 413,040     | \$ 411,403      | \$ 354,974     |
| Capital Improvement Fund | \$ 150,720     | \$ 216,304     | \$ 215,927      | \$ 218,188     |
| Grants Fund              | \$ -           | \$ -           | \$ 600,000      | \$ -           |
| <b>TOTAL:</b>            | \$ 562,894     | \$ 629,344     | \$ 1,227,330    | \$ 573,162     |



**Full-Time Positions**

*Positions are stated in full-time equivalents (FTE) based on 2,080 hours per year.*

|  | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|--|----------------|----------------|-----------------|----------------|
| Director of Public Works                                     | 0.90           | 0.90           | 0.90            | 0.90           |
| Office Support Specialist                                    | 1.00           | 1.00           | 1.00            | 1.00           |
| Office Support Supervisor                                    | 1.00           | 1.00           | 1.00            | 1.00           |
| Principal Civil Engineer II                                  | 0.15           | 0.15           | 0.15            | 0.15           |
| West Corridor Project Ombudsperson                           | 0.65           | 1.00           | 1.00            | -              |
| <b>Total Full-Time Positions (FTE):</b>                      | <b>3.70</b>    | <b>4.05</b>    | <b>4.05</b>     | <b>3.05</b>    |
| <b>Part-Time Hours</b>                                       | <b>1,877</b>   | <b>1,818</b>   | <b>1,818</b>    | <b>1,818</b>   |
| <b>Total Full-Time and Part-Time Positions Stated as FTE</b> | <b>4.60</b>    | <b>4.92</b>    | <b>4.92</b>     | <b>3.92</b>    |

**Budget Variances**

❖ **Capital Outlay**

- ♦ 2012 Revised vs. 2012 Budget is up due to the application for two grants: one-time grant from the Colorado Health Department for recycling services and a grant for a sidewalk connection from Union Blvd. to the Federal Center light rail station. The two grant applications equal \$600,000.
- ♦ 2013 Budget vs. 2012 Revised is down \$600,000 due to pending grants in 2012.

**Goals / Activities / Expectations / Results-Benefits**

♦ **GOAL: Strengthen and support Lakewood's neighborhoods**

**Activity:** This program serves as liaison with the Regional Transportation District (RTD) for property owners, neighborhoods, and businesses affected by the West Corridor Light Rail Transit (LRT) project under construction.

**Expectation:** Effective communication is maintained between RTD and property owners, neighborhoods, and businesses on planning and construction issues.

**Result-Benefit:** Issues and concerns of affected property owners, neighborhoods, and businesses regarding planning and construction of the West Corridor LRT are conveyed to RTD and resolved.

♦ **GOAL: Provide for public safety and mobility**

**Activity:** This program manages and directs employees, projects, operations, and budgets to accomplish the mission of the Department.

**Expectation:** Services and projects are delivered as budgeted and expected.



### Goals / Activities / Expectations / Results-Benefits (continued)

**Result-Benefit:** Citizens receive services they expect such as snow plowing, operating traffic signals, land development processing, swept streets, cleanup of hazardous waste spills, street repair, and operation of water, sewer, and stormwater systems.

◆ **GOAL: Maintain public infrastructure and equipment**

**Activity:** Streets, traffic signals, signs and street markings, and City vehicles and heavy equipment are maintained.

**Expectation:** City-owned facilities are maintained and operating.

**Result-Benefit:** Lakewood residents have safe and well-operated public facilities.

---

**Activity:** Actions of the City water attorney, water engineer, and City staff are coordinated to acquire water rights and defend existing water rights from other water users on Bear Creek.

**Expectation:** An adequate supply of water is maintained for Lakewood golf courses and certain parks.

**Result-Benefit:** An adequate supply of water contributes to well-maintained parks and golf courses which are enjoyed by the citizens of Lakewood.

---

◆ **GOAL: Provide reliable high-quality water, sewer, and stormwater utility services**

**Activity:** The City-owned water, sewer, and stormwater utilities are operated and maintained according to local, state, and federal regulations.

**Expectation:** Citizens receive water, sewer, and stormwater services.

**Result-Benefit:** Lakewood residents, who use these services, have quality drinking water, proper disposal of sanitary sewage, and safe stormwater flows.

### General Comments

The Public Works Department delivers a wide range of services from transportation planning to "nuts and bolts" services such as traffic signals, snow plowing, hazardous waste cleanups, and street maintenance. There are also ongoing efforts to support land development projects including the Federal Center and the Rooney Valley.



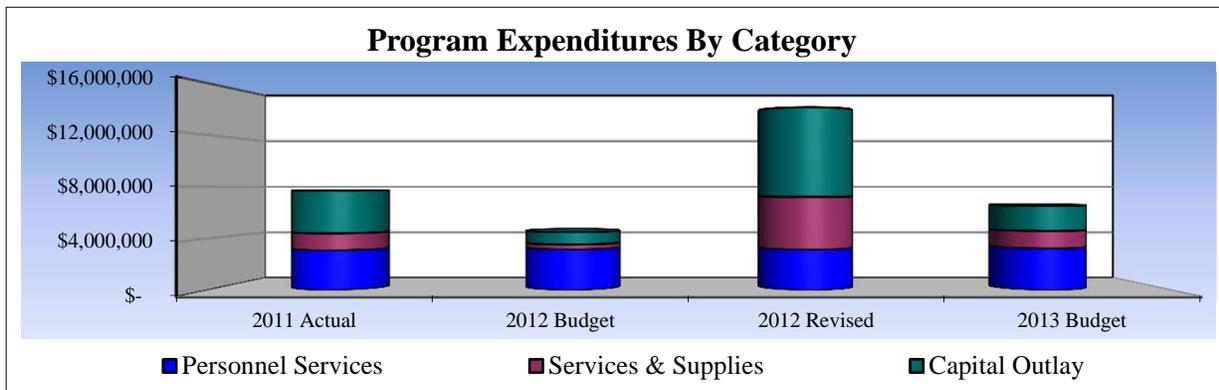
**Program:** Engineering  
**Department:** Public Works  
**Division:** Engineering

**Purpose:** The Engineering Division participates in City-initiated construction projects and private land development. Design and construction management services are provided for street and other City-initiated capital improvement projects. Construction of arterial and collector street capital improvement projects is completed by private contractors through a competitive bid process.

Building and land development plans and specifications are reviewed to ensure safety. Building construction, roadway construction, grading and erosion control, and demolition permits are issued and work is inspected.

### Program Expenditures By Category

|                     | 2011<br>Actual      | 2012<br>Budget      | 2012<br>Revised      | 2013<br>Budget      |
|---------------------|---------------------|---------------------|----------------------|---------------------|
| Personnel Services  | \$ 3,083,913        | \$ 3,153,883        | \$ 3,140,247         | \$ 3,230,930        |
| Services & Supplies | \$ 1,314,924        | \$ 386,988          | \$ 4,074,161         | \$ 1,352,821        |
| Capital Outlay      | \$ 3,307,517        | \$ 949,500          | \$ 6,915,247         | \$ 1,949,569        |
| <b>TOTAL:</b>       | <b>\$ 7,706,354</b> | <b>\$ 4,490,371</b> | <b>\$ 14,129,655</b> | <b>\$ 6,533,320</b> |



### Program Expenditures By Fund

|                          | 2011<br>Actual      | 2012<br>Budget      | 2012<br>Revised      | 2013<br>Budget      |
|--------------------------|---------------------|---------------------|----------------------|---------------------|
| General Fund             | \$ 2,954,176        | \$ 3,211,705        | \$ 3,215,626         | \$ 3,173,113        |
| Capital Improvement Fund | \$ 2,067,507        | \$ 1,253,666        | \$ 6,239,029         | \$ 3,350,207        |
| Grants Fund              | \$ 2,684,671        | \$ 25,000           | \$ 4,675,000         | \$ 10,000           |
| <b>TOTAL:</b>            | <b>\$ 7,706,354</b> | <b>\$ 4,490,371</b> | <b>\$ 14,129,655</b> | <b>\$ 6,533,320</b> |

**Full-Time Positions***Positions are stated in full-time equivalents (FTE) based on 2,080 hours per year.*

|  | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|--|----------------|----------------|-----------------|----------------|
| City Engineer  | 0.95           | 0.95           | 0.95            | 0.95           |
| Building Codes Administrator                                 | 1.00           | 1.00           | 1.00            | 1.00           |
| Building Inspector I   | 1.00           | 1.00           | 1.00            | 1.00           |
| Building Inspector II  | 5.85           | 6.00           | 6.00            | 6.00           |
| Business Specialist  | 1.00           | 1.00           | 1.00            | 1.00           |
| Business Support Specialist                                  | 2.04           | 2.00           | 2.00            | 2.00           |
| CADD Technician  | 1.84           | 2.00           | 2.00            | 2.00           |
| Civil Engineer III   | 4.90           | 5.00           | 5.00            | 5.00           |
| Construction Coordinator                                     | 1.00           | 1.00           | 1.00            | 1.00           |
| Construction Documents Technician                            | 1.00           | 1.00           | 1.00            | 1.00           |
| Construction Engineering Technician                          | 1.99           | 1.02           | 1.44            | -              |
| Construction Inspector I                                     | 2.01           | 1.34           | 2.50            | 1.93           |
| Construction Inspector II                                    | 2.91           | 2.64           | 2.38            | 2.07           |
| Construction Inspector III                                   | -              | 2.00           | 0.66            | 2.00           |
| Engineering Assistance Technician                            | 0.90           | 0.90           | 0.90            | 0.90           |
| Engr Dev Assistance Coordinator                              | 1.00           | 1.00           | 1.00            | 1.00           |
| Permit Counter Supervisor                                    | 1.00           | 1.00           | 1.00            | 1.00           |
| Permit Technician  | 2.00           | 2.00           | 2.00            | 2.00           |
| Plans Examiner   | 1.00           | 0.44           | 1.00            | 0.44           |
| Principal Civil Engineer II                                  | 0.50           | 0.50           | 0.50            | 0.50           |
| Sr Plans Examiner  | 2.00           | 2.56           | 2.00            | 2.56           |
| <b>Total Full-Time Positions (FTE):</b>                      | <b>35.89</b>   | <b>36.35</b>   | <b>36.33</b>    | <b>35.35</b>   |
| <b>Part-Time Hours</b>                                       | <b>4,681</b>   | <b>2,380</b>   | <b>2,380</b>    | <b>2,380</b>   |
| <b>Total Full-Time and Part-Time Positions Stated as FTE</b> | <b>38.14</b>   | <b>37.49</b>   | <b>37.47</b>    | <b>36.49</b>   |

**Budget Variances**❖ **Services & Supplies**

- ♦ 2012 Budget vs. 2011 Actual is down \$927,936 due to an anticipated reduction in transfers to grant funds to match available state and federal funds for capital improvement projects.
- ♦ 2012 Revised vs. 2012 Budget is up \$3,681,173 due to a carry forward in transfers to grant funds to match available state and federal funds for capital improvement projects.
- ♦ 2013 Budget vs. 2012 Revised is down \$2,721,340 due to a reduction in transfers to grant funds to match available state and federal funds for capital improvement projects.



## Budget Variances (continued)

### ❖ Capital Outlay

- ◆ 2012 Budget vs. 2011 Actual is down \$2,358,017 due to timing of capital improvements projects.
- ◆ 2012 Revised vs. 2012 Budget is up \$5,965,747 due to timing of capital improvements projects.
- ◆ 2013 Budget vs. 2012 Revised is down \$4,965,678 due to timing of capital improvements projects.

## Goals / Activities / Expectations / Results-Benefits

### ◆ GOAL: Provide for public safety and mobility

**Activity:** Project management, design, survey, and inspection are provided for City-initiated projects. Developer constructed public improvements are inspected.

**Expectation:** Improvements are safe, functionally adequate, cost effective, low maintenance, aesthetically pleasing, and include input from affected property owners. The use of funds from other agencies is maximized.

**Result-Benefit:** Capital improvement project goals are accomplished on schedule and within budget.



*Alameda Bike Path Construction*



**Activity:** Street improvements are constructed as identified in the Capital Improvement and Preservation Plan.

**Expectation:** Quality City initiated capital improvement projects are constructed.

**Result-Benefit:** Traffic congestion is reduced; safety is increased; and bicycle and pedestrian facilities are improved.



Goals / Activities / Expectations / Results-Benefits (continued)

Activity: The program provides engineering reviews of land development projects.

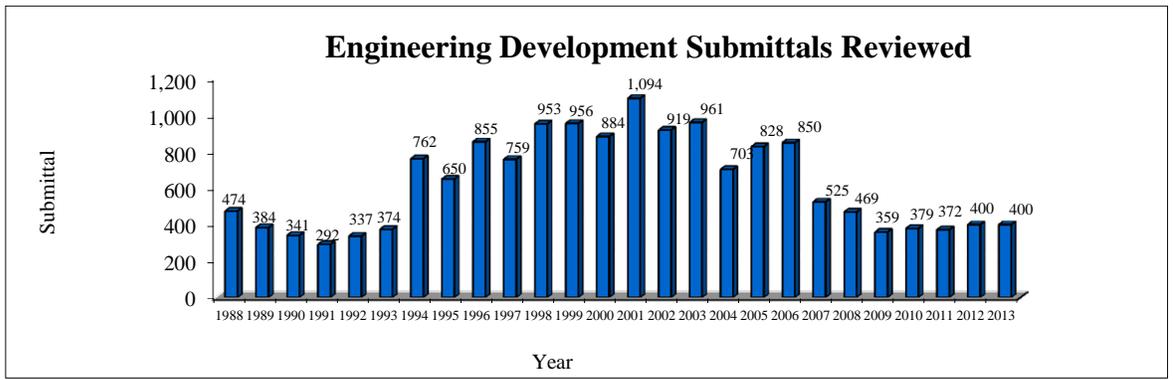
Expectation: Engineering reviews are completed and referrals to outside agencies (Colorado Department of Transportation (CDOT), Urban Drainage and Flood Control District (UDFCD), Jefferson County, etc.) are sent. Public improvement agreements, cost estimates for public improvements, and cost estimates for erosion control measures are prepared prior to permit issuance. Flood plain information and the flood insurance Community Rating System are maintained and coordinated.

Result-Benefit:

Developments are designed to City standards. Lakewood remains in good standing in the National Flood Insurance Program.

| <b>Engineering Development Statistics</b> | <b>2010 Actual</b> | <b>2011 Actual</b> | <b>2012 Revised</b> | <b>2013 Budget</b> |
|---|--------------------|--------------------|---------------------|--------------------|
| Development Submittals Reviewed           | 379                | 372                | 400                 | 400                |
| Average Work Days Elapsed Per Review      | 15                 | 14                 | 15                  | 15                 |
| Public Improvement Agreements Prepared    | 23                 | 24                 | 25                  | 25                 |
| Flood Plain Information Requests Answered | 148                | 123                | 150                 | 150                |
| Flood Insurance Rating Classification*    | 6                  | 6                  | 6                   | 6                  |

\*A classification of six results in a 20 percent (20%) savings for homeowners in Lakewood purchasing flood insurance.



Activity: Plan reviews are provided for all building permit submittals.

Expectation: All building plan reviews are completed within 4-6 weeks of submittal.

Result-Benefit:

Over 1,000 building plans are reviewed each year within the expected time frame to provide quality customer service to citizens and business owners ensuring that buildings in Lakewood are in substantial compliance with all applicable building codes.



**Goals / Activities / Expectations / Results-Benefits (continued)**

**Result-Benefit: (continued)**

|   | <b>2010<br/>Actual</b> | <b>2011<br/>Actual</b> | <b>2012<br/>Revised</b> | <b>2013<br/>Budget</b> |
|---|------------------------|------------------------|-------------------------|------------------------|
| <b><u>Building Plan Reviews</u></b>   |                        |                        |                         |                        |
| Projects reviewed with applicant<br>(While-you-wait review for<br>simpler projects) | 1,327                  | 1,454                  | 1,500                   | 1,500                  |
| Projects taken in for review<br>(Applicant receives comments at<br>later date)      |                        |                        |                         |                        |
| Residential   | 179                    | 253                    | 225                     | 225                    |
| Commercial  | 172                    | 166                    | 190                     | 200                    |
| Working days for initial review<br>comments (initial submittal to<br>response)      |                        |                        |                         |                        |
| Residential   | 21                     | 22                     | 25                      | 25                     |
| Commercial  | 22                     | 22                     | 23                      | 25                     |

**Activity:** The Division is the permit clearinghouse for property owners, contractors, other agencies, and City staff, ensuring appropriate approvals precede construction and alteration of roads, utilities, and structures.

**Expectation:** Required permits for all projects are issued in accordance with City ordinances.

**Result-Benefit:**  
Approximately 19,000 walk-in customers (an average of one every six to seven minutes) receive services annually at the permit counter.



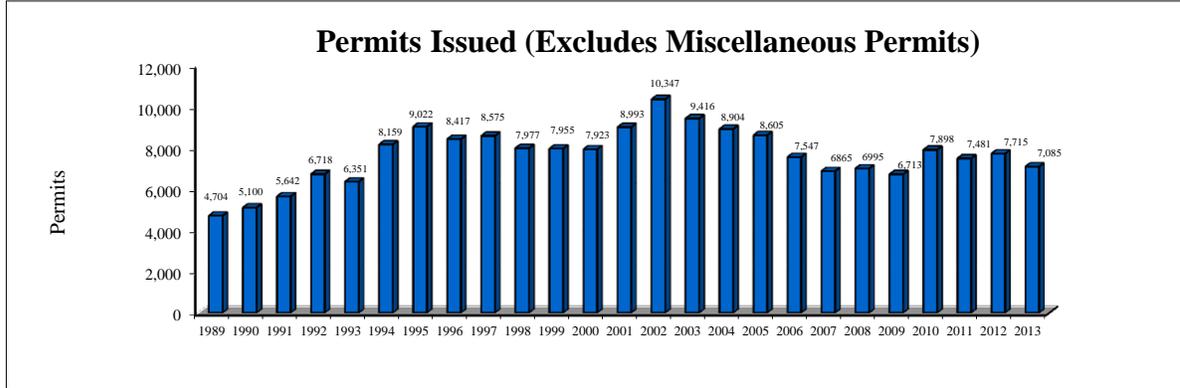
|                              | <b>2010<br/>Actual</b> | <b>2011<br/>Actual</b> | <b>2012<br/>Revised</b> | <b>2013<br/>Budget</b> |
|------------------------------|------------------------|------------------------|-------------------------|------------------------|
| <b><u>Permits Issued</u></b> |                        |                        |                         |                        |
| Residential Building         | 895                    | 904                    | 875                     | 875                    |
| Non-Residential Building     | 323                    | 333                    | 350                     | 350                    |
| Electrical                   | 2,036                  | 2,071                  | 2,100                   | 2,000                  |
| Plumbing                     | 1,129                  | 1,053                  | 1,200                   | 1,000                  |
| Mechanical                   | 1,792                  | 1,495                  | 1,550                   | 1,500                  |
| Sign                         | 184                    | 230                    | 160                     | 175                    |
| Miscellaneous (1)            | 5,545                  | 6,092                  | 2,500                   | 1,000                  |
| Public Way                   | 1,454                  | 1,311                  | 1,400                   | 1,100                  |
| Alternative Energy           | 85                     | 84                     | 80                      | 85                     |
| <b>TOTAL</b>                 | <b>13,443</b>          | <b>13,573</b>          | <b>10,215</b>           | <b>8,085</b>           |

(1) Large increases in 2010, 2011 and 2012 are attributable to re-roofing and siding permits issued as a result of the July 2009 and July 2011 hail storms.



**Goals / Activities / Expectations / Results-Benefits (continued)**

**Result-Benefit: (continued)**



**Activity:** Ensure all building inspections are made prior to issuance of a Certificate of Occupancy.

**Expectation:** All inspections are performed within 24 hours of the request.

**Result-Benefit:**

In 2011, 21,928 building inspections, excluding re-roofing inspections, were made with more than 99% completed within 24 hours of the request.

| <u>Inspections Performed</u> | <u>2010<br/>Actual</u> | <u>2011<br/>Actual</u> | <u>2012<br/>Revised</u> | <u>2013<br/>Budget</u> |
|------------------------------|------------------------|------------------------|-------------------------|------------------------|
| Structural                   | 9,560                  | 8,358                  | 8,300                   | 8,300                  |
| Electrical                   | 5,379                  | 6,117                  | 6,100                   | 6,100                  |
| Plumbing                     | 2,792                  | 2,860                  | 2,800                   | 2,800                  |
| Mechanical                   | 3,348                  | 2,915                  | 2,800                   | 2,800                  |
| Courtesy                     | 277                    | 182                    | 200                     | 200                    |
| Miscellaneous                | 1,303                  | 1,496                  | 1,350                   | 1,350                  |
| Re-roof (1)                  | 15,686                 | 6,670                  | 5,600                   | 3,000                  |
| Elevator (2)                 | 326                    | 0                      | 0                       | 0                      |
| <b>TOTAL</b>                 | <b>38,671</b>          | <b>28,598</b>          | <b>27,150</b>           | <b>24,550</b>          |

(1) Large increases in 2010, 2011 and 2012 are attributable to the July 2009 and July 2011 hail storms.

(2) The elevator inspection and permit program was transferred to the state on July 1, 2010.



## **General Comments**

Staff from this program also work on capital projects in the Sewer, Stormwater, and Water Utilities. When working on utility projects, staff time is charged to the appropriate utility thus reducing expenditures in this program.

The major City capital improvement projects anticipated in 2012 and 2013 are intersection improvements at 14th/Lamar, improvements to Union from US 6th to 4th Avenue, and cost sharing on CDOT's Wadsworth Boulevard widening project from 10th to 14th Avenues. These projects are funded by approximately \$1,000,000 of City money and matched by state and federal grants of approximately \$7,800,000. More detail on these and other projects is provided in the Capital Improvement and Preservation Program section of the budget.

Constructing sidewalk and bike path connections to the West Rail Line stations will be another major effort in 2012 and 2013. Sidewalk along the east side of Garrison north and south of the station will be completed in 2012. Other 2012 construction includes connections to the bike path at Holland Street and Balsam Street. In 2013, a sidewalk on the east side of Lamar between the station and 14th Avenue will be built and a pedestrian connection between Union Boulevard and the Federal Center station will be installed between 2nd and 4th Avenues.



**Program:** Environmental Services and Emergency Preparedness

**Department:** Public Works

**Division:** Environmental Services and Emergency Preparedness

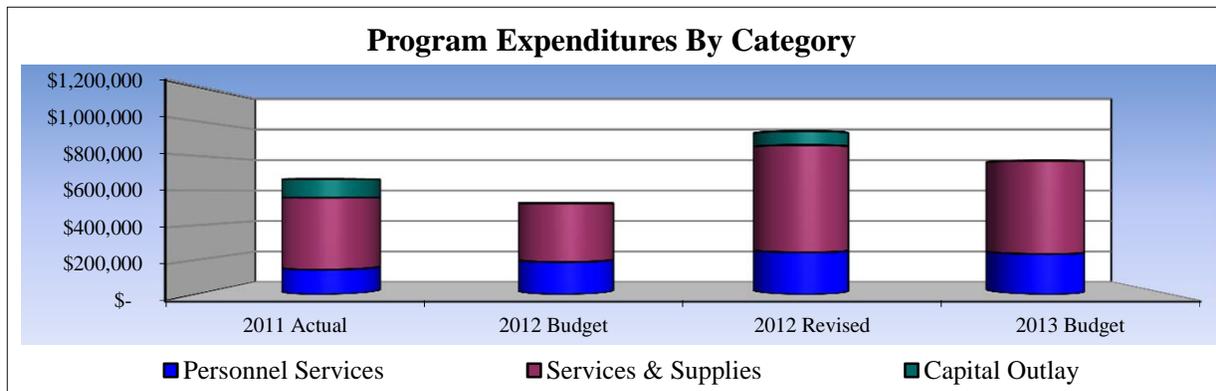
**Purpose:** This program manages the majority of the City's environmental programs including responding to hazardous material spills. In addition, the program is responsible for administering Lakewood's Homeland Defense and Emergency Preparedness Programs.



*Emergency Preparedness Mock Exercise at St. Anthony Hospital*

### Program Expenditures By Category

|                     | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|---------------------|----------------|----------------|-----------------|----------------|
| Personnel Services  | \$ 143,191     | \$ 187,669     | \$ 243,803      | \$ 233,612     |
| Services & Supplies | \$ 415,481     | \$ 336,956     | \$ 618,594      | \$ 538,312     |
| Capital Outlay      | \$ 107,717     | \$ -           | \$ 80,542       | \$ -           |
| <b>TOTAL:</b>       | \$ 666,389     | \$ 524,625     | \$ 942,939      | \$ 771,924     |



**Program Expenditures By Fund**

|                          | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|--------------------------|----------------|----------------|-----------------|----------------|
| General Fund             | \$ 199,490     | \$ 254,881     | \$ 261,316      | \$ 286,924     |
| Capital Improvement Fund | \$ 111,970     | \$ -           | \$ 38,030       | \$ -           |
| Grants Fund              | \$ 354,929     | \$ 269,744     | \$ 643,593      | \$ 485,000     |
| <b>TOTAL:</b>            | \$ 666,389     | \$ 524,625     | \$ 942,939      | \$ 771,924     |

**Full-Time Positions**

*Positions are stated in full-time equivalents (FTE) based on 2,080 hours per year.*

|  | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|--|----------------|----------------|-----------------|----------------|
| Environmental Manager  | 1.00           | 1.00           | 1.00            | 1.00           |
| Business Support Specialist                                  | -              | -              | 0.13            | 0.50           |
| Office Support Specialist                                    | 0.53           | 0.50           | 0.57            | -              |
| <b>Total Full-Time Positions (FTE):</b>                      | 1.53           | 1.50           | 1.70            | 1.50           |
| <b>Part-Time Hours</b>                                       | 386            | 800            | 5,389           | 5,414          |
| <b>Total Full-Time and Part-Time Positions Stated as FTE</b> | 1.72           | 1.88           | 4.29            | 4.10           |

**Budget Variances**❖ **Services & Supplies**

- ♦ 2012 Budget vs. 2011 Actual is down \$78,525 due to expenses related to a local energy planning grant being less than budgeted.
- ♦ 2012 Revised vs. 2012 Budget is up \$281,638 due to re-budgeting funds to complete the local energy planning project and additional Brownfields grant funds.
- ♦ 2013 Budget vs. 2012 Revised is down \$80,282 due to anticipating that work associated with the one-time grant for local energy planning will be completed in 2012.

❖ **Capital Outlay**

- ♦ 2012 Budget vs. 2011 Actual is down \$107,717 due to completion of the Quail Street Recycling Center in 2012.



Goals / Activities / Expectations / Results-Benefits

♦ GOAL: Provide for public safety and mobility

Activity: Hazardous material spills are cleaned up within the City.

Expectation: Staff responds, controls, and cleans up chemical spills occurring in the City.

Result-Benefit:

|  | <u>2010<br/>Actual</u> | <u>2011<br/>Actual</u> | <u>2012<br/>Revised</u> | <u>2013<br/>Budget</u> |
|--|------------------------|------------------------|-------------------------|------------------------|
| Chemical spill responses that occurred at fixed facilities | 5                      | 4                      | 5                       | 5                      |
| Chemical spill responses that occurred on the roadways     | 6                      | 8                      | 10                      | 10                     |
| Environmental investigations conducted                     | 17                     | 28                     | 25                      | 25                     |
| Methamphetamine lab related incidents                      | 8                      | 5                      | 5                       | 5                      |

Activity: Regulations are developed and enforced that govern the quality of water and air in the City.

Expectation: Citizen concerns involving water and air quality conditions in the City, including recycling issues, are addressed.

Result-Benefit:

|   | <u>2010<br/>Actual</u> | <u>2011<br/>Actual</u> | <u>2012<br/>Revised</u> | <u>2013<br/>Budget</u> |
|---|------------------------|------------------------|-------------------------|------------------------|
| Citizen generated responses to environmental concerns and questions (approximate) | 550                    | 550                    | 500                     | 500                    |
| Environmental studies conducted/reviewed  | 6                      | 5                      | 5                       | 5                      |
| Underground storage tank removal inspections                                      | 1                      | 1                      | 1                       | 1                      |

Activity: Plans are developed to respond to large manmade and natural emergencies in Lakewood.

Expectation: On an annual basis, the City's emergency preparedness plans are revised and tested to ensure that staff can effectively respond to a large scale emergency.



Emergency Operations Center



Goals / Activities / Expectations / Results-Benefits (continued)

Result-Benefit:

|  | 2010<br>Actual | 2011<br>Actual | 2012<br>Revised | 2013<br>Budget |
|--|----------------|----------------|-----------------|----------------|
| Emergency preparedness exercises conducted   | 3              | 3              | 3               | 3              |
| Citizen generated responses to Homeland Defense and other emergency preparedness questions (approximate) | 125            | 125            | 150             | 150            |

◆ GOAL: Manage a community recycling facility and household hazardous waste drop-off facility

Activity: Private firms are hired to provide roll offs to receive material.

Expectation: Frequency of recyclable material pick-up meets demand.

Result-Benefit: Facility is open and available to receive material.



Lakewood Recycling Center



Rooney Road Household Chemical Collection

General Comments

This budgetary program traditionally manages a number of environmental and homeland security related state and federal grants. In 2012 and 2013, this program is managing a combined grant total over \$600,000.

In 2011 and 2012, this budgetary program was also responsible for coordinating the design, construction and day-to-day operation of the Quail Street Recycling Center. The new recycling center is currently processing an average of 100 tons of recyclable material per month with an average vehicle count of 2,200 per week.



**Program:** Fleet Management

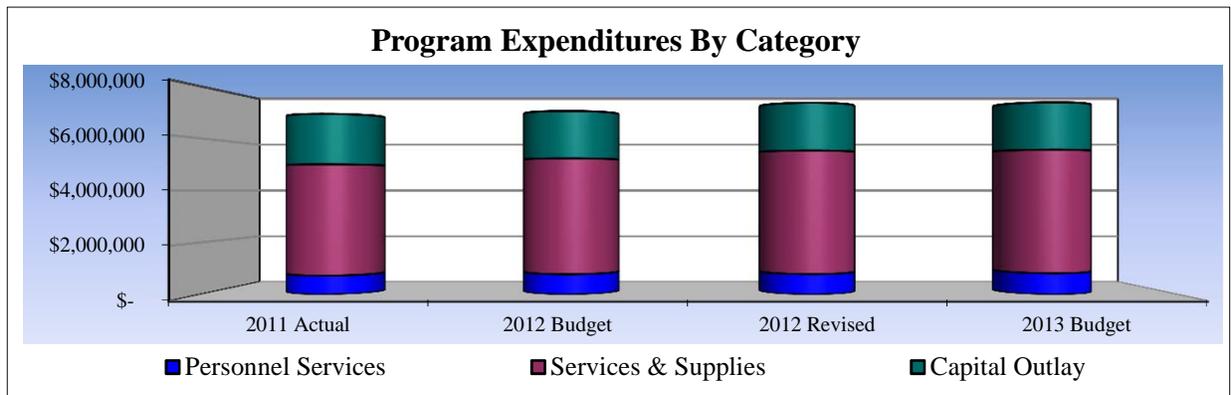
**Department:** Public Works

**Division:** Fleet Management

**Purpose:** Fleet Management Division purchases, repairs, and maintains City vehicles and heavy equipment.

**Program Expenditures By Category**

|                     | 2011<br>Actual      | 2012<br>Budget      | 2012<br>Revised     | 2013<br>Budget      |
|---------------------|---------------------|---------------------|---------------------|---------------------|
| Personnel Services  | \$ 726,866          | \$ 782,858          | \$ 788,236          | \$ 820,319          |
| Services & Supplies | \$ 4,272,181        | \$ 4,445,126        | \$ 4,740,524        | \$ 4,740,841        |
| Capital Outlay      | \$ 1,937,658        | \$ 1,820,000        | \$ 1,831,691        | \$ 1,820,000        |
| <b>TOTAL:</b>       | <b>\$ 6,936,705</b> | <b>\$ 7,047,984</b> | <b>\$ 7,360,451</b> | <b>\$ 7,381,160</b> |



**Program Expenditures By Fund**

|                            | 2011<br>Actual      | 2012<br>Budget      | 2012<br>Revised     | 2013<br>Budget      |
|----------------------------|---------------------|---------------------|---------------------|---------------------|
| General Fund               | \$ 3,660,788        | \$ 3,906,789        | \$ 4,207,717        | \$ 4,236,579        |
| Capital Improvement Fund   | \$ 1,498,017        | \$ 1,341,195        | \$ 1,352,734        | \$ 1,344,581        |
| Equipment Replacement Fund | \$ 1,777,900        | \$ 1,800,000        | \$ 1,800,000        | \$ 1,800,000        |
| <b>TOTAL:</b>              | <b>\$ 6,936,705</b> | <b>\$ 7,047,984</b> | <b>\$ 7,360,451</b> | <b>\$ 7,381,160</b> |



**Full-Time Positions**

*Positions are stated in full-time equivalents (FTE) based on 2,080 hours per year.*

|  | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|--|----------------|----------------|-----------------|----------------|
| Fleet Manager  | 1.00           | 1.00           | 1.00            | 1.00           |
| Fleet Maintenance Supervisor                                 | 1.00           | 1.00           | 1.00            | 1.00           |
| Fleet Mechanic   | 6.00           | 6.00           | 6.00            | 6.00           |
| Lead Fleet Mechanic  | 1.00           | 1.00           | 1.00            | 1.00           |
| <b>Total Full-Time Positions (FTE):</b>                      | <b>9.00</b>    | <b>9.00</b>    | <b>9.00</b>     | <b>9.00</b>    |
| <b>Part-Time Hours</b>                                       | -              | -              | -               | -              |
| <b>Total Full-Time and Part-Time Positions Stated as FTE</b> | <b>9.00</b>    | <b>9.00</b>    | <b>9.00</b>     | <b>9.00</b>    |

**Budget Variances**

❖ **Services & Supplies**

- ◆ 2012 Budget vs. 2011 Actual is up \$172,945 due to 2011 maintenance expenses being less than projected budgetary needs.
- ◆ 2012 Revised vs. 2012 Budget is up \$295,398 due to an anticipated increase in fuel and maintenance costs.

❖ **Capital Outlay**

- ◆ 2012 Budget vs. 2011 Actual is down \$117,658 due to completed fuel site repairs in 2011.

**Goals / Activities / Expectations / Results-Benefits**

◆ **GOAL: Maintain public infrastructure and equipment**

**Activity:** The Division performs repair and maintenance work at or above industry standards.

**Expectation:** Equipment is ready to operate when needed.

**Result-Benefit:** The Division maintains vehicles and equipment so that they are available more than 95% of the time.



### Goals / Activities / Expectations / Results-Benefits (continued)

**Activity:** The Division purchases vehicles and equipment that best meet the needs of City operations.

**Expectation:** Each vehicle and piece of equipment in the City's fleet will be kept an optimal amount of time in order to minimize the impact on the equipment replacement budget and the General Fund budget for repairs and maintenance.

**Result-Benefit:** The Division will purchase police cars, pickups, and equipment, as needed, totaling no more than \$1,800,000 in 2013.

◆ **GOAL: Monitor and, when appropriate, utilize alternative fuel sources**

**Activity:** Fuel options are evaluated for environmental benefits and serviceability.

**Expectation:** The Division understands market and other relevant factors.

**Result-Benefit:** The fleet transitions to alternative fuels as appropriate.

### General Comments

The Fleet Management program supports and maintains the City's vehicles and motorized self-propelled equipment. The Division maintains over 650 pieces of equipment with seven mechanics and two administrative positions.

Each piece of equipment is considered for replacement based on age, use, and condition. Acknowledging the increased quality and longer economic life of many vehicles available today, we are keeping vehicles in the fleet longer than ever before, with lower maintenance, therefore attempting to reduce capital expenditures from year to year. Keeping vehicles in the fleet for too long increases expenditures through increased maintenance and out-of-service time. Each piece of equipment at or near a replacement date is examined to determine if it can be economically retained for a longer time period, or, in the alternative, must be replaced early. In 2013, vehicle and equipment replacements include anticipated replacement of police sedans, police patrol vehicles, animal control vehicles, dump trucks, and vehicles and equipment used for inspections and parks maintenance.

Prior to 2002, each program that used vehicles was charged an annual amount to build a fund balance in the Equipment Replacement Fund. Starting in 2002, funds to replace vehicles used in the General Fund programs are budgeted in the Capital Improvement Fund to reduce expenses in the General Fund. Enterprise Fund programs budget for annual charges to replace vehicles in their respective budgets.



**Program:** Public Works Maintenance

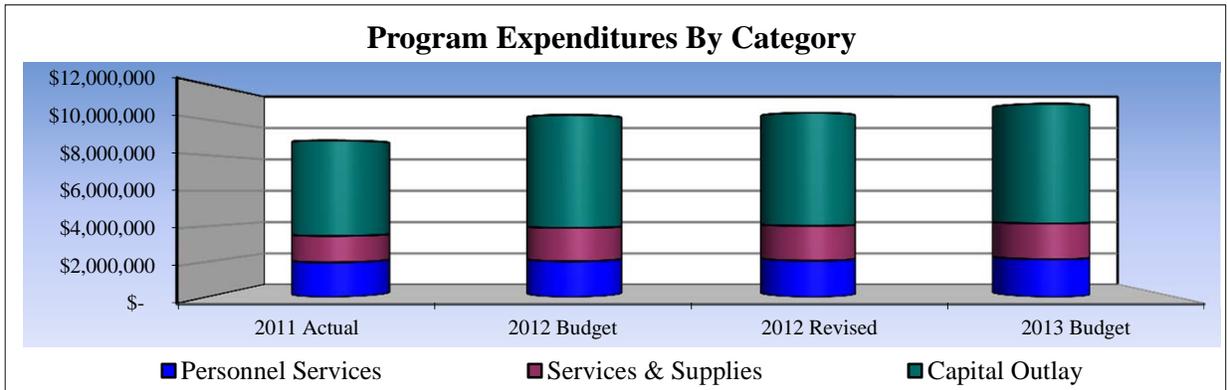
**Department:** Public Works

**Division:** Street Maintenance

**Purpose:** This program provides for the maintenance and preservation of the City’s streets, parking lots, and certain bike paths and sidewalks including snow and ice removal, sweeping and cleaning, and an annual resurfacing program. Maintenance of state highways is split between the Colorado Department of Transportation (CDOT) and the City. CDOT is responsible for pavement maintenance and snow plowing. The City is responsible for sweeping, drainage maintenance, and sidewalk repair.

**Program Expenditures By Category**

|                     | 2011<br>Actual      | 2012<br>Budget       | 2012<br>Revised      | 2013<br>Budget       |
|---------------------|---------------------|----------------------|----------------------|----------------------|
| Personnel Services  | \$ 1,966,209        | \$ 2,029,386         | \$ 2,061,505         | \$ 2,138,935         |
| Services & Supplies | \$ 1,486,210        | \$ 1,880,000         | \$ 1,960,878         | \$ 2,018,188         |
| Capital Outlay      | \$ 5,376,711        | \$ 6,360,000         | \$ 6,360,000         | \$ 6,741,600         |
| <b>TOTAL:</b>       | <b>\$ 8,829,130</b> | <b>\$ 10,269,386</b> | <b>\$ 10,382,383</b> | <b>\$ 10,898,723</b> |



**Program Expenditures By Fund**

|                          | 2011<br>Actual      | 2012<br>Budget       | 2012<br>Revised      | 2013<br>Budget       |
|--------------------------|---------------------|----------------------|----------------------|----------------------|
| General Fund             | \$ 3,225,825        | \$ 3,646,169         | \$ 3,756,966         | \$ 3,881,892         |
| Capital Improvement Fund | \$ 5,603,305        | \$ 6,623,217         | \$ 6,625,417         | \$ 7,016,831         |
| <b>TOTAL:</b>            | <b>\$ 8,829,130</b> | <b>\$ 10,269,386</b> | <b>\$ 10,382,383</b> | <b>\$ 10,898,723</b> |



**Full-Time Positions**

*Positions are stated in full-time equivalents (FTE) based on 2,080 hours per year.*

|  | <b>2011<br/>Actual</b> | <b>2012<br/>Budget</b> | <b>2012<br/>Revised</b> | <b>2013<br/>Budget</b> |
|--|------------------------|------------------------|-------------------------|------------------------|
| Infrastructure Maint & Oper Engr                                 | 0.75                   | 0.75                   | 0.75                    | 0.75                   |
| Business Specialist  | 1.00                   | 1.00                   | 1.00                    | 1.00                   |
| Construction Inspector II  | 2.00                   | 2.00                   | 2.00                    | 2.00                   |
| Maint Lead Person/Hvy Equip Oper                                 | 3.80                   | 3.60                   | 3.60                    | 3.60                   |
| Maintenance Spec/Equip Operator                                  | 13.91                  | 16.05                  | 16.05                   | 16.69                  |
| Maintenance Specialist   | -                      | 0.60                   | 0.64                    | 0.36                   |
| Maintenance Supervisor   | 1.53                   | 1.53                   | 1.53                    | 1.53                   |
| Maintenance Worker   | 0.54                   | 0.40                   | 0.36                    | -                      |
| Stormwater Maintenance Technician                                | 0.31                   | 0.31                   | 0.31                    | 0.31                   |
| Street Maintenance Crew Leader                                   | 1.62                   | 1.62                   | 1.62                    | 1.62                   |
| <b>Total Full-Time Positions (FTE):</b>                          | <b>25.46</b>           | <b>27.86</b>           | <b>27.86</b>            | <b>27.86</b>           |
| <b>Part-Time Hours</b>   | <b>3,398</b>           | <b>2,674</b>           | <b>2,674</b>            | <b>2,674</b>           |
| <b>Total Full-Time and Part-Time<br/>Positions Stated as FTE</b> | <b>27.09</b>           | <b>29.15</b>           | <b>29.15</b>            | <b>29.15</b>           |

**Budget Variances**

❖ **Services & Supplies**

- ♦ 2012 Budget vs. 2011 Actual is up \$393,790 due to savings in snow and ice control and street repair materials purchased in 2011. In addition, there was an increase in contract snowplowing services in 2012. The increase was funded by eliminating one full-time position.

❖ **Capital Outlay**

- ♦ 2012 Budget vs. 2011 Actual is up \$983,289 due to an increase in funding for the street resurfacing program in 2012.



Goals / Activities / Expectations / Results-Benefits

◆ GOAL: Provide for public safety and mobility

Activity: City streets are plowed and sanded as required.

Expectation: Plowing and sanding of streets commences as soon as snow begins to accumulate on priority snow routes and all priority routes are cleared within 24 hours after the end of the storm. Residential streets are plowed when snow depth seriously impedes vehicle mobility and melting is not forecast to occur quickly. When residential plowing occurs, all streets are passable within 48 hours.



Result-Benefit:

Vehicle mobility is possible during and after snowstorms.

|                                | <u>2010<br/>Actual</u> | <u>2011<br/>Actual</u> | <u>2012<br/>Revised</u> | <u>2013<br/>Budget</u> |
|--------------------------------|------------------------|------------------------|-------------------------|------------------------|
| Number of deployments          | 11                     | 16                     | 18                      | 18                     |
| Snowplow miles operated        | 50,596                 | 67,773                 | 70,000                  | 70,000                 |
| Gallons of liquid de-icer used | 13,617                 | 9,354                  | 10,000                  | 10,000                 |
| Tons of sand/salt used         | 2,952                  | 2,597                  | 3,000                   | 3,000                  |

Activity: City streets are swept for sand, rocks, litter, and other debris.

Expectation: Streets are cleaned to maintain the City's appearance, minimize dust-related air pollution, meet stormwater quality requirements, and provide safe driving surfaces.

Result-Benefit:

From April 1 to November 1, arterial and major collector streets are swept an average of once every ten days and other streets four times per season.

In the winter months, sanded streets are swept an average of once every three weeks as weather conditions allow. Approximately 34,000 lane miles are swept annually.

◆ GOAL: Maintain public infrastructure and equipment

Activity: Potholes are repaired permanently and quickly.

Expectation: Potholes are repaired within three working days of being reported and potholes on busy streets are repaired quicker. Repairs are done in a manner that maximizes the life of the repair. This includes jack hammering square edges on the repair area, tacking, and properly compacting the new asphalt.

Result-Benefit: 1,200 to 1,500 potholes are patched per year. Normally, potholes are patched within three working days of being reported.



**Goals / Activities / Expectations / Results-Benefits (continued)**

**Activity:** Major street failures are repaired in a quality, timely manner.

**Expectation:** Large deteriorated street sections are repaired within eight months. Repairs are done in a quality manner. This involves saw cutting the area to be repaired, excavating and replacing failed base and sub-grade materials, and constructing a new riding surface.

**Result-Benefit:** Annually, approximately 500 deteriorated street sections are repaired. All reported areas needing repair are completed within eight months.

---

**Activity:** Smooth and safe street surfaces are maintained.

**Expectation:** Low manholes are raised if they are in the wheel path and are more than one inch low. Sunken street cuts and other areas are filled with new asphalt to maintain level surfaces, and shoulder areas are kept level with the adjacent pavement to prevent dangerous drop-offs.

**Result-Benefit:** Approximately 30 to 50 manholes are adjusted per year. In addition, 300 to 400 manholes are adjusted annually on streets as they are resurfaced. Sunken street and shoulder areas are leveled soon after being reported.

---

**Activity:** Streets are maintained.

**Expectation:**  
Streets are kept in good to fair condition and are maintained according to the following maintenance cycle.

Residential Streets (and City Parking Lots):

|           |                                    |
|-----------|------------------------------------|
| Year 5 -  | Crackseal and Patch                |
| Year 10 - | Crackseal and Patch                |
| Year 16 - | Concrete Repair, Patch and Overlay |

Collector Streets:

|           |                                    |
|-----------|------------------------------------|
| Year 4 -  | Crackseal and Patch                |
| Year 8-   | Crackseal and Patch                |
| Year 12 - | Concrete Repair, Patch and Overlay |

Arterial Streets:

|           |                                    |
|-----------|------------------------------------|
| Year 3 -  | Crackseal and Patch                |
| Year 6 -  | Crackseal and Patch                |
| Year 10 - | Concrete Repair, Patch and Overlay |

**Result-Benefit:**  
Streets are well maintained to provide for smooth travel. Regular maintenance reduces costs compared to rebuilding of totally deteriorated streets.



**Goals / Activities / Expectations / Results-Benefits (continued)**

**Result-Benefit: (continued)**

|                                      | <u>2010<br/>Actual</u> | <u>2011<br/>Actual</u> | <u>2012<br/>Revised</u> | <u>2013<br/>Budget</u> |
|--------------------------------------|------------------------|------------------------|-------------------------|------------------------|
| Lane miles receiving overlay         | 94                     | 97                     | 106                     | 95                     |
| Lane miles receiving sealcoat        | 29                     | 8                      | 16                      | 40                     |
| Lane miles cracksealed               | 191                    | 301                    | 0                       | 200                    |
| Lane miles receiving concrete repair | 85                     | 129                    | 138                     | 95                     |
|                                      |                        | <b><u>Good</u></b>     | <b><u>Fair</u></b>      | <b><u>Poor</u></b>     |
| Street conditions                    | 1999                   | 68%                    | 28%                     | 4%                     |
| (Rated every 2 years)                | 2001                   | 67%                    | 30%                     | 3%                     |
|                                      | 2003                   | 73%                    | 25%                     | 2%                     |
|                                      | 2005                   | 74%                    | 21%                     | 5%                     |
|                                      | 2007                   | 84%                    | 13%                     | 3%                     |
|                                      | 2009                   | 82%                    | 17%                     | 1%                     |
|                                      | 2011                   | 78%                    | 21%                     | 1%                     |

**General Comments**

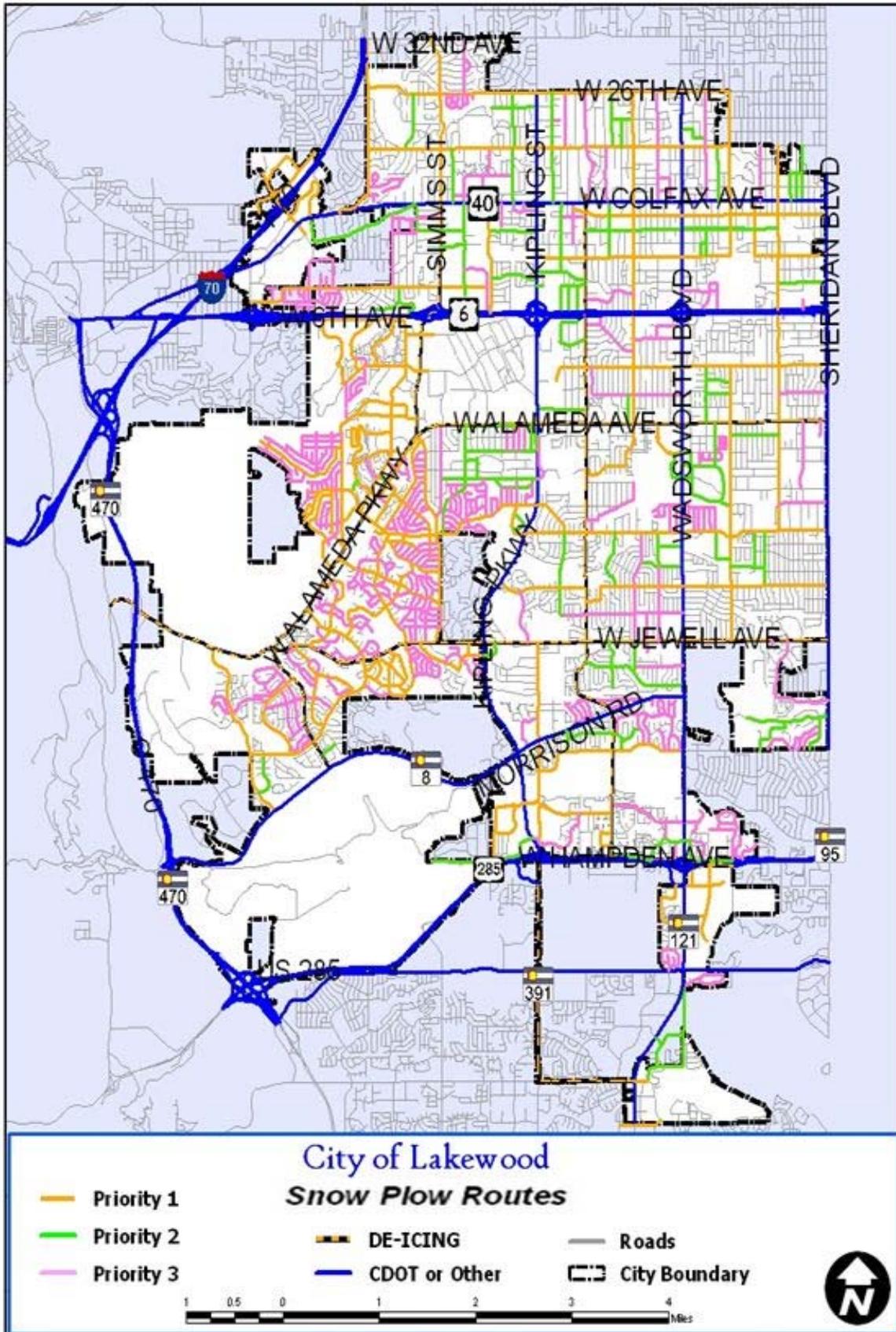
City Street Maintenance crews perform day-to-day repair activities needed to maintain the City street system. Private contractors are used to perform the large annual overlay, sealcoat, and concrete repair programs.

Street sweeping in the winter months is done primarily on sanded snow routes and state highways. The goal is to remove sand accumulation as soon as possible for safety, air quality, and aesthetic reasons.

The anti-icing/deicing program was fully implemented on Alameda Avenue, Union Boulevard, Jewell Avenue, and Garrison Street /Estes, Indiana Avenue, Bellevue Avenue, Bear Creek Boulevard, and Kipling Parkway, with good results. No further expansion of this program is planned.

Priority 1, 2 and 3 snow routes are plowed and sanded in every storm. Priority 1 and priority 2 routes consist of 735 lane miles of streets. The 565 lane miles of residential streets not included on priority 1 or priority 2 routes are plowed when total snow depth seriously impedes vehicle mobility and melting is not occurring. In the winter of 2011/2012, all residential streets were plowed twice. During most snowstorms 25 snowplows are deployed to cover priority routes. For large snowstorms, an additional 12 to 15 contract motor graders are brought in to assist City crews.







**Program:** Sewer Utility

**Department:** Public Works

**Division:** Utilities

**Purpose:** The Sewer Utility is responsible for new construction and maintenance of the wastewater collection system for approximately 6,850 accounts in north Lakewood.



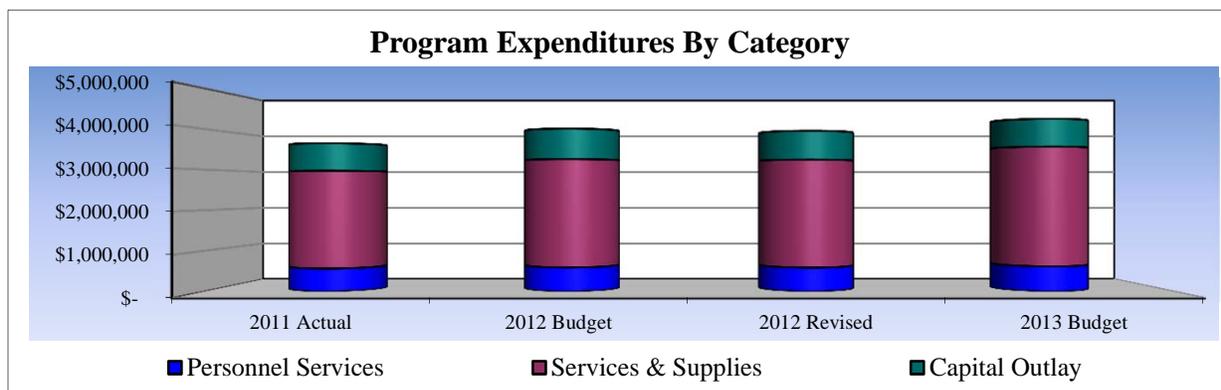
*Severely Deteriorated Sewer Lines*



*New Sewer Lines*

**Program Expenditures By Category**

|                     | 2011<br>Actual      | 2012<br>Budget      | 2012<br>Revised     | 2013<br>Budget      |
|---------------------|---------------------|---------------------|---------------------|---------------------|
| Personnel Services  | \$ 568,282          | \$ 594,081          | \$ 590,664          | \$ 620,565          |
| Services & Supplies | \$ 2,399,953        | \$ 2,661,035        | \$ 2,651,992        | \$ 2,942,170        |
| Capital Outlay      | \$ 676,425          | \$ 750,331          | \$ 708,896          | \$ 683,896          |
| <b>TOTAL:</b>       | <b>\$ 3,644,660</b> | <b>\$ 4,005,447</b> | <b>\$ 3,951,552</b> | <b>\$ 4,246,631</b> |



**Program Expenditures By Fund**

|                       | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|-----------------------|----------------|----------------|-----------------|----------------|
| Sewer Enterprise Fund | \$ 3,644,660   | \$ 4,005,447   | \$ 3,951,552    | \$ 4,246,631   |
| <b>TOTAL:</b>         | \$ 3,644,660   | \$ 4,005,447   | \$ 3,951,552    | \$ 4,246,631   |

**Full-Time Positions**

*Positions are stated in full-time equivalents (FTE) based on 2,080 hours per year.*

|  | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|--|----------------|----------------|-----------------|----------------|
| Director of Public Works                                     | 0.10           | 0.10           | 0.10            | 0.10           |
| Accountant II  | 0.04           | 0.04           | 0.04            | 0.04           |
| CADD Technician  | 0.02           | -              | -               | -              |
| Civil Engineer III   | 0.12           | 0.20           | 0.20            | 0.20           |
| Infrastructure Maint & Oper Engr                             | 0.21           | 0.21           | 0.21            | 0.21           |
| Lead Accountant I  | 0.15           | 0.15           | 0.15            | 0.15           |
| Maint Lead Person/Hvy Equip Oper                             | 0.85           | 0.85           | 0.85            | 0.85           |
| Maintenance Spec/Equip Operator                              | 2.55           | 2.55           | 2.55            | 2.55           |
| Principal Civil Engineer II                                  | 0.08           | 0.08           | 0.08            | 0.08           |
| Stormwater Maintenance Technician                            | 0.07           | 0.07           | 0.07            | 0.07           |
| Utilities Maintenance Supervisor                             | 0.85           | 0.85           | 0.85            | 0.85           |
| Water & Sewer Technician                                     | 0.90           | 0.90           | 0.90            | 0.90           |
| Water, Sewer, Stormwater Technician                          | 1.02           | 1.02           | 1.02            | 1.02           |
| <b>Total Full-Time Positions (FTE):</b>                      | 6.96           | 7.02           | 7.02            | 7.02           |
| <b>Part-Time Hours</b>                                       | 920            | 796            | 796             | 796            |
| <b>Total Full-Time and Part-Time Positions Stated as FTE</b> | 7.40           | 7.40           | 7.40            | 7.40           |

**Budget Variances**❖ **Services & Supplies**

- ♦ 2012 Budget vs. 2011 Actual is up \$261,082 due to the increasing cost of sewer treatment expenses paid to Metro Wastewater Reclamation District for wastewater treatment services.
- ♦ 2013 Budget vs. 2012 Revised is up \$290,178 due to the increasing cost of sewer treatment expenses paid to Metro Wastewater Reclamation District for wastewater treatment services.



### Goals / Activities / Expectations / Results-Benefits

- ◆ **GOAL:** Charge sufficient rates to water and sewer customers to cover expenditures and appropriately allocate costs among customer classes

**Activity:** Rates charged to sewer customers are periodically assessed.

**Expectation:** Rate adjustments are recommended, when appropriate.

**Result-Benefit:** Utility income and expenditures balance over time.



*Jet Truck used to Clean Sewer Lines*

- ◆ **GOAL:** Provide reliable, high-quality water, sewer, and stormwater utility services

**Activity:** The sewer system is maintained in serviceable condition.

**Expectation:** Staff completes emergency repairs quickly, inspects installation of new pipelines, repairs deteriorated sections of sewer mains, periodically inspects private sand/grease interceptors, and routinely cleans sewer mains.

**Result-Benefit:** Customers receive high-quality service with minimal disruption of service.

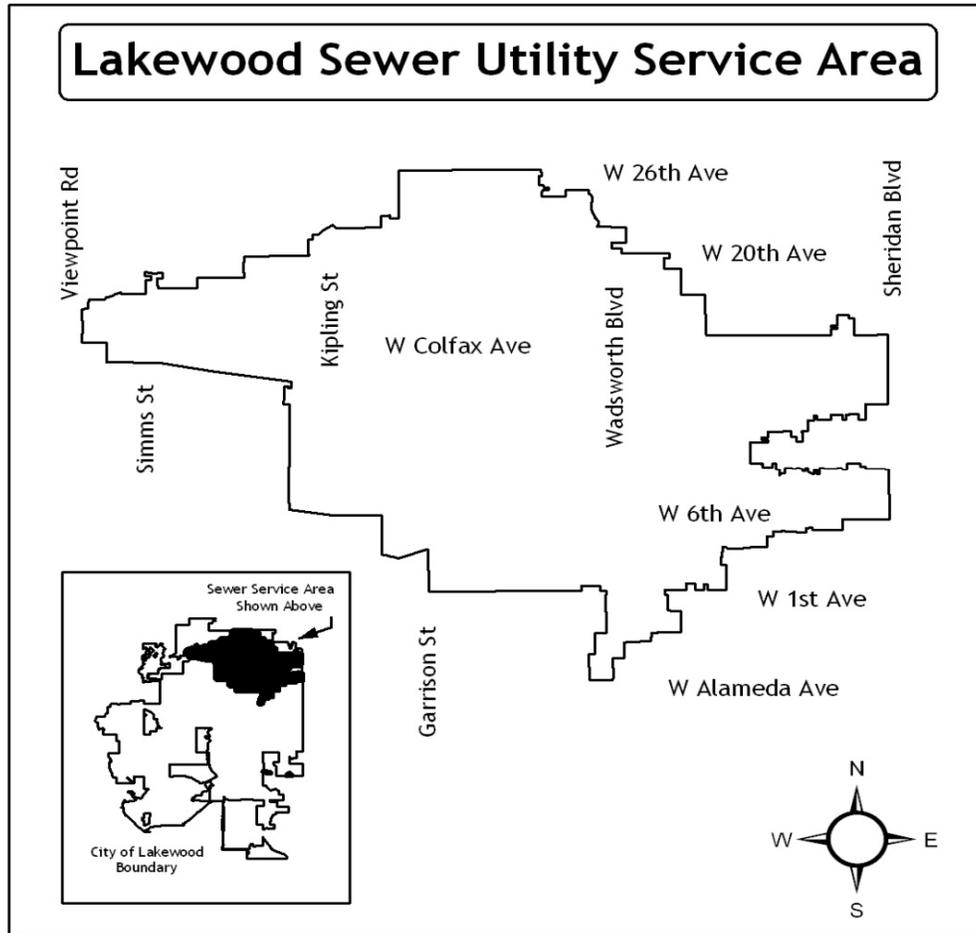


*Jet Truck used to Clean Sewer Lines*

### General Comments

Lakewood's Sewer Utility serves approximately 6,850 accounts and is one of 22 entities that provide sewer services to the citizens of Lakewood. All sewage collected is treated by the Metro Wastewater Reclamation District. Treatment charges paid to Metro is the largest single expense for the Sewer Utility.

Customer rate increases are expected annually due to increasing costs of wastewater treatment.





**Program:** Stormwater Management Utility

**Department:** Public Works

**Division:** Engineering

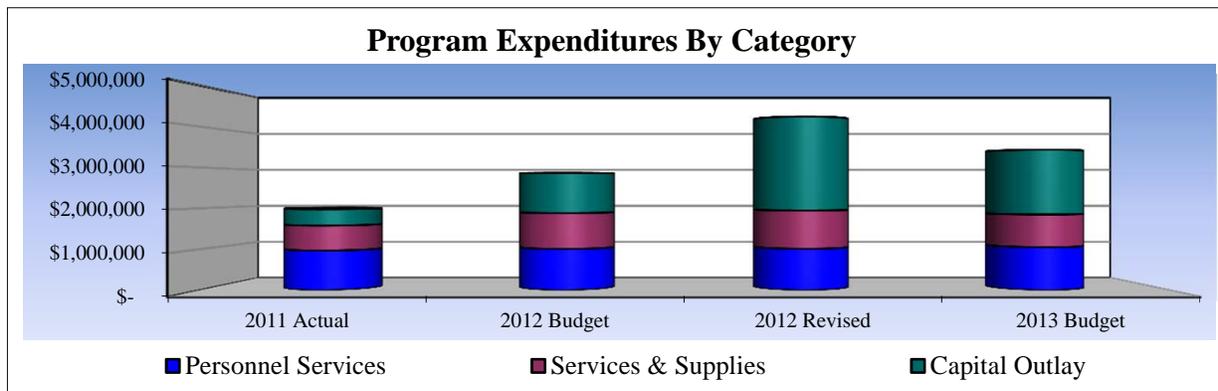
**Purpose:** The City’s Stormwater Management Utility is responsible for new construction, maintenance of the stormwater system, and compliance with federal stormwater quality requirements.



*Before and After Stormwater Improvements*

**Program Expenditures By Category**

|                     | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|---------------------|----------------|----------------|-----------------|----------------|
| Personnel Services  | \$ 971,330     | \$ 1,011,578   | \$ 1,015,913    | \$ 1,053,604   |
| Services & Supplies | \$ 609,911     | \$ 873,137     | \$ 932,931      | \$ 797,365     |
| Capital Outlay      | \$ 399,564     | \$ 980,882     | \$ 2,289,562    | \$ 1,579,562   |
| <b>TOTAL:</b>       | \$ 1,980,805   | \$ 2,865,597   | \$ 4,238,406    | \$ 3,430,531   |



**Program Expenditures By Fund**

|                            | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|----------------------------|----------------|----------------|-----------------|----------------|
| Stormwater Enterprise Fund | \$ 1,980,805   | \$ 2,865,597   | \$ 4,238,406    | \$ 3,430,531   |
| <b>TOTAL:</b>              | \$ 1,980,805   | \$ 2,865,597   | \$ 4,238,406    | \$ 3,430,531   |

**Full-Time Positions**

*Positions are stated in full-time equivalents (FTE) based on 2,080 hours per year.*

|  | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|--|----------------|----------------|-----------------|----------------|
| City Engineer  | 0.05           | 0.05           | 0.05            | 0.05           |
| Accountant II  | 0.01           | 0.01           | 0.01            | 0.01           |
| Business Support Specialist                                  | -              | -              | 0.06            | 0.25           |
| CADD Technician  | 0.02           | -              | -               | -              |
| Civil Engineer III   | 0.86           | 0.75           | 0.75            | 0.75           |
| Engineering Assistance Technician                            | 0.10           | 0.10           | 0.10            | 0.10           |
| Lead Accountant I  | 0.05           | 0.05           | 0.05            | 0.05           |
| Maint Lead Person/Hvy Equip Oper                             | 2.20           | 2.40           | 2.40            | 2.40           |
| Maintenance Spec/Equip Operator                              | 5.50           | 5.95           | 5.95            | 5.95           |
| Maintenance Supervisor                                       | 0.47           | 0.47           | 0.47            | 0.47           |
| Office Support Specialist                                    | -              | 0.25           | 0.07            | -              |
| Principal Civil Engineer II                                  | 0.25           | 0.25           | 0.25            | 0.25           |
| Stormwater Maintenance Technician                            | 0.60           | 0.60           | 0.60            | 0.60           |
| Stormwater Quality Coordinator                               | 1.00           | 1.00           | 1.00            | 1.00           |
| Street Maintenance Crew Leader                               | 0.38           | 0.38           | 0.38            | 0.38           |
| Water, Sewer, Stormwater Technician                          | 0.88           | 0.88           | 0.88            | 0.88           |
| <b>Total Full-Time Positions (FTE):</b>                      | 12.37          | 13.14          | 13.02           | 13.14          |
| <b>Part-Time Hours</b>                                       | 919            | 686            | 686             | 686            |
| <b>Total Full-Time and Part-Time Positions Stated as FTE</b> | 12.81          | 13.47          | 13.35           | 13.47          |

**Budget Variances**❖ **Services & Supplies**

- ◆ 2012 Budget vs. 2011 Actual is up \$263,226 due to contract maintenance and consulting expenses being less than anticipated.
- ◆ 2012 Revised vs. 2012 Budget is up \$59,794 due to increased contract maintenance expenses.
- ◆ 2013 Budget vs. 2012 Revised is down \$135,566 due to a reduction in consultant expenses and anticipated completion of a large maintenance project.



## Budget Variances (continued)

### ❖ Capital Outlay

- ♦ 2012 Budget vs. 2011 Actual is up \$581,318 due to timing of capital improvement projects.
- ♦ 2012 Revised vs. 2012 Budget is up \$1,308,680 due to timing of capital improvement projects.
- ♦ 2013 Budget vs. 2012 Revised is down \$710,000 due to timing of capital improvement projects.

## Goals / Activities / Expectations / Results-Benefits

### ♦ GOAL: Provide reliable, high-quality water, sewer, and stormwater utility services

**Activity:** The stormwater system is well constructed, maintained, and operated.

**Expectation:** Staff completes emergency repairs quickly; routinely inspects and cleans inlets, pipes, ditches, and channels; and periodically inspects private detention facilities.

**Result-Benefit:** Stormwater runoff is safely controlled within the limitations of the existing system.

---

**Activity:** Stormwater improvements are constructed on time and within budget.

**Expectation:** Projects are completed on time and on budget.

**Result-Benefit:** Flood danger is reduced.



*Stormwater Inlet Construction*





## **General Comments**

Half of all inlets, storm sewer pipes, and gulches are inspected and cleaned each year.

The major projects in 2012 and 2013 are completion of some minor local drainage improvements, replacing a pipe beneath Alameda near Utah Avenue, replacing a failed culvert crossing on Dry Gulch at Saulsbury Street north of 10th Avenue, West rail line related drainage improvements, planning for flood plain improvements to North Dry Gulch, local drainage improvements in the 20th & Iris vicinity, stormwater quality improvements to the 2nd & Benton detention pond and Sanderson Gulch and Dry Gulch Flood Hazard and Master Plan updates. More detail on this and other stormwater projects is provided in the Capital Improvement and Preservation Plan section of the budget.

The stormwater management utility fee has never been changed since it was originally set in 1998. The fee is one of the lowest stormwater fees in the region.



**Program:** Traffic Engineering

**Department:** Public Works

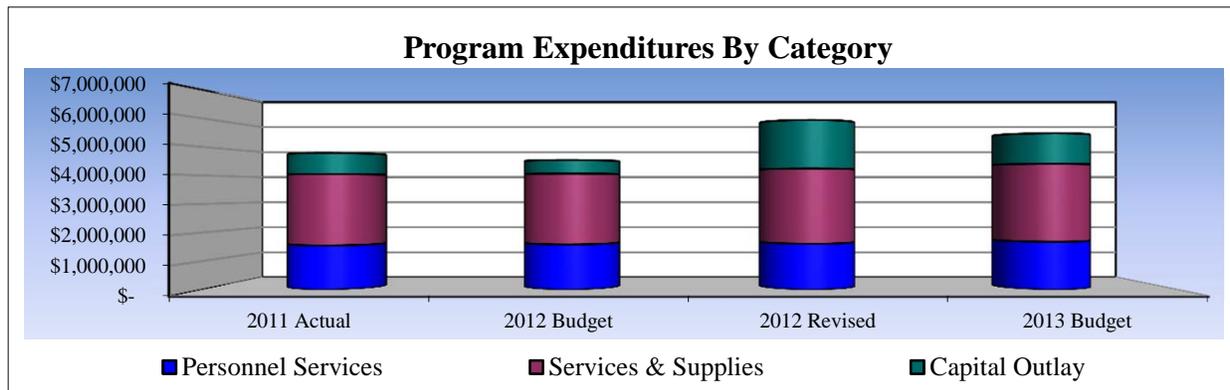
**Division:** Traffic Engineering

**Purpose:** This program installs and maintains all street signs and pavement markings, provides for the operation of night time street lighting, and maintenance and operation of City traffic signals including Intelligent Transportation System devices such as variable message signs and fiber optic networks.



**Program Expenditures By Category**

|                     | 2011<br>Actual      | 2012<br>Budget      | 2012<br>Revised     | 2013<br>Budget      |
|---------------------|---------------------|---------------------|---------------------|---------------------|
| Personnel Services  | \$ 1,551,658        | \$ 1,586,606        | \$ 1,610,856        | \$ 1,679,462        |
| Services & Supplies | \$ 2,494,446        | \$ 2,477,127        | \$ 2,625,573        | \$ 2,726,292        |
| Capital Outlay      | \$ 735,224          | \$ 471,862          | \$ 1,697,672        | \$ 1,065,362        |
| <b>TOTAL:</b>       | <b>\$ 4,781,328</b> | <b>\$ 4,535,595</b> | <b>\$ 5,934,101</b> | <b>\$ 5,471,116</b> |



**Program Expenditures By Fund**

|                          | 2011<br>Actual      | 2012<br>Budget      | 2012<br>Revised     | 2013<br>Budget      |
|--------------------------|---------------------|---------------------|---------------------|---------------------|
| General Fund             | \$ 3,637,539        | \$ 3,760,395        | \$ 3,785,830        | \$ 3,855,710        |
| Capital Improvement Fund | \$ 708,805          | \$ 775,200          | \$ 940,203          | \$ 1,045,406        |
| Grants Fund              | \$ 434,984          | \$ -                | \$ 1,208,068        | \$ 570,000          |
| <b>TOTAL:</b>            | <b>\$ 4,781,328</b> | <b>\$ 4,535,595</b> | <b>\$ 5,934,101</b> | <b>\$ 5,471,116</b> |



### Full-Time Positions

Positions are stated in full-time equivalents (FTE) based on 2,080 hours per year.

|  | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|--|----------------|----------------|-----------------|----------------|
| Traffic Engineer   | 1.00           | 1.00           | 1.00            | 1.00           |
| Business Support Specialist                                  | -              | -              | 0.06            | 0.25           |
| CADD Technician  | 0.12           | -              | -               | -              |
| Civil Engineer III   | 0.11           | -              | -               | -              |
| Construction Inspector II                                    | 0.09           | -              | 0.02            | -              |
| Office Support Specialist                                    | 0.16           | 0.25           | 0.11            | -              |
| Principal Traffic Engineer                                   | 0.82           | 1.00           | 1.00            | 1.00           |
| Traffic Crew Leader  | 1.00           | 1.00           | 0.75            | -              |
| Traffic Engineering Manager                                  | 2.00           | 2.00           | 2.00            | 2.00           |
| Traffic Engineering Technician II                            | 2.00           | 2.00           | 2.00            | 2.00           |
| Traffic Sign & Marking Spec I                                | 2.00           | 2.00           | 2.00            | 2.00           |
| Traffic Sign & Marking Spec II                               | 1.00           | 1.00           | 1.00            | 1.00           |
| Traffic Sign & Marking Spec III                              | 0.97           | 1.00           | 1.00            | 1.00           |
| Traffic Signal Specialist                                    | 3.96           | 4.00           | 4.00            | 4.00           |
| Traffic Signal Supervisor                                    | -              | -              | 0.25            | 1.00           |
| Traffic Signs & Marking Supervisor                           | 1.00           | 1.00           | 1.00            | 1.00           |
| <b>Total Full-Time Positions (FTE):</b>                      | <b>16.23</b>   | <b>16.25</b>   | <b>16.19</b>    | <b>16.25</b>   |
| <b>Part-Time Hours</b>                                       | <b>9,042</b>   | <b>8,094</b>   | <b>8,678</b>    | <b>8,678</b>   |
| <b>Total Full-Time and Part-Time Positions Stated as FTE</b> | <b>20.58</b>   | <b>20.14</b>   | <b>20.36</b>    | <b>20.42</b>   |

### Budget Variances

#### ❖ Capital Outlay

- ◆ 2012 Budget vs. 2011 Actual is down \$263,362 due to completion of signal safety projects.
- ◆ 2012 Revised vs. 2012 Budget is up \$1,225,810 due to federal funding of traffic signal safety projects.
- ◆ 2013 Budget vs. 2012 Revised is down \$632,310 due to completion of traffic signal safety projects.





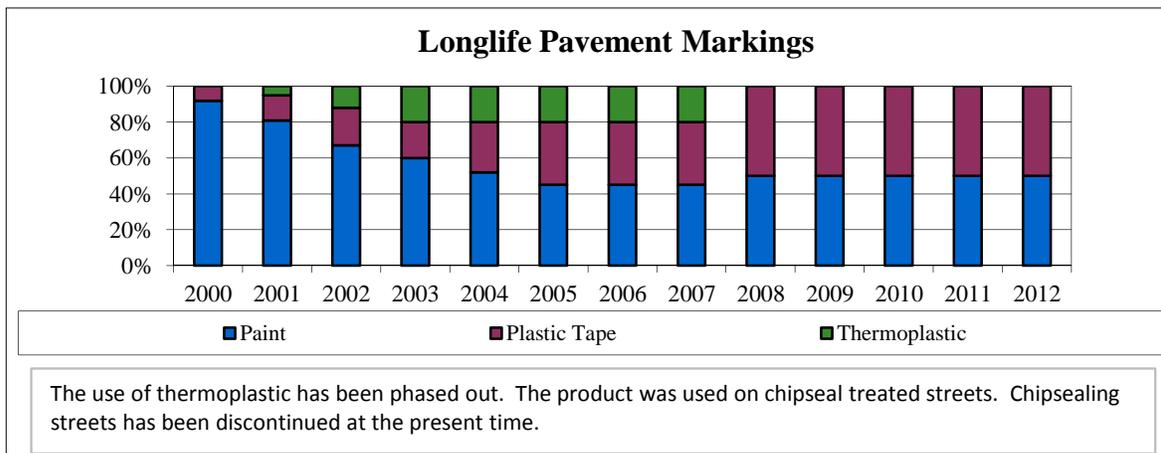
### Goals / Activities / Expectations / Results-Benefits

◆ **GOAL: Provide for public safety and mobility**

**Activity:** Signs and pavement markings are continuously maintained.

**Expectation:** Prompt replacement and maintenance of pavement markings and traffic signs are accomplished.

**Result-Benefit:** Positive guidance is provided for the motoring public, which decreases accidents.



**Activity:** Traffic engineering studies, data collection, and analysis of traffic control are conducted.

**Expectation:** Factual responses to transportation questions/concerns are provided.

**Result-Benefit:** Technically correct information is available to answer citizen questions and allow City staff to make decisions.

**Activity:** Traffic safety and capacity impacts of proposed developments are reviewed.

**Expectation:** Potential development traffic impacts are anticipated and, when feasible, mitigated before they occur.

**Result-Benefit:** Traffic impacts from land development are managed.

**Activity:** Streetlights are installed based on lighting levels established by City policy.

**Expectation:** Roadway lighting is installed to current City policies.



**Goals / Activities / Expectations / Results-Benefits (continued)**

**Result-Benefit:**

Street lighting is maintained in conformance with City policy.

|                                 | <b>2010<br/>Actual</b> | <b>2011<br/>Actual</b> | <b>2012<br/>Revised</b> | <b>2013<br/>Budget</b> |
|---------------------------------|------------------------|------------------------|-------------------------|------------------------|
| Number of Street Lights         | 7,900                  | 7,867                  | 7,875                   | 7,880                  |
| Street Light Power Cost*        | \$1,754,227            | \$1,632,359            | \$1,498,128             | \$1,498,128            |
| Street Light Maintenance Costs* | \$440,918              | \$247,290              | \$319,000               | \$319,000              |

\* Paid to Xcel Energy under a tariff structure determined by the Public Utilities Commission.

**Activity:** The program provides a well maintained traffic signal system.

**Expectation:** Traffic signals will be repaired, upgraded, and coordinated.

**Result-Benefit:** Highly visible, operating, coordinated traffic signals provide for safe, orderly traffic flow within the City with safety features for pedestrians such as countdown signals.



|   | <b>2010<br/>Actual</b> | <b>2011<br/>Actual</b> | <b>2012<br/>Revised</b> | <b>2013<br/>Budget</b> |
|---|------------------------|------------------------|-------------------------|------------------------|
| Total Traffic Signals Maintained                      | 198                    | 199                    | 200                     | 200                    |
| School Speed Zone Flashers                            | 49                     | 49                     | 49                      | 49                     |
| Speed Display Signs                                   | 11                     | 11                     | 13                      | 15                     |
| Average Annual Maintenance Cost Per Signal:           |                        |                        |                         |                        |
| System Coordinated                                    | \$4,895                | \$4,895                | \$4,925                 | \$5,000                |
| Local Control   | \$3,685                | \$3,685                | \$3,780                 | \$3,900                |
| School Flashers                                       | \$692                  | \$692                  | \$695                   | \$700                  |
| Average Cost Per New Signal                           | \$297,500              | \$297,500              | \$318,000               | \$319,500              |
| Average Cost Per New School Speed Zone Flasher        | \$3,500                | \$3,500                | \$3,650                 | \$3,700                |
| Average Cost Per New Solar Powered Speed Zone Flasher | \$6,250                | \$6,250                | \$6,281                 | \$6,312                |



## General Comments

The additional street lights projected for 2013 are due to limited new development.

In 2010 to 2011, an audit found Xcel Energy errors in the number of street lights that are being billed verses how many there are in the inventory. This reduced the amount spent on lighting costs. The 2011 Actual and 2012 Revised budget reflect credits received for the billing errors. The 2013 budget will be revised in the next budget cycle once all of the credits are posted.

The traffic signal improvements at Kipling Parkway at Exposition, Mississippi and the eastbound Hamden off ramp are complete. The signal improvements were funded through a Federal safety grant. A new signal was constructed at Alaska Drive and Vance Street.

With the recent construction and upcoming opening of the RTD West Corridor light rail line, traffic patterns and parking practices have changed significantly and will continue to change for some time in the study area. Many of the Lakewood citizens that live near the West Line corridor have expressed concerns about a variety of transportation issues. The City of Lakewood has committed to conduct a traffic study after light rail begins operation on the RTD West Corridor. The study area generally consists of the area west of Sheridan Boulevard, east of Oak Street, north of US 6 and south of West Colfax Avenue.



*Alameda and Harlan traffic signals before improvements*



*Alameda and Harlan traffic signals after improvements*



**Program:** Water Utility

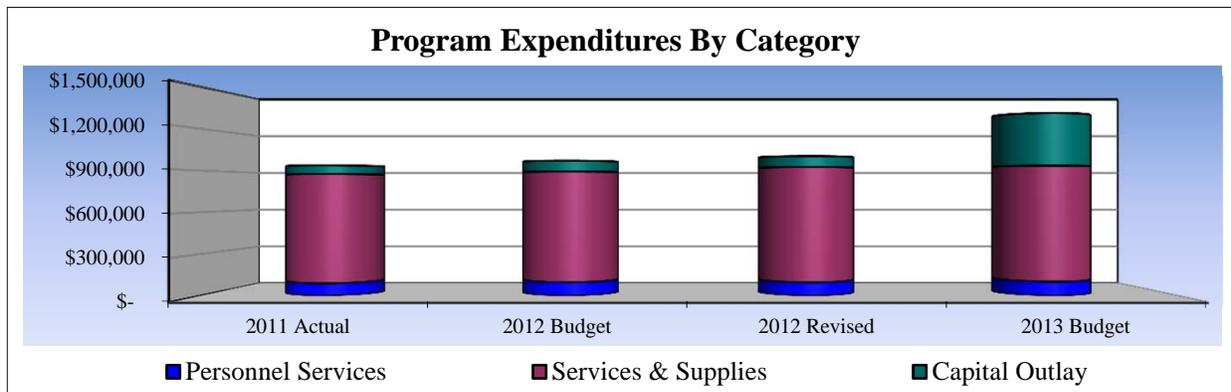
**Department:** Public Works

**Division:** Utilities

**Purpose:** The Water Utility provides and maintains the water distribution system for approximately 730 accounts in northeast Lakewood.

**Program Expenditures By Category**

|                     | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|---------------------|----------------|----------------|-----------------|----------------|
| Personnel Services  | \$ 90,012      | \$ 97,764      | \$ 96,845       | \$ 102,198     |
| Services & Supplies | \$ 784,260     | \$ 794,571     | \$ 827,956      | \$ 832,029     |
| Capital Outlay      | \$ 61,785      | \$ 77,532      | \$ 77,532       | \$ 377,532     |
| <b>TOTAL:</b>       | \$ 936,057     | \$ 969,867     | \$ 1,002,333    | \$ 1,311,759   |



**Program Expenditures By Fund**

|                       | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|-----------------------|----------------|----------------|-----------------|----------------|
| Water Enterprise Fund | \$ 936,057     | \$ 969,867     | \$ 1,002,333    | \$ 1,311,759   |
| <b>TOTAL:</b>         | \$ 936,057     | \$ 969,867     | \$ 1,002,333    | \$ 1,311,759   |



### Full-Time Positions

Positions are stated in full-time equivalents (FTE) based on 2,080 hours per year.

|  | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|--|----------------|----------------|-----------------|----------------|
| Infrastructure Maint & Oper Engr                             | 0.04           | 0.04           | 0.04            | 0.04           |
| Accountant II  | 0.01           | 0.01           | 0.01            | 0.01           |
| Civil Engineer III   | 0.01           | 0.05           | 0.05            | 0.05           |
| Lead Accountant I  | 0.05           | 0.05           | 0.05            | 0.05           |
| Maint Lead Person/Hvy Equip Oper                             | 0.15           | 0.15           | 0.15            | 0.15           |
| Maintenance Spec/Equip Operator                              | 0.45           | 0.45           | 0.45            | 0.45           |
| Principal Civil Engineer II                                  | 0.02           | 0.02           | 0.02            | 0.02           |
| Stormwater Maintenance Technician                            | 0.02           | 0.02           | 0.02            | 0.02           |
| Utilities Maintenance Supervisor                             | 0.15           | 0.15           | 0.15            | 0.15           |
| Water & Sewer Technician                                     | 0.10           | 0.10           | 0.10            | 0.10           |
| Water, Sewer, Stormwater Technician                          | 0.10           | 0.10           | 0.10            | 0.10           |
| <b>Total Full-Time Positions (FTE):</b>                      | <b>1.10</b>    | <b>1.14</b>    | <b>1.14</b>     | <b>1.14</b>    |
| <b>Part-Time Hours</b>                                       | <b>91</b>      | <b>78</b>      | <b>78</b>       | <b>78</b>      |
| <b>Total Full-Time and Part-Time Positions Stated as FTE</b> | <b>1.14</b>    | <b>1.18</b>    | <b>1.18</b>     | <b>1.18</b>    |

### Budget Variances

#### ❖ Capital Outlay

- ◆ 2013 Budget vs. 2012 Revised is up \$300,000 due to a planned 2013 capital improvement project to replace aging water lines.

### Goals / Activities / Expectations / Results-Benefits

- ◆ Charge sufficient rates to water and sewer customers to cover expenditures and appropriately allocate costs among customer classes

**Activity:** Water rates charged to customers are periodically assessed.

**Expectation:** Water rate adjustments are recommended, when appropriate.

**Result-Benefit:** Utility income and expenditures balance over time.



Hydrant Flushing to Maintain Water Quality



### Goals / Activities / Expectations / Results-Benefits (continued)

◆ **GOAL: Provide reliable, high-quality water, sewer, and stormwater utility services**

**Activity:** The system is maintained in serviceable condition.

**Expectation:** Emergency repairs are completed quickly and installation of new pipelines are inspected.

**Result-Benefit:** Customers receive high-quality water and minimal disruption of service.

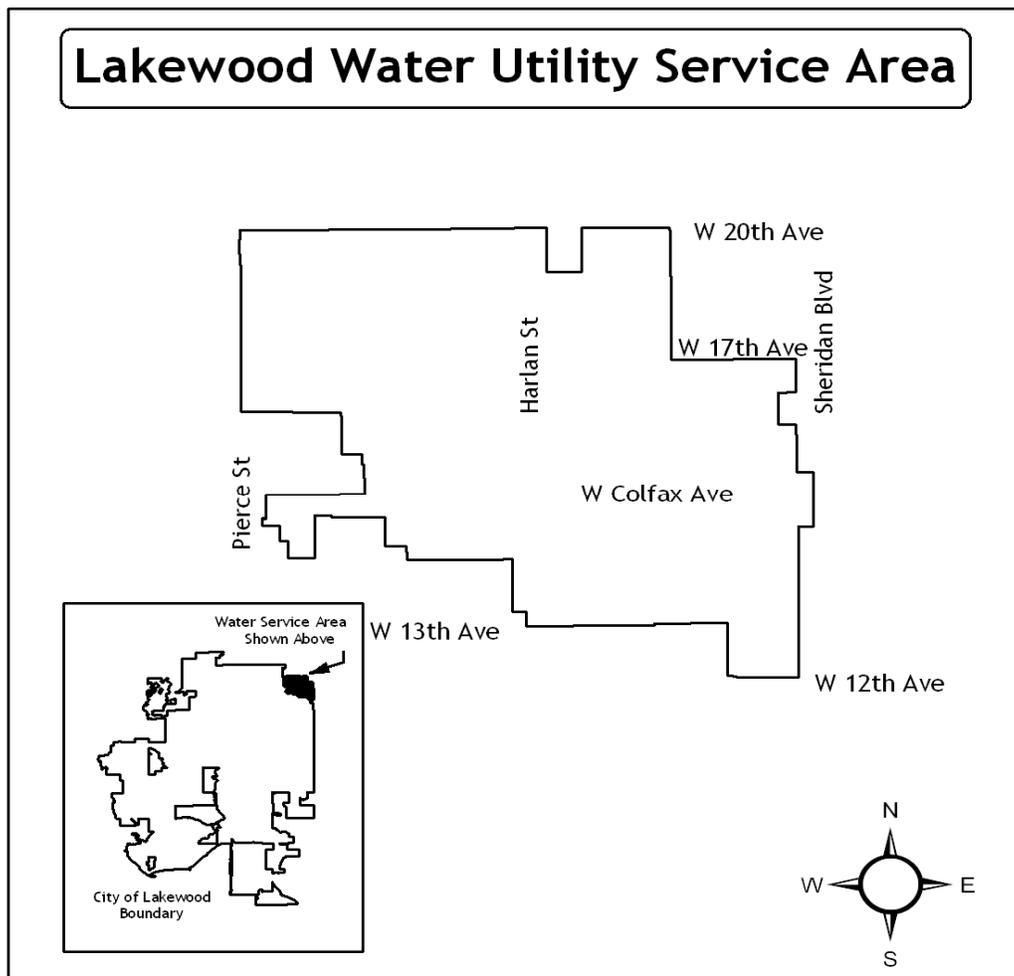


*Operating a Water Valve*

### General Comments

Lakewood's Water Utility serves approximately 730 accounts and is one of 19 entities that provide water to the citizens of Lakewood. All water distributed by Lakewood is purchased from Denver Water.

Customer rate increases are expected annually primarily due to increasing costs to purchase water.

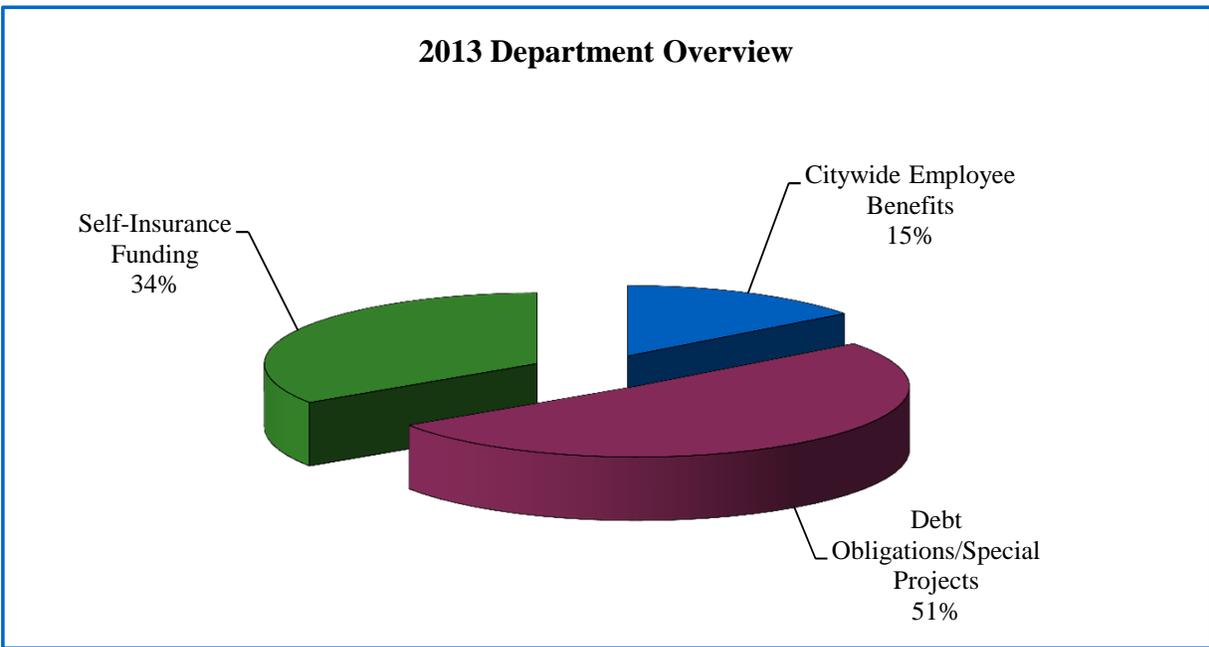




THIS PAGE INTENTIONALLY LEFT BLANK



# NON-DEPARTMENTAL



|                                   | 2011<br>Actual       | 2012<br>Budget       | 2012<br>Revised      | 2013<br>Budget       |
|-----------------------------------|----------------------|----------------------|----------------------|----------------------|
| Citywide Employee Benefits        | \$ 1,100,617         | \$ 1,552,435         | \$ 1,724,982         | \$ 1,734,482         |
| Debt Obligations/Special Projects | \$ 7,411,008         | \$ 7,209,506         | \$ 8,117,726         | \$ 6,027,924         |
| Self-Insurance Funding            | \$ 4,361,373         | \$ 4,207,222         | \$ 4,013,549         | \$ 4,055,485         |
| <b>TOTAL:</b>                     | <b>\$ 12,872,998</b> | <b>\$ 12,969,163</b> | <b>\$ 13,856,257</b> | <b>\$ 11,817,891</b> |
| <b>Percent to All Funds</b>       | 9.21%                | 8.87%                | 8.42%                | 7.65%                |



THIS PAGE INTENTIONALLY LEFT BLANK



**Department: Non-Departmental**

**Mission Statement:** Sufficiently appropriate for Citywide Employee Benefits, Self-Insurance Funding, the Certificates of Participation, Sales & Use Tax Revenue Refunding Bonds, capital lease payments for a police facility, and certain special projects.

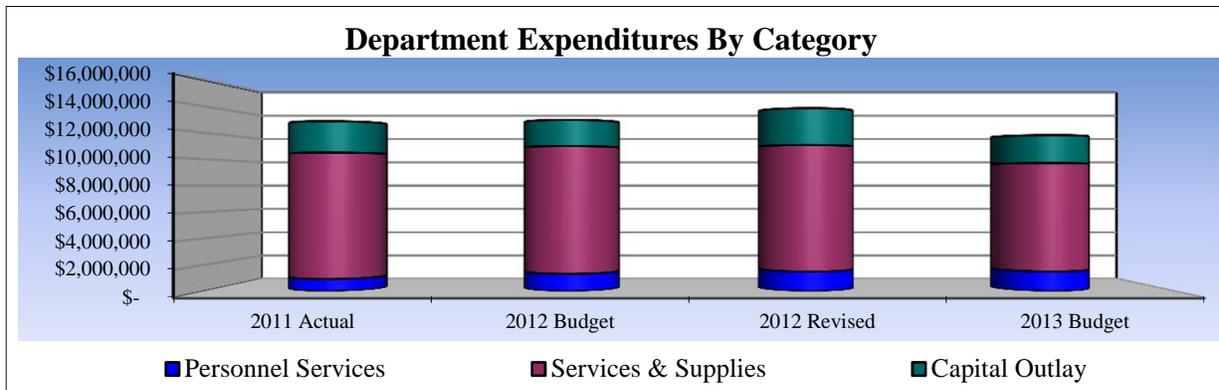
**Purpose:** The City has a number of employee benefits that are not assigned to the specific budgets within departments. These costs are paid for out of the Citywide Employee Benefits Program. These include retiree health plan funds, termination and severance payouts, contributions to the Police Duty Death and Disability Fund, recreation center passes, tuition assistance, unemployment benefits, employee assistance programs, and miscellaneous insurance and benefit programs.

**Purpose:** The Debt Obligations/Special Projects program budgets for the annual lease/rents on various office and storage space that the City occupies. This includes the Civic Center lease payments, the Capital Improvement Fund's portion of the Certificates of Participation, the City's Sales & Use Tax Revenue Refunding Bonds, and the capital lease payments for the police facility. This program also provides for unexpected needs and for special projects.

**Purpose:** The Self-Insurance Funding program provides protection of the City's assets and liabilities by establishing processes which include safety programs to prevent injury or loss, prompt and thorough investigation of accidents, and the purchase of supplemental insurance coverage to transfer the risk of catastrophic losses to an insurer.

**Department Expenditures By Category**

|                     | 2011<br>Actual       | 2012<br>Budget       | 2012<br>Revised      | 2013<br>Budget       |
|---------------------|----------------------|----------------------|----------------------|----------------------|
| Personnel Services  | \$ 926,394           | \$ 1,321,545         | \$ 1,494,092         | \$ 1,503,592         |
| Services & Supplies | \$ 9,569,626         | \$ 9,667,652         | \$ 9,571,431         | \$ 8,199,617         |
| Capital Outlay      | \$ 2,376,978         | \$ 1,979,966         | \$ 2,790,734         | \$ 2,114,682         |
| <b>TOTAL:</b>       | <b>\$ 12,872,998</b> | <b>\$ 12,969,163</b> | <b>\$ 13,856,257</b> | <b>\$ 11,817,891</b> |



**Department Expenditures By Fund**

|                                    | 2011<br>Actual       | 2012<br>Budget       | 2012<br>Revised      | 2013<br>Budget       |
|------------------------------------|----------------------|----------------------|----------------------|----------------------|
| General Fund                       | \$ 6,031,164         | \$ 5,361,849         | \$ 5,654,396         | \$ 5,560,488         |
| Capital Improvement Fund           | \$ 3,689,949         | \$ 3,693,856         | \$ 4,140,147         | \$ 2,345,682         |
| Dental Self-Ins. Fund              | \$ 749,593           | \$ 1,166,431         | \$ 1,166,431         | \$ 1,166,431         |
| Golf Course Enterprise Fund        | \$ -                 | \$ 15,487            | \$ 15,487            | \$ 15,487            |
| Grants Fund                        | \$ 529,484           | \$ -                 | \$ 41,929            | \$ -                 |
| Open Space                         | \$ -                 | \$ -                 | \$ 300,000           | \$ -                 |
| Property & Casualty Self-Ins. Fund | \$ 1,160,671         | \$ 1,444,614         | \$ 1,348,892         | \$ 1,359,532         |
| Retiree's Health Program Fund      | \$ 161,028           | \$ 175,000           | \$ 175,000           | \$ 175,000           |
| Sewer Enterprise Fund              | \$ -                 | \$ 5,367             | \$ 5,367             | \$ 55,367            |
| Stormwater Enterprise Fund         | \$ -                 | \$ 9,509             | \$ 9,509             | \$ 59,509            |
| Water Enterprise Fund              | \$ -                 | \$ 873               | \$ 873               | \$ 50,873            |
| Workers' Comp Self-Ins. Fund       | \$ 551,109           | \$ 1,096,177         | \$ 998,226           | \$ 1,029,522         |
| <b>TOTAL:</b>                      | <b>\$ 12,872,998</b> | <b>\$ 12,969,163</b> | <b>\$ 13,856,257</b> | <b>\$ 11,817,891</b> |

**Full-Time Positions**

*Positions are stated in full-time equivalents (FTE) based on 2,080 hours per year.*

|  | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|--|----------------|----------------|-----------------|----------------|
| *  | -              | -              | -               | -              |
| <b>Total Full-Time Positions (FTE):</b>                      | -              | -              | -               | -              |
| <b>Part-Time Hours*</b>                                      | -              | -              | -               | -              |
| <b>Total Full-Time and Part-Time Positions Stated as FTE</b> | -              | -              | -               | -              |

\*No person is assigned to Non-Departmental activities. Personnel Services relate to benefits only.

**Budget Variances**❖ **Personnel Services**

- ♦ 2012 Budget vs. 2011 Actual is up \$395,151 due primarily to the actual number and cost of payouts to separated employees in 2011 was less than budgeted; however, the full amount is again budgeted in 2012.
- ♦ 2012 Revised vs. 2012 Budget is up \$172,547 due to retiree health expenses for sworn police offered a retirement incentive and increased unemployment costs.

❖ **Services & Supplies**

- ♦ 2013 Budget vs. 2012 Revised is down \$1,371,814 due to the final payment on the 2009 Sales & Use Tax Revenue Refunding Bond was made in 2012.



## Budget Variances (continued)

### ❖ Capital Outlay

- ◆ 2012 Budget vs. 2011 Actual is down \$397,012 due to anticipating that all costs associated with the Energy Efficiency and Conservation Block Grant would be completed in 2011.
- ◆ 2012 Revised vs. 2012 Budget is up \$810,768 due to capital contingencies in the Capital Improvement Fund and the Open Space Fund for the 2012 Revised Budget and the remaining balance associated with the Energy Efficiency Community Block Grant to be completed in 2012.
- ◆ 2013 Budget vs. 2012 Revised is down \$676,052 due to no capital contingencies in the Capital Improvement Fund and the Open Space Fund for 2013 and the completion of the Energy Efficiency Community Development Grant in 2012.

## Core Values / Goals

### ❖ PHYSICAL & TECHNOLOGICAL INFRASTRUCTURE

- ◆ **GOAL: Appropriate for debt and rental obligations**
- ◆ **GOAL: Appropriate for expected and unexpected special project expenditures**
- ◆ **GOAL: Administer competitive, responsive, and progressive employee benefit programs providing centralized personnel services for all City departments**
- ◆ **GOAL: Minimize the City's workers' compensation, physical asset, and general liability losses through risk management programs and processes that effectively protect employees, citizens, and assets of the City**



**Program:** Citywide Employee Benefits

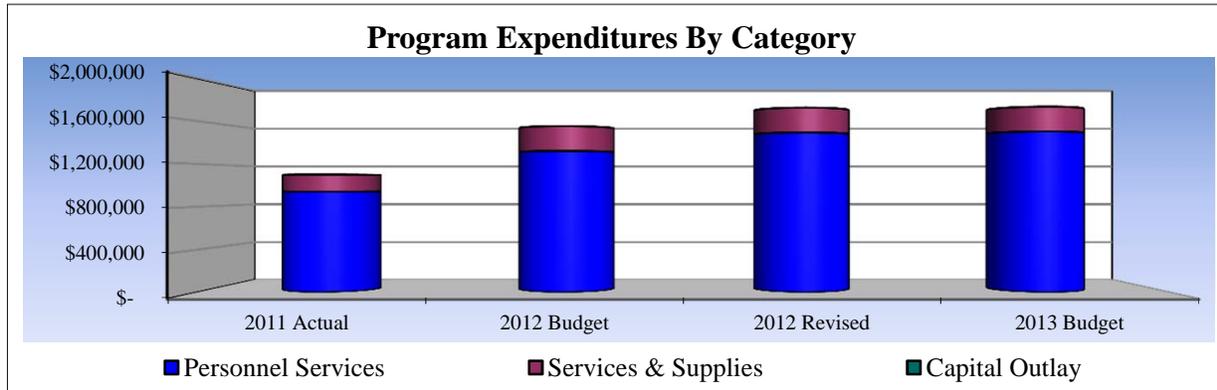
**Department:** Non-Departmental

**Division:** Employee Relations

**Purpose:** The City has a number of employee benefits that are not assigned to the specific budgets within departments. These costs are paid for out of the Citywide Employee Benefits Program. These include retiree health plan funds, termination and severance payouts, contributions to the Police Duty Death and Disability Fund, recreation center passes, tuition assistance, unemployment benefits, employee assistance programs, and miscellaneous insurance and benefit programs.

**Program Expenditures By Category**

|                     | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|---------------------|----------------|----------------|-----------------|----------------|
| Personnel Services  | \$ 942,394     | \$ 1,321,545   | \$ 1,494,092    | \$ 1,503,592   |
| Services & Supplies | \$ 158,223     | \$ 230,890     | \$ 230,890      | \$ 230,890     |
| Capital Outlay      | \$ -           | \$ -           | \$ -            | \$ -           |
| <b>TOTAL:</b>       | \$ 1,100,617   | \$ 1,552,435   | \$ 1,724,982    | \$ 1,734,482   |



**Program Expenditures By Fund**

|                               | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|-------------------------------|----------------|----------------|-----------------|----------------|
| General Fund                  | \$ 939,589     | \$ 1,346,199   | \$ 1,518,746    | \$ 1,528,246   |
| Golf Course Enterprise Fund   | \$ -           | \$ 15,487      | \$ 15,487       | \$ 15,487      |
| Retiree's Health Program Fund | \$ 161,028     | \$ 175,000     | \$ 175,000      | \$ 175,000     |
| Sewer Enterprise Fund         | \$ -           | \$ 5,367       | \$ 5,367        | \$ 5,367       |
| Stormwater Enterprise Fund    | \$ -           | \$ 9,509       | \$ 9,509        | \$ 9,509       |
| Water Enterprise Fund         | \$ -           | \$ 873         | \$ 873          | \$ 873         |
| <b>TOTAL:</b>                 | \$ 1,100,617   | \$ 1,552,435   | \$ 1,724,982    | \$ 1,734,482   |



### Full-Time Positions

Positions are stated in full-time equivalents (FTE) based on 2,080 hours per year.

|  | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|--|----------------|----------------|-----------------|----------------|
| *  | -              | -              | -               | -              |
| <b>Total Full-Time Positions (FTE):</b>                      | -              | -              | -               | -              |
| <b>Part-Time Hours*</b>                                      | -              | -              | -               | -              |
| <b>Total Full-Time and Part-Time Positions Stated as FTE</b> | -              | -              | -               | -              |

\*No person is assigned to Non-Departmental activities. Personnel Services relate to benefits only.

### Budget Variances

#### ❖ Personnel Services

- ♦ 2012 Budget vs. 2011 Actual is up \$379,151 due primarily to the actual number and cost of payouts to separated employees in 2011 was less than budgeted; however, the full amount is again budgeted in 2012.
- ♦ 2012 Revised vs. 2012 Budget is up \$172,547 due to retiree health expenses for sworn police who were offered a retirement incentive. Unemployment costs have increased due to benefit extensions approved by the federal government.

#### ❖ Services & Supplies

- ♦ 2012 Budget vs. 2011 Actual is up \$72,667 due to the costs for 2011 being lower than expected but the full amount has been budgeted again for 2012.

### Goals / Activities / Expectations / Results-Benefits

- ♦ **GOAL: Administer competitive, responsive, and progressive employee benefit programs providing centralized personnel services for all City departments**

**Activity:** A centralized funding source for employee benefits not specific to any given program is used for annual appropriation of necessary resources.

**Expectation:** Necessary dollars are provided in this resource account to maintain various Citywide benefits.



**Goals / Activities / Expectations / Results-Benefits (continued)**

**Result-Benefit:**

The City has a number of benefits that are not assigned to the specific budgets of employees within departments. These costs are paid for out of the Citywide Employee Benefits Program. These include retiree health plan funds, termination and severance payouts, contributions to the Police Duty Death and Disability Fund, recreation center passes, tuition assistance, unemployment benefits, employee assistance programs, and miscellaneous insurance and benefit programs.

|                                  | 2010<br>Actual | 2011<br>Actual | 2012<br>Revised | 2013<br>Budget |
|----------------------------------|----------------|----------------|-----------------|----------------|
| Payouts/Benefits                 | \$ 365,920     | \$ 255,393     | \$ 425,000      | \$ 425,000     |
| Police Duty Death and Disability | \$ 120,344     | \$ 129,050     | \$ 149,733      | \$ 149,733     |
| Recreation Center Passes         | \$ 30,823      | \$ 26,806      | \$ 31,000       | \$ 31,000      |
| Travel Insurance                 | \$ 1,000       | \$ 1,000       | \$ 2,000        | \$ 2,000       |
| Tuition Assistance               | \$ 23,934      | \$ 20,581      | \$ 62,000       | \$ 62,000      |
| Unemployment Compensation        | \$ 42,460      | \$ 153,271     | \$ 180,000      | \$ 180,000     |
| Employee Assistance Program      | \$ 23,187      | \$ 23,921      | \$ 30,000       | \$ 30,000      |
| Retiree Health Plan Reserve      | \$ 320,000     | \$ 320,000     | \$ 320,000      | \$ 320,000     |
| Retiree Health Plan Premiums     | \$ 94,616      | \$ 101,235 *   | \$ 118,000      | \$ 118,000     |
| Retiree Health Lump Sum          | \$ 19,190      | \$ 11,668      | \$ 57,000       | \$ 57,000      |
| Consulting Costs for Pension     | \$ 9,813       | \$ 9,363       | \$ 55,890       | \$ 55,890      |

\* This cost was totally offset by the dollars received through the Early Retiree Reinsurance Program.

**General Comments**

New medical Health Reimbursement Account (HRA) plans were implemented in 2012 resulting in significant savings for the City. These will be continually refined to make cost-effective use of total compensation dollars.

In 2011, the City applied for and received almost \$190,000 through the federal government's Early Retiree Reinsurance Program. This money will be used to fund the Retiree Health Care Plan.

The Department provides guidelines on complying with governmental regulations and City policies. In the coming years, with the assistance of a consultant, the City will closely monitor the developments of the Patient Protection & Affordable Care Act and the Health Care & Education Reconciliation Act.



**Program:** Debt Obligations/Special Projects

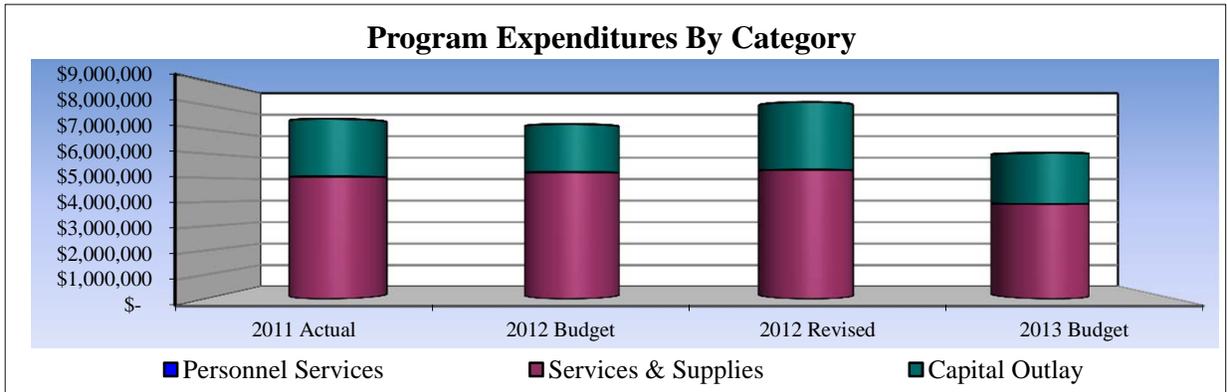
**Department:** Non-Departmental

**Division:** Non-Departmental

**Purpose:** The Debt Obligations/Special Projects program budgets for the annual lease/rents on various office and storage space that the City occupies. This includes the Civic Center lease payments, the Capital Improvement Fund's portion of the Certificates of Participation, the City's Sales & Use Tax Revenue Refunding Bonds, and the capital lease payments for a police facility. This program also provides for unexpected needs and for special projects.

**Program Expenditures By Category**

|                     | 2011<br>Actual      | 2012<br>Budget      | 2012<br>Revised     | 2013<br>Budget      |
|---------------------|---------------------|---------------------|---------------------|---------------------|
| Personnel Services  | \$ (16,000)         | \$ -                | \$ -                | \$ -                |
| Services & Supplies | \$ 5,050,030        | \$ 5,234,540        | \$ 5,331,992        | \$ 3,918,242        |
| Capital Outlay      | \$ 2,376,978        | \$ 1,974,966        | \$ 2,785,734        | \$ 2,109,682        |
| <b>TOTAL:</b>       | <b>\$ 7,411,008</b> | <b>\$ 7,209,506</b> | <b>\$ 8,117,726</b> | <b>\$ 6,027,924</b> |



**Program Expenditures By Fund**

|                          | 2011<br>Actual      | 2012<br>Budget      | 2012<br>Revised     | 2013<br>Budget      |
|--------------------------|---------------------|---------------------|---------------------|---------------------|
| General Fund             | \$ 3,191,575        | \$ 3,515,650        | \$ 3,635,650        | \$ 3,532,242        |
| Capital Improvement Fund | \$ 3,689,949        | \$ 3,693,856        | \$ 4,140,147        | \$ 2,345,682        |
| Grants                   | \$ 529,484          | \$ -                | \$ 41,929           | \$ -                |
| Open Space               | \$ -                | \$ -                | \$ 300,000          | \$ -                |
| Sewer Enterprise         | \$ -                | \$ -                | \$ -                | \$ 50,000           |
| Stormwater Enterprise    | \$ -                | \$ -                | \$ -                | \$ 50,000           |
| Water Enterprise         | \$ -                | \$ -                | \$ -                | \$ 50,000           |
| <b>TOTAL:</b>            | <b>\$ 7,411,008</b> | <b>\$ 7,209,506</b> | <b>\$ 8,117,726</b> | <b>\$ 6,027,924</b> |



**Full-Time Positions**

*Positions are stated in full-time equivalents (FTE) based on 2,080 hours per year.*

|  | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|--|----------------|----------------|-----------------|----------------|
| *  | -              | -              | -               | -              |
| <b>Total Full-Time Positions (FTE):</b>                      | -              | -              | -               | -              |
| <b>Part-Time Hours*</b>                                      | -              | -              | -               | -              |
| <b>Total Full-Time and Part-Time Positions Stated as FTE</b> | -              | -              | -               | -              |

\*No person is assigned to Non-Departmental activities. Personnel Services relate to benefits only.

**Budget Variances**

❖ **Services & Supplies**

- ♦ 2013 Budget vs. 2012 Revised is down \$1,413,750 due to the final payment on the 2009 Sales & Use Tax Revenue Refunding Bond was made in 2012.

❖ **Capital Outlay**

- ♦ 2012 Budget vs. 2011 Actual is down \$402,012 due to anticipating that all costs associated with the Energy Efficiency and Conservation Block Grant would be completed in 2011.
- ♦ 2012 Revised vs. 2012 Budget is up \$810,768 due to capital contingencies in the Capital Improvement Fund and the Open Space Fund for the 2012 Revised Budget and the remaining balance associated with the Energy Efficiency Community Block Grant to be completed in 2012.
- ♦ 2013 Budget vs. 2012 Revised is down \$676,052 due to no capital contingencies in the Capital Improvement Fund and the Open Space Fund for 2013 and the completion of the Energy Efficiency Community Development Grant in 2012.

**Goals / Activities / Expectations / Results-Benefits**

♦ **GOAL: Appropriate for debt and rental obligations**

**Activity:** All payments are tracked and executed while managing cash flows and investments.

**Expectation:** All debt service payments are made in a timely fashion. Cash flows are managed in an efficient manner so as to maximize investment income.

**Result-Benefit:** All 2011 debt service payments were made on the date that they were due.

♦ **GOAL: Appropriate for expected and unexpected special project expenditures**

**Activity:** Separate accounts are managed for each special project in the City and reimbursements are obtained for these expenditures whenever possible.



## Goals / Activities / Expectations / Results-Benefits (continued)

**Expectation:** Costs for certain special projects are tracked on a project by project basis to assure that the expenses are accurate and reimbursements are obtained whenever possible.

**Result-Benefit:** Costs of individual projects are tracked and reimbursements are charged back to outside parties whenever warranted and allowed.

## General Comments

Funding for special projects, legal services, and consultants are provided for in this program. In addition, funding for the citizen survey, hosting the Sister City event, hosting Leadership Jefferson County, and promotional items have been provided for in this program.

Through the May 2000 Intergovernmental Agreement between the Town of Morrison and the City of Lakewood, the City administers the land development reviews, issuance of building permits, maintenance, and services for the Rooney Valley area. These costs are reflected in the Non-Departmental budget.

Within the Capital Improvement Fund, Open Space Fund, Conservation Trust Fund, Sewer Enterprise Fund, Stormwater Enterprise Fund, and the Water Enterprise Fund that support capital projects, a budgeted amount may be anticipated in a contingency line item. The contingency is only for those times when spending for a capital project is greater than originally anticipated due to unforeseen circumstances. For the 2012 Revised Budget, capital contingencies are budgeted in the amount of \$150,000 for the Capital Improvement Fund and \$300,000 for the Open Space Fund. For the 2013 Budget, capital contingencies are budgeted for \$50,000 in each of the utility enterprise funds.



**Program:** Self-Insurance Funding

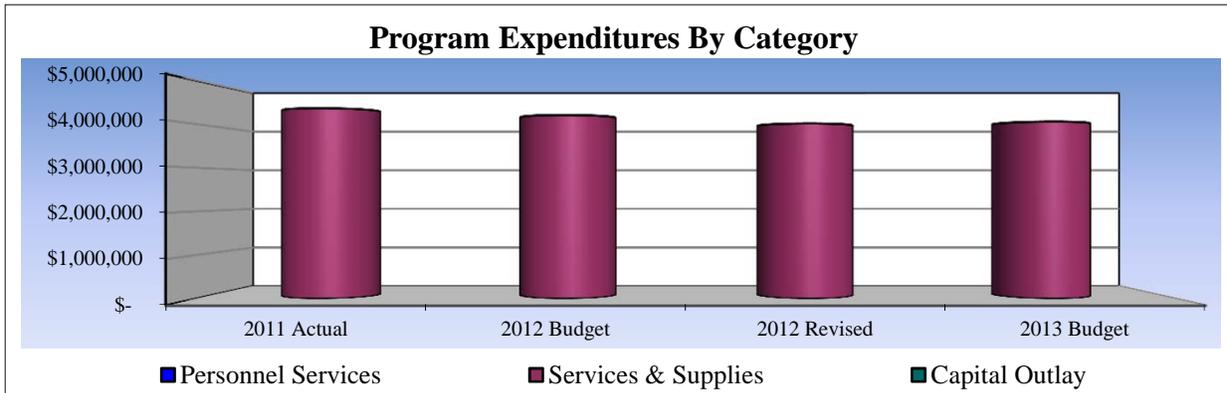
**Department:** Non-Departmental

**Division:** Employee Relations

**Purpose:** The Self-Insurance Funding program provides protection of the City's assets and liabilities by establishing processes which include safety programs to prevent injury or loss, prompt and thorough investigation of accidents, and the purchase of supplemental insurance coverage to transfer the risk of catastrophic losses to an insurer.

**Program Expenditures By Category**

|                     | 2011<br>Actual      | 2012<br>Budget      | 2012<br>Revised     | 2013<br>Budget      |
|---------------------|---------------------|---------------------|---------------------|---------------------|
| Personnel Services  | \$ -                | \$ -                | \$ -                | \$ -                |
| Services & Supplies | \$ 4,361,373        | \$ 4,202,222        | \$ 4,008,549        | \$ 4,050,485        |
| Capital Outlay      | \$ -                | \$ 5,000            | \$ 5,000            | \$ 5,000            |
| <b>TOTAL:</b>       | <b>\$ 4,361,373</b> | <b>\$ 4,207,222</b> | <b>\$ 4,013,549</b> | <b>\$ 4,055,485</b> |



**Program Expenditures By Fund**

|                                    | 2011<br>Actual      | 2012<br>Budget      | 2012<br>Revised     | 2013<br>Budget      |
|------------------------------------|---------------------|---------------------|---------------------|---------------------|
| General Fund                       | \$ 1,900,000        | \$ 500,000          | \$ 500,000          | \$ 500,000          |
| Dental Self-Ins. Fund              | \$ 749,593          | \$ 1,166,431        | \$ 1,166,431        | \$ 1,166,431        |
| Property & Casualty Self-Ins. Fund | \$ 1,160,671        | \$ 1,444,614        | \$ 1,348,892        | \$ 1,359,532        |
| Workers' Comp Self-Ins. Fund       | \$ 551,109          | \$ 1,096,177        | \$ 998,226          | \$ 1,029,522        |
| <b>TOTAL:</b>                      | <b>\$ 4,361,373</b> | <b>\$ 4,207,222</b> | <b>\$ 4,013,549</b> | <b>\$ 4,055,485</b> |



### Full-Time Positions

Positions are stated in full-time equivalents (FTE) based on 2,080 hours per year.

|  | 2011<br>Actual | 2012<br>Budget | 2012<br>Revised | 2013<br>Budget |
|--|----------------|----------------|-----------------|----------------|
| *  | -              | -              | -               | -              |
| <b>Total Full-Time Positions (FTE):</b>                      | -              | -              | -               | -              |
| <b>Part-Time Hours*</b>                                      | -              | -              | -               | -              |
| <b>Total Full-Time and Part-Time Positions Stated as FTE</b> | -              | -              | -               | -              |

\*No person is assigned to Non-Departmental activities. Personnel Services relate to benefits only.

### Budget Variances

❖ None

### Goals / Activities / Expectations / Results-Benefits

- ◆ **GOAL: Minimize the City's workers' compensation, physical asset, and general liability losses through risk management programs and processes that effectively protect employees, citizens, and assets of the City**

**Activity:** Programs are provided to assist in monitoring and maintaining a safe environment for all employees and citizens and to protect all physical assets through insurance coverage, processing claims, mediation, litigation, and maintaining appropriate levels of reserves.

**Expectation:**

Loss prevention and safety training courses are offered to reduce workplace accidents.

Random drug tests and alcohol programs are administered as required by the Department of Transportation for commercial drivers.

Accurate reporting data is maintained as required by the National Council of Compensation Insurance, State Workers' Compensation, and state and private insurance auditors.



## Goals / Activities / Expectations / Results-Benefits (continued)

### Result-Benefit:

In 2011, Risk Management provided the following classes and programs:

- \* Possible safety hazards were monitored to alleviate possible risks and behaviors.
- \* Supervisors were trained in policies and procedures for claim reporting, accident investigation, and internal policies.
- \* Blood Borne Pathogens classes were held.
- \* CPR classes, certifying employees in lifesaving techniques, were held.
- \* Hepatitis shots were given to Police Personnel to help keep them safe on the job.
- \* Back Attack Classes informed 150 employees on the proper techniques in lifting and proper care of one's back.
- \* Defensive driving, hearing tests, blood drives, respiratory equipment, and flu shots were provided.

### General Comments

The City has a self-insurance program to pay for expected and unexpected losses that occur in the course of delivering municipal government services. By self-insuring, the City has saved a significant amount of money over the years compared to the traditional approach of purchasing full insurance or being a member of an insurance pool.

Operating as a self-insured requires that the City maintain an appropriate fund reserve to cover its losses from year to year. The City is also required to maintain a reserve of funds in the event that the City incurs an unusually high number of claims or high payouts on claims. In addition, an appropriate fund reserve is mandated by the State of Colorado in order to maintain a permit to operate as self-insured. Forecasting the amount of money the City needs in the self-insurance fund is determined through an actuarial study conducted by an independent actuary. Every two years such a study is conducted. From this study, a reserve fund level is established for the new period and the proper reserve fund level is maintained.

The reserve fund level is also reviewed annually by the independent financial statement audit firm. An increase in property inventory, property values, programs, and employees increases the potential for claims and thereby impacts the actuarial predictions of frequency and severity of claims and the amount of money needed in reserve in the self-insurance fund. These changes affect the self-insurance fund level, which in turn affects the ability to meet the program goal, which is to protect the assets of the City.

The cost of insurance continues to rise in all arenas, including property, fiduciary liability, and workers' compensation. The self-insurance program will continue to stay up to date on this trend and keep management and citizens informed in order to budget for these rising costs in the future.