

# 2014 Annual Budget



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





**CITY OF LAKEWOOD, COLORADO  
ANNUAL BUDGET  
2014**





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Lakewood  
Colorado**

For the Fiscal Year Beginning

**January 1, 2013**

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **City of Lakewood, Colorado** for its annual budget for the fiscal year beginning **January 1, 2013**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



**BUDGET PREPARATION**

Finance Director	Larry Dorr	303-987-7601
Accounting Manager	Richianne Sullivan	303-987-7612
Administrative Assistant	Camille DeBell	303-987-7617
Budget & Finance Mgmt Analyst	Cathy Barum	303-987-7031
Personnel Manager	Coleen Hampf	303-987-7715
Senior Accountant	Jeanne Anderson	303-987-7645

**DEPARTMENT BUDGET COORDINATORS**

City Manager's Office and Mayor and City Council	Angela Cline	303-987-7054
City Attorney's Office	Theresa Gonzales	303-987-7461
City Clerk's Office	Michele Millard	303-987-7048
Community Resources	George Fivgas	303-987-4801
Employee Relations	Jeannie Madigan	303-987-7705
Finance	Cathy Barum	303-987-7601
Information Technology	Tom Charkut	303-987-7644
Municipal Court	Norm Brisson	303-987-7422
Planning	Evelyn Baker	303-987-7548
Police	Cathy Schultz	303-987-7371
Public Works	Jim Richey	303-987-7985
Public Works	Vince Casteel	303-987-7941

**CAPITAL IMPROVEMENT AND PRESERVATION PLAN COORDINATORS**

Community Resources	Ross Williams	303-987-7814
Information Technology	Tom Charkut	303-987-7644
Public Works	Vince Casteel	303-987-7941



## USING THE BUDGET DOCUMENT

Each year, the City Manager and staff prepare an Annual Budget that serves as the funding plan for policies, goals, and service-levels as determined by the City Council. This document is a comprehensive decision-making tool that provides detail for the 2013 Revised Budget (Revised) and the 2014 Budget. This budget document includes audited, current year revised budget, next year’s budget data, and forecasted (estimated) data beyond the budget year.

The City of Lakewood prepares a modified Program-Based Budget. The budget document provides fund summary reports as well as program budgets that identify activities and financial detail for each City department. The department/division and program summaries provide assistance to the reader in understanding historical data along with the current budgetary detail. Historical and budget data has been restated to reflect current organization and Fund structures. All available funding sources (revenues) that are utilized within a department/program are also presented. Council’s Core Community Values (Core Values) are established on an annual basis for the purpose of guiding the organization. The department summary identifies the Department’s Mission Statement and Goals and indicates which Core Value is supported by the given goal. This allows the reader to see the direct link between the Department Goals and Council’s Core Community Values.



The table below indicates which departments are responsible for the implementation of the 2013/2014 Core Values. The Operating Summary section of this document details the Department’s specific activities supporting the Core Community Values.

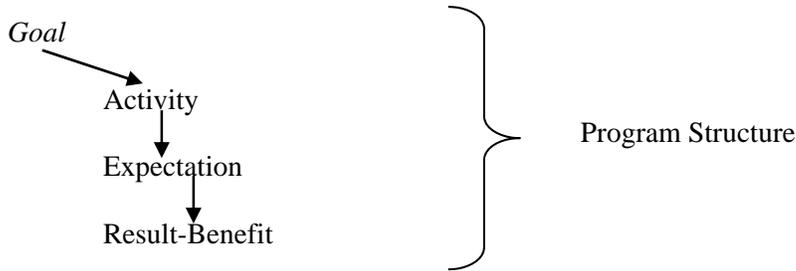
**Matrix of Community Core Values by Department**

Department	Safe Community	Open and Honest Communication	Fiscal Responsibility	Education and Information	Transportation	Quality Economic Development	Physical & Technological Infrastructure	Quality Living Environment	Community Sustainability
City Manager's Office	X	X	X	X	X	X	X	X	X
City Attorney's Office	X	X	X	X		X		X	
City Clerk's Office	X	X					X	X	X
Community Resources		X		X			X	X	
Employee Relations			X	X			X		
Finance		X	X	X					
Information Technology							X		
Municipal Court	X		X				X		
Planning	X	X		X		X		X	X
Police	X	X					X	X	X
Public Works	X		X		X		X	X	X
Non-Departmental							X		



**USING THE BUDGET DOCUMENT (CONTINUED)**

Included in each program budget are explanations of significant changes that have occurred in the 2013 Revised Budget and/or significant budgetary variances in the 2014 Budget. Included with the financial information are descriptions of the Goals, which the program supports. A Goal is broad in nature. It guides a department on how to attain its Mission Statement and most specifically why given programs exist. Activity, Expectation, and Results-Benefits document workloads and achievements for each department for the coming year. Each activity is followed by the related expectation and result/benefit. If there is more than one activity under a given Goal, it will be separated by a bold line from the previous activity, expectation, and result-benefit. The reader can easily see the direct relationship between the activity, expectation, and result/benefit. The following diagram further explains the program layout:



The City utilizes a decentralized approach, “bottom up”, in the development of the Annual Budget. Each Department is responsible for developing the financial data and narratives that are to be incorporated into the budget document. Guidelines and instructions are established by the Finance Department in cooperation with City Council’s Budget and Audit Committee. These guidelines and instructions are compiled into a budget manual that assists the Departments in the development of the budget. The Finance Department coordinates and compiles all of the budget information from the Departments into the final budget document that is presented by the City Manager to City Council.



## **BUDGET GUIDE**

This guide is a summary of the information contained in the annual budget document. There are seven (7) main sections to this document: the Introduction, Budget Overview, Fund Summaries, Strategic Financial Plan, Operating Summaries, Capital Improvement and Preservation Plan, and Appendix.

### **Introduction**

This section provides general information about the City. It includes:

- ❖ Citywide Organization Chart
- ❖ State and Metropolitan Map
- ❖ Officials of the City
- ❖ City of Lakewood Ward Boundaries
- ❖ Budget and Audit Committee
- ❖ Budget Message from the City Manager
- ❖ Community Profile
- ❖ Form of Government
- ❖ Scope of Services
- ❖ Employees and Benefits
- ❖ 2014 Budget and Financial Policies

### **Budget Overview**

This section provides the reader with a snapshot of the City's total budget, including revenues and expenditures for all funds. The Budget Overview also includes:

- ❖ City Funds Organization Chart
- ❖ 2012-2014 Summary of Estimated Financial Sources and Uses (all fund types)
- ❖ City Revenues Summary
- ❖ Revenue Overview
- ❖ Federal, State, and Local Grant Revenues
- ❖ Budget Summary by Fund, by Department, and by Program
- ❖ Functional Units by Fund
- ❖ All Funds Summary of Expenditures
- ❖ General Fund Summary of Expenditures
- ❖ Staffing Overview
- ❖ Staffing Summary by Department and by Fund Type
- ❖ Long-Term and Short-Term Goals Linked to Core Community Values
- ❖ Debt Service and Financial Obligations

### **Fund Summaries**

This section provides the reader with supporting detail for the revenues and operating expenditures for all funds requiring appropriations. Descriptions are provided for each fund as well as a Summary of Estimated Financial Sources and Uses. Notes and assumptions used in the forecasting of the budget are presented.



## **BUDGET GUIDE (CONTINUED)**

### **Strategic Plan**

The Strategic Plan provides the reader historical and projected financial sources and financial uses for the General Fund, Special Revenue Funds, Capital Projects Funds, Enterprise Funds, Internal Service Funds and a summary of All Revenue Funds. Assumptions for the Strategic Plan are also presented.

### **Operating Summaries**

Each City department provides financial data for inclusion into the budget. Each department section begins with a summary listing of all programs within the department, a department organization chart, a department summary of expenditures, summary of resources, full-time positions and part-time hours, budget variances, Core Community Values that the department supports, and department goals.

This section also provides information for each program budget. The program information includes narrative on the department goal supported, program activities, program expectations, and program results/benefits. All revenue resources for each program are defined and expenditures are summarized for personnel services, services and supplies, and capital outlay. A summary of authorized personnel assigned to the program is also included. In the case of reorganizations, historical and budgeted data are restated to reflect the current organizational structure.

### **Five-Year Capital Improvement and Preservation Plan**

Each year the City prepares a Five-Year Capital Improvement and Preservation Plan. The Five-Year Capital Improvement and Preservation Plan will be approved and adopted along with the City's Annual Budget.

### **Appendix**

The Appendix section provides additional information as follows:

- ❖ Schedule of Purchases \$50,000 or greater
- ❖ Schedule of Transfers
- ❖ 2013 Revised / 2014 Budget Appropriation and Mill Levy Ordinance
- ❖ Acronyms
- ❖ Glossary of Terms



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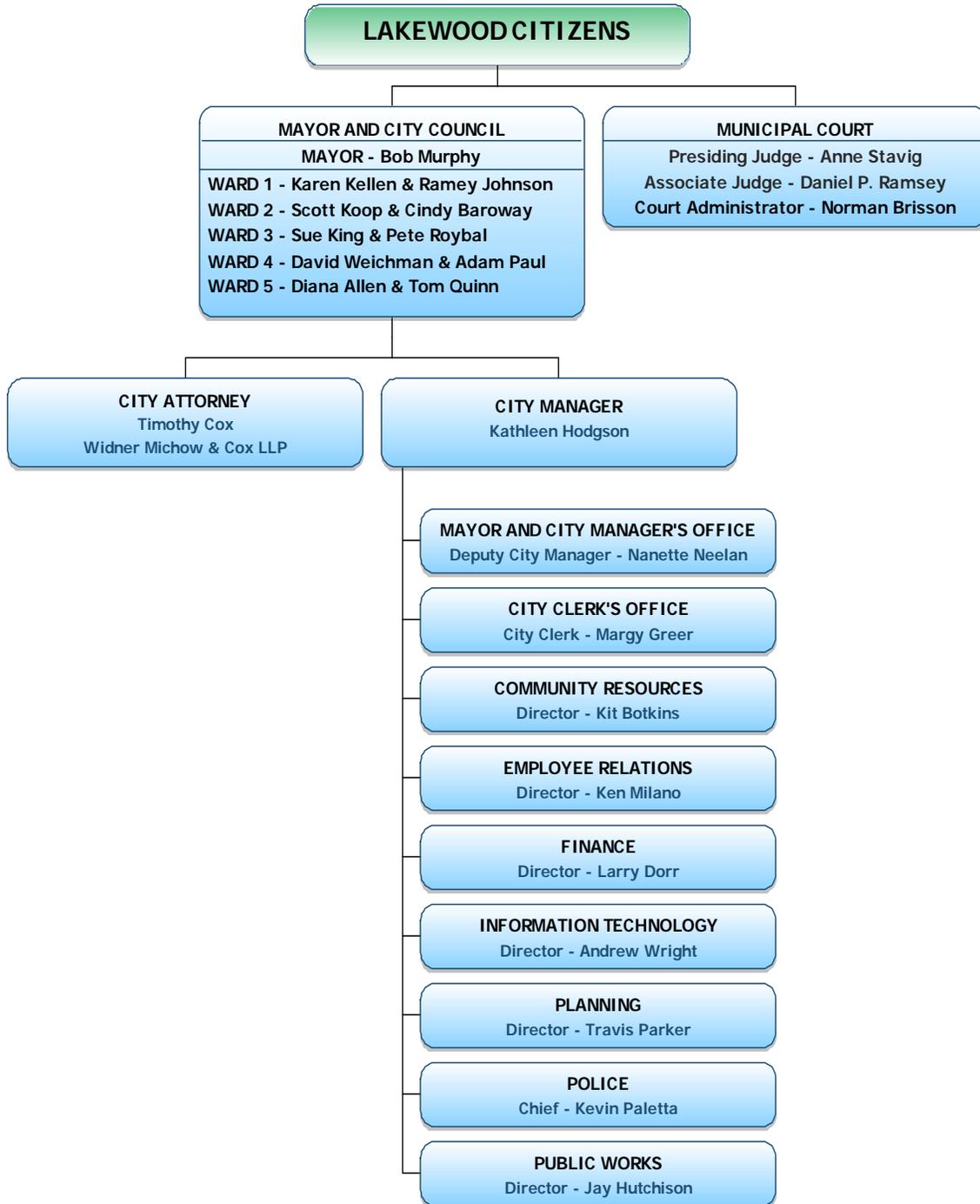
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# **INTRODUCTION**

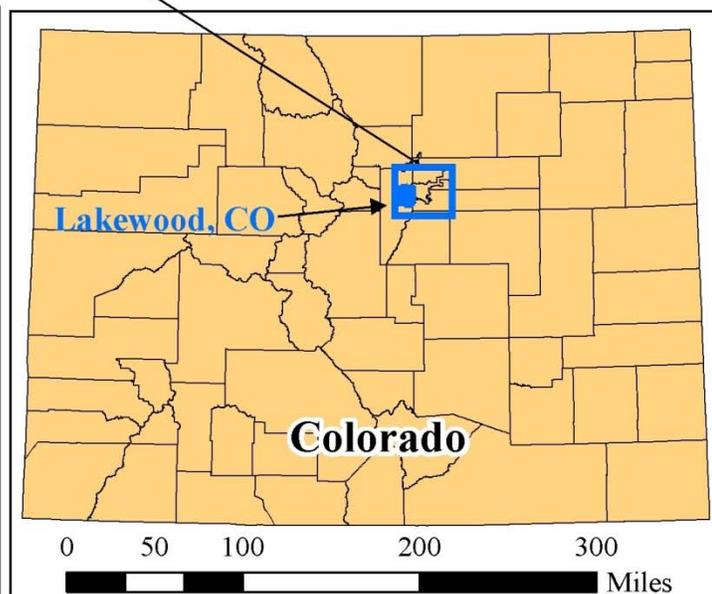
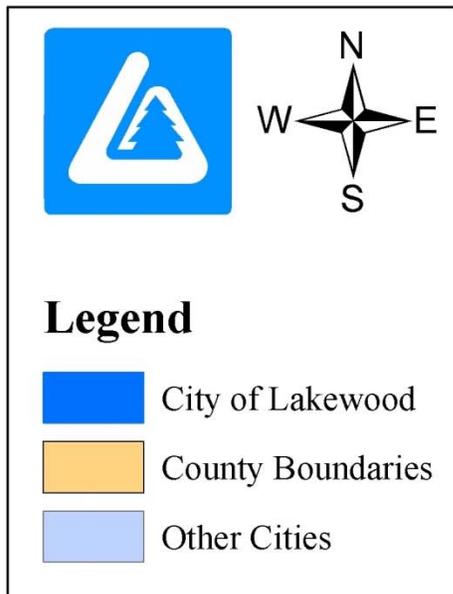
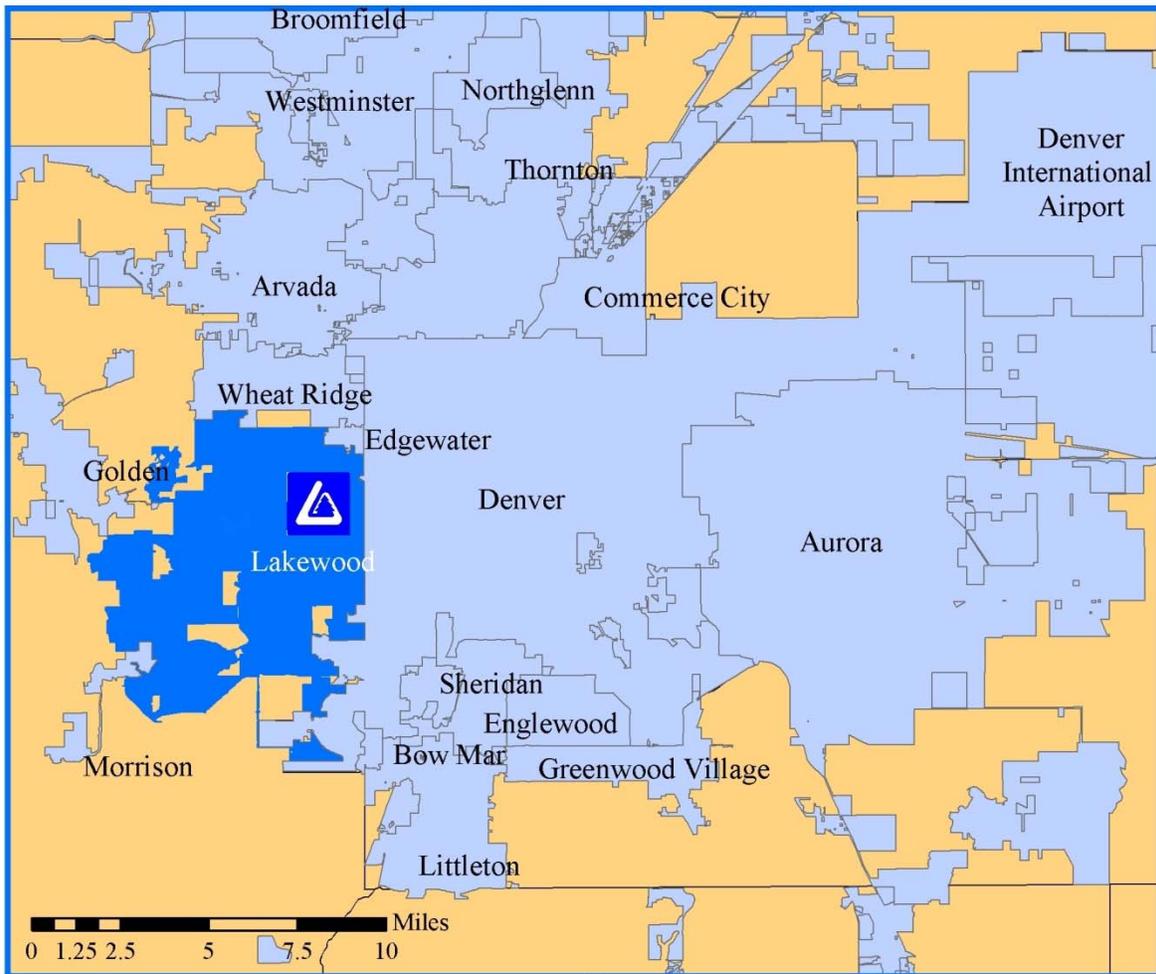


### CITY OF LAKEWOOD, COLORADO ORGANIZATION CHART





# State and Metro Area





# City Government

## CITY OF LAKEWOOD ELECTED OFFICIALS:



Bob Murphy  
(303) 987-7040  
[bmurphy@lakewood.org](mailto:bmurphy@lakewood.org)

**Mayor Bob Murphy** was re-elected to a second four-year term as mayor in November 2011, after serving two previous terms on City Council from Ward 2.

### WARD 1



Ramey Johnson  
(303) 232-1567  
[rjohnson@lakewood.org](mailto:rjohnson@lakewood.org)

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



Karen Kellen  
(303) 910-0541  
[kkellen@lakewood.org](mailto:kkellen@lakewood.org)

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

### WARD 2



Scott Koop  
(303) 233-1198  
[skoop@lakewood.org](mailto:skoop@lakewood.org)

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



Cindy Baroway  
(720) 300-5986  
[cbaroway@lakewood.org](mailto:cbaroway@lakewood.org)

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



**WARD 3**



Sue King  
(303) 986-1098  
[sking@lakewood.org](mailto:sking@lakewood.org)



Pete Roybal  
(720) 432-7554  
[proybal@lakewood.org](mailto:proybal@lakewood.org)

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

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

**WARD 4**



David Wiechman  
(303) 986-4818  
[dwiechman@lakewood.org](mailto:dwiechman@lakewood.org)



Adam Paul  
(303) 988-6484  
[apaul@lakewood.org](mailto:apaul@lakewood.org)

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

**Council member Adam Paul** was re-elected to a second four-year term in November 2011.

**WARD 5**



Diana Wilson  
(303) 942-0895  
[dwilson@lakewood.org](mailto:dwilson@lakewood.org)



Tom Quinn  
(303) 717-8862  
[tquinn@lakewood.org](mailto:tquinn@lakewood.org)

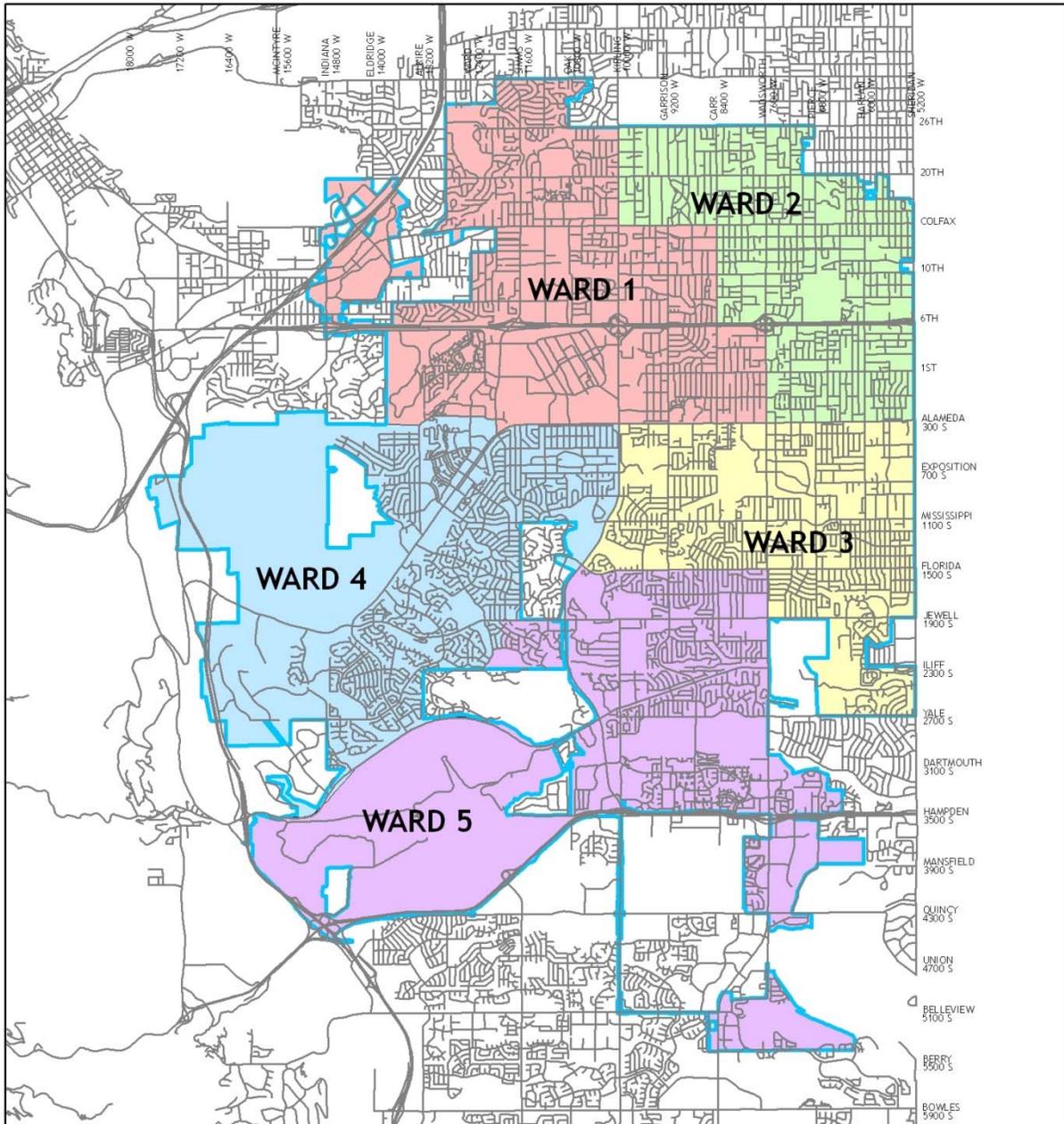
**Council member Diana Wilson** was re-elected to a second four-year term in November 2009.

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

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



# City of Lakewood Ward Map



-  City of Lakewood
-  WARD 1
-  WARD 2
-  WARD 3
-  WARD 4
-  WARD 5

## City of Lakewood Wards



**INTENT**  
This map is intended for planning and decision support of administrative and/or intra/inter departmental business and projects conducted by and for The City of Lakewood, Colorado. The City of Lakewood, Colorado, assumes no liability for the data represented on this map, or for the use of this map. This map meets neither National Map Accuracy Standards nor the American Congress of Surveying and Mapping (ACSM) standards.

To find out which ward an address is located in call the Lakewood City Clerk's Office at 303-987-7080





### BUDGET & AUDIT COMMITTEE

City Council approved Resolution 2005-48 whereby certain budget policies became effective January 1, 2006. One of the policies stated is “The City Council Budget and Audit Committee will consist of three City Council Members and three citizen representatives appointed by the Mayor, with concurrence of City Council.” The Mayor has appointed the following persons, with City Council's concurrence.

#### City Council Members:



<p>Karen Kellen Ward 1 (303) 910-0541 kkellen@lakewood.org</p>	<p>Scott Koop Ward 2 (303) 233-1198 skoop@lakewood.org</p>	<p>Sue King Ward 3 (303) 986-1098 sking@lakewood.org</p>
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#### Citizen Representatives:

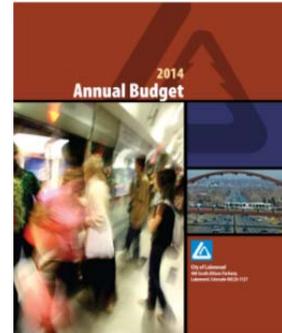


<p>Jon Ludwigson Assistant Director U.S. Government Accountability Office ludwigson@aol.com</p>	<p>Donald Tallman Executive Director Colorado Railroad Museum donald@crrm.org</p>	<p>Tim Dennis Lakewood Small Business Owner tmd03@comcast.net</p>
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#### Authority, Expectations, and Tasks of the Committee:

Tasks of the citizen representatives of the Budget and Audit Committee should initially be in an oversight capacity: review financial statements, review budget forecast for revenues and expenditures, and provide feedback on the compliance with City policies. As the committee progresses, the expectations may change as the committee sees fit per the City Council's instruction. Expectations of the citizen representatives are to work with City Council.

# City Manager's Budget Message



September 9, 2013

Honorable Mayor and Members of City Council:

While the country is officially out of the recession, economic uncertainty continues to be a challenge for the City of Lakewood, and the broader community. The City was successful in maintaining services during the recession, despite a decline in revenues. The City's revenues for 2009 through 2011 were less than the 2008 level by a cumulative \$9 million. The uncertain future is punctuated further by the continued lack of confidence in government services across the country. Frequently, the public is learning about cities and counties filing for bankruptcy. State and federal legislators have a growing consensus that current levels of service are unlikely to continue in the short term and the long term. Debts issued by city governments for public needs may lose tax exempt status, which could significantly impact our community over the long term.

City revenues continue to be unpredictable and volatile. They have increased moderately, overall, and have returned to pre-recession levels. City management has been successful in containing operating costs which has enabled us to make strategic investments in infrastructure. Cost containment and prudent planning have enabled the City to add to its reserves during 2012, for the 8<sup>th</sup> consecutive year. Due to this careful management, the 2014 Budget projects a decrease in reserves, in order for the City to construct some significant infrastructure projects in the community while continuing to provide and maintain consistent levels of service. Management will continue to look for opportunities to contain and reduce costs while seeking to partner with others in providing services. The City's overall financial strength provides flexibility while the economy returns to greater stability.

The Jefferson County School District is a partner to Lakewood City government and is a pillar of our community. During November of 2012, Jeffco Schools held an historic election that directed its course for the future. While we serve the same taxpayers, we have a mutual interest with the School District in providing programs for children that enhance learning and safety in the community. This election was approved by voters and will provide needed funding in order to maintain class sizes, student electives, instrumental music programs, counseling, teacher training, and libraries. The approved election will fund the reinstatement of instructional days, maintain healthy and safe learning environments, and continue technology integration in the schools. This election will further provide for

# City Manager's Budget Message

necessary school district facilities through appropriate building maintenance and improvements. The City Council supported this election with a unanimous resolution last September.

The Lakewood community is beginning to experience noticeable economic improvement since the national recession of just a few years ago. Lakewood has advanced its quality of life in the face of adversity by celebrating its accomplishments and investing in its schools. This is a result of the combined efforts of the entire community, including citizens, small and large businesses, the non-profit community, the education and faith-based communities, elected officials, and City workers.

## Operating Overview

On April 26, 2013 the Regional Transportation District's West Corridor Light Rail project celebrated its grand opening. Construction of the project began in 2009, but planning and organization began in earnest following the multi-county election approving FasTracks, in 2004. The completion of the project is a historic accomplishment that will be remembered for a generation of citizens. The project includes 12 miles of light rail service from downtown Denver, through Lakewood, to Golden. The community is experiencing a number of positive development and re-development activities, near the seven Lakewood stations. During 2011 and 2012, the City's urban renewal authority provided nearly \$3 million in supplemental construction funds to provide features and enhancements at the Wadsworth station and the Oak Street station that are now complete. It is clear that the City's vision for these two key stations has been realized through the investment in these improvements, which we expect to further catalyze private sector investment and redevelopment near these light rail stations.

During 2013, the City has made further progress in its sustainability efforts. Further demonstrating our commitment to sustainability, we have created a newly formed Division. The Division has received approval from City Council and the Planning Commission to create its first Sustainability Strategic Plan that will gather public input, create working groups, and finalize a plan in 2015. The City is celebrating the addition of three neighborhoods to its Sustainable Neighborhoods Program and has recently certified two neighborhoods as "Outstanding Sustainable Neighborhoods" this year. The City installed its first Electric Vehicle Recharging station and was awarded a Silver designation from the "Solar Friendly Communities" Program. Lakewood was only the second City in Colorado to receive this honor. The Sustainability Division is dedicated to enhancing the lives of residents and workers throughout the City. Environmental and economic sustainability will continue to be an operating focus for the City for the foreseeable future.

# City Manager's Budget Message

## General Fund Revenues

The City is heavily reliant on sales and use taxes. During 2012, sales and use taxes made up nearly 61% of general fund revenues. As a result of the recession, the City's sales tax revenues decreased by 7.6% during 2009. Sales taxes increased 5.0% during 2012 over prior year exceeding the 2008 amount for the first time by 3.3%. The current forecast is for 2013 sales taxes to grow at a rate of 3%. During the recession, sales tax receipts were below the 2008 level. For the years 2009, 2010 and 2011 the cumulative effect was a decrease in revenues of over \$7 million.

In view of the recent and historic revenue volatility, the City has continued to focus on its economic base by promoting primary jobs and retail shopping in the community. In 2012, the Alberta Corporation broke ground on a new 10 acre retail center at the Denver West Promenade and had some new businesses open in November of 2012. New openings at the Promenade have continued this year and will be ongoing throughout 2013. This is a meaningful revitalization of a prominent site in the Lakewood community. The site had been an unused former car dealership with environmental needs that had become an eyesore in the community. The City will continue to enhance and diversify its tax base as a guard against future economic ups and downs.

Together, overall General Fund revenues have increased 1.3% compared to last year at this time. Because of the quick and volatile changes to revenues, predicting the short-term and long-term future is difficult. While our forecast for increasing sales tax revenues is 2.3% for 2014, we feel that this is prudent and conservative compared to economic forecasts. While there are myriad scenarios for possible improving or worsening trends, this budget projects the current trend plus modest growth through 2014.

## General Fund Expenditures

City management has undertaken a number of spending adjustments as a way to mitigate the impacts of uncertain revenues. Revenue uncertainty is expected for the foreseeable future and is difficult to control. As such, it has made sense in our plans to utilize some reserves if necessary, reduce spending where possible, and provide a consistent level of service to the community. During 2012, the City underspent its operating budget by 4.4%, allowing us to increase reserves. For 2013 and 2014, management will continue to monitor spending in an effort to conserve fund balance reserves. If the fund balance can be maintained at the levels set forth in this 2014 budget, I anticipate that we will be able to provide a consistent level of service to the community.

In spite of our careful efforts, certain costs have continued to increase. At the moment, the City is purchasing electricity for its street lights and signal lights at a cost that is both volatile and higher than last year's budget. As such, we are revising our 2013 Budget to reflect an increase of 21% or \$316,000 and keeping 2014 at that same level. As we do this, the managers of the City's street lights and signal lights continue to analyze and implement new ways of doing business.

# City Manager's Budget Message

For the second year in a row, the cost of providing medical coverage for City workers has increased by 10% over the last year. Beginning in 2010, the City began a phased response in which we have provided alternatives at a manageable cost for the City and its workers. To be clear, costs continue to increase as mentioned, but we are slowing the rate of growth by implementing these initiatives. Beginning in 2010, the City switched medical providers as a result of a competitive Request For Proposals process. For 2011, the City offered its workforce a lower cost, reduced benefit plan. Beginning in 2012, the City provided yet another new plan to include a deductible and a Health Reimbursement Account. In 2013, we strengthened our wellness program by adding resources for improved health and medical cost containment. The City will continue to explore sustainable opportunities for providing employee benefits and competitive overall compensation. In addition, we anxiously anticipate the 2015 implementation of the federal Affordable Care Act. The implementation has recently been delayed a year allowing us to more carefully analyze and understand its impacts. You can expect this to be a part of our 2015 budgeting process next summer.

One of the City's Core Community Values is Physical & Technological Infrastructure. In 2012, a replacement to the current revenue computer system was launched. This revenue system and its users are responsible for administering the City's biggest source of income. The former system was over 26 years old and has now been replaced with the launch of our new system in May of this year. Since its launch, over 700 businesses have registered for on-line tax filing and payment. We are collecting over \$1 million per month in revenue via on-line payments through our new revenue system. Lakewood is only the 2<sup>nd</sup> City in the state of Colorado to have on-line tax filing and payment.

## **General Fund Balance**

At the end of 2003, the General Fund Balance as a percent of total operating expenditures was 11.9% or \$8.8 million. The same calculations for the 2012 year-end General Fund Balance were 34.8% or \$33.5 million. City Council's Budget Policy requires a minimum General Fund Balance of 10% while the State requirement is 3%. The 2014 Budget exceeds both requirements.

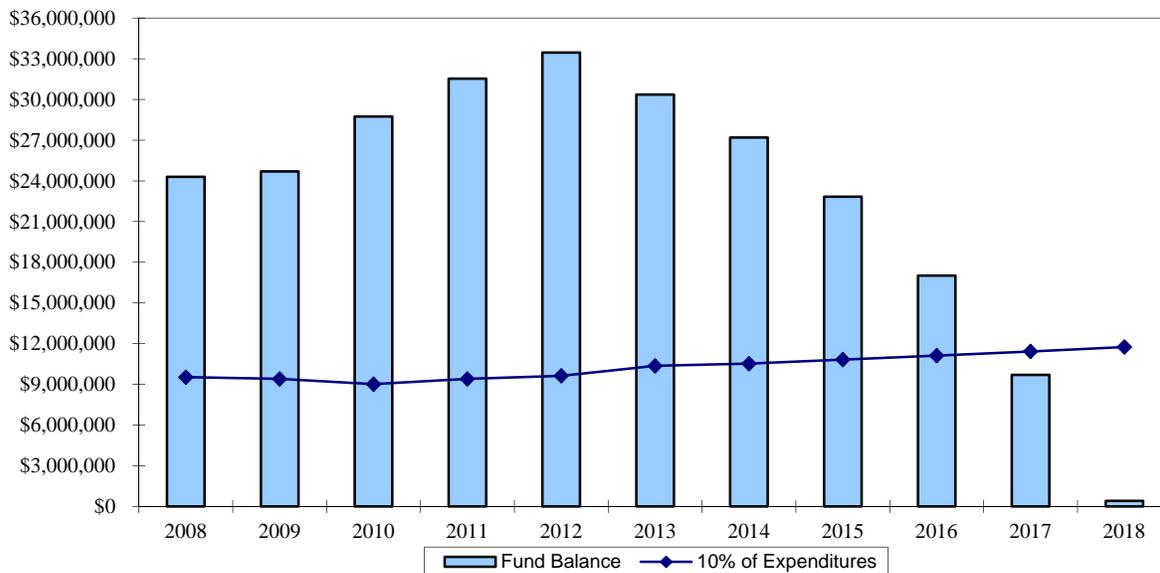
In 2012, we planned for a contingent project in 2013 that necessitated a transfer of fund balance. The ending 2012 fund balance was equal to or greater than budget, as described in the budget ordinance contingency, so we were able to transfer an additional \$3.0 million in fund balance to the Capital Improvement Fund in 2013. This contingent funding provides for the overhaul and reconstruction of the Civic Center's plaza space, drive aisle, and parking garage. This infrastructure has deteriorated significantly in the recent years and is in dire need of attention. The facility is significant in serving as the center of the community's civic activities. Funding for this project in 2012 provided for a full design and evaluation of the project which sets forth a final \$1.4 million in funding in our 2014 Budget. This provides for the full funding of the project within its current scope, as envisioned.

# City Manager's Budget Message

While this budget would reduce the fund balance by \$3.1 million in 2013 and \$3.2 million in 2014, the ending fund balance for 2013 would be greater than forecasted during last year's budget, and finish this year at a level of \$30.4 million or 29.3% of expenditures. This budget forecasts 2014 year end fund balance to be \$27.2 million or 25.8% of expenditures which is more than double the current policy. It is the strength in General Fund Balance that offers the flexibility to continue providing services without dramatic fluctuations from year to year and for the provision of meaningful one-time infrastructure projects.

The following chart reflects the General Fund Balance from 2008 through 2018 and compares the Fund balance to 10% of expenditures plus operating transfers out. The economic uncertainties that the City faces will be mitigated by the use of General Fund Balance. In addition, by building fund balance, the community has created the opportunity to provide for meaningful infrastructure improvements. This budget and the long-term forecast anticipate further reductions in General Fund Balance. As discussed above, the current revenue trend may not provide adequate long-term income, and therefore services, for the long term. Maintaining an adequate fund balance will remain a priority.

## General Fund



## Capital Projects Overview

The Capital Improvement and Preservation Plan activities are experiencing the same moderately improved yet uncertain revenue trends as described above in the General Fund. The City continues to leverage funding from

# City Manager's Budget Message

external sources, plan for new capital projects within existing funds, and carefully consider General Fund balance transfers. Given the current economic environment, the Capital Improvement Fund (CIF) has added only a few new projects from its base revenues. The Civic Center Plaza, Drive Aisle, and Garage project is receiving its 3<sup>rd</sup> and final round of funding in 2014. Funds were appropriated in 2012 for the initial evaluation and project planning with primary construction in 2013. This 2014 funding provides for the completion of the project as envisioned and within its current scope.

Adding new projects to the CIF will continue to be challenging for the foreseeable future. Circumstances will warrant some new projects both in the CIF and other project funds, since federal highway and Community Development Block Grant opportunities generate outside-match funding. These opportunities will diminish in the future as the federal government decreases its local grant spending overall. In addition to projects, this 2014 Budget will provide for over \$11.4 million in annual programs that include basic street resurfacing, vehicle replacements and improvements to building infrastructure and traffic safety.

The addition of several new projects will help sustain property values, public safety and quality of life which continue to be a top priority and is reflected in the City's long-term and short-term goals. The City Council and management will continue to monitor revenues and the progress of projects to determine the feasibility of future projects. The following is a list of projects funded in the Capital Improvement and Preservation Plan for 2013 and 2014:

• Wadsworth Blvd Improvements, 10 <sup>th</sup> Ave to 14 <sup>th</sup> Ave	\$7,660,000
• Civic Center Plaza, Drive Aisle & Garage	\$4,953,000
• Light Rail Corridor Improvements	\$2,788,000
• W. 14 <sup>th</sup> Ave & Lamar St. Roundabout	\$1,200,000
• Bike Paths & Sidewalks	\$925,000
• 20 <sup>th</sup> & Iris Drainage Improvements	\$600,000
• Kipling Parkway Signals	\$575,000
• Park Playground Replacements	\$520,000
• Mississippi Ave Traffic Signals	\$500,000
• Bear Creek Lake Park Improvements	\$460,000
• Sewer Lining & Replacements	\$375,000
• Water System Improvements	\$300,000
• Alameda Pkwy & Indiana St. Traffic Signal	\$200,000
• 260 Union Pedestrian Hybrid Signal	\$195,000

# City Manager's Budget Message

## All Funds Overview

In all, this 2014 Budget appropriates \$162,388,685 for municipal services, a decrease from 2013 Revised Budget of 2.9%. This includes appropriations for both governmental and proprietary expenditures and both operating and project related expenditures. Project initiatives and grant funding vary significantly from year to year and are reflective of the decrease in the All Funds expenditures and balance for 2013 and 2014.

The long-term debt of the City continues to decline. In 2012, the City retired \$5.8 million in long-term debt obligations. This included the final retirement of bonds issued in 1992 that financed, among other things, the Fox Hollow Golf Course. This budget will appropriate funds to retire additional debt in the amount of \$3.9 million in 2013 and \$4.0 million in 2014. This substantial retirement of debt contributes to the positive overall financial health of the City and demonstrates conservative fiscal policy.

## Core Community Values and City Accomplishments

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

### Safe Community

- Police Department Reaccreditation and Law Enforcement Excellence Award
- Special Recognition from US Dept. of State for services on over 1,400 annual passport applications
- Smart911 implementation in the Police Communications Center
- Prescription Take Back Day: Over 1,200 pounds of prescription drugs turned in for disposal
- New participation in the FBI's Rocky Mountain Regional Computer Forensics Lab
- Execution of a Citywide Emergency Preparedness Program
- Maintenance of over 7,900 street lights
- Entry and completion of nearly 18,000 Municipal Court summonses

### Open and Honest Communication

- Completed a multi-year award winning project updating and improving the Lakewood.org website
- Televised "State of the City" report from Mayor Murphy
- KLTV8 programming awards for "Lakewood: Open for Business," and "Mayor's Spotlight on Lakewood"
- GFOA's Distinguished Budget Presentation Award and Certificate of Achievement for Financial Reporting

# City Manager's Budget Message

- Coordinated 2,200 responses to citizen inquiries through the Service Request Process

## **Fiscal Responsibility**

- Savings in 2012 General Fund Budget of 4.4%, adding over \$1.9 million to Fund Balance
- Updated Purchasing policies via Council Ordinance
- Universal Public Procurement Certification Council Award
- Launched the first Jeffco-Lakewood Regional Law Enforcement Training Academy
- In-depth review and analysis of every unit replaced in the vehicle fleet
- Maintenance of financial transparency website: <http://ledger.lakewood.org/>
- Internal Team Review of every personnel vacancy before replacement is approved

## **Education and Information**

- Completed our Job Hunt Expo in partnership with Jefferson County Workforce Center
- Completed the City's first Bicycle Trail Map
- Completion of a community focused Civics 101 class and a Citizens Planning Academy
- Managing over 650 active contracts and over 13,000 recorded documents
- Businesses are educated and informed about the tax laws, procedures, and requirements of the City
- Communication and training necessary to empower the City's workforce

## **Transportation**

- RTD's West Rail Line opening with City participation in infrastructure, policing and 1<sup>st</sup> Day Festivities
- Maintenance of over 490 miles of streets
- Maintenance and repair of 2,400 traffic signs and 185 traffic signals
- Operation of Citywide computerized traffic management system
- Lakewood Rides provided over 30,000 riders
- Bike lane installations on Pierce St. from 10<sup>th</sup> St. to 20<sup>th</sup> St. and on 14<sup>th</sup> Ave from Garrison St. to Carr St.

## **Quality Economic Development**

- Continued support for the expansion and completion of Lakewood's new downtown, Belmar and the surrounding areas of Wadsworth and Alameda
- Continued emphasis on business retention, expansion, attraction, and promotion within Lakewood. Actively reaching out to businesses to receive feedback on what is important for their business success through personal visits by staff and improving the outreach through the utilization of social media and education through the website.

# City Manager's Budget Message

- With over 5,000 Lakewood businesses or 87%, employing 20 people or less, the City is enhancing small business programs and outreach by partnering with the federal government, the State and the County to provide necessary support.
- 40 West Arts District designated Emerging Creative District and awarded State grant funding
- Continued emphasis on leveraging the light rail public investment (W Rail) by focusing on promotion/events highlighting opportunities along the West Colfax and W Rail line corridors. This included coordinating the City's celebration of the opening of the W Line that enabled the City to showcase Lakewood's assets to the broader Denver Metro community.
- Actively supporting the newly formed West Colfax Improvement District

## Physical and Technological Infrastructure

- Management of 700,000 square feet in 155 City buildings, 8 swimming pools, and 45 holes of golf
- Managed Citywide Stormwater Utility serving every property owner in Lakewood
- Implemented online campground reservations and online tee time system
- Real-time online theatre ticketing implemented including seat self-selection and in-home ticket printing
- Implemented replacement revenue system including on-line tax filing functionality
- Resurfaced over 47 miles of streets
- Over 11,000 building permits were issued

## Quality Living Environment

- Learning opportunities and other children's programs that served over 600 children per day
- Adopted new Zoning Ordinance addressing change while maintaining our unique neighborhood character
- Two Block Grant Clean Up events including over 500 citizens removing waste from targeted areas
- Adopted changes to Smoking Ordinance addressing public health concerns
- Volunteer project coordination for Earth Day, National Trails Day, and National Public Lands Day
- Maintaining 99 parks, comprising over 7,100 acres, and four recreation centers
- Maintenance of over 56,000 trees throughout the community and Tree City USA award winner

## Community Sustainability

- Recycled over 375,000 pounds of hazardous household waste
- Recycled over 1,300 tons of recyclable materials at the award winning Quail Street Recycling Center
- Leadership in Energy and Environmental Design certification for the 11<sup>th</sup> Avenue Head Start facility
- Homestead Golf Course was designated Environmental Leader in Golf by Golf Digest Magazine
- Converted the City's direct deposit payroll notices to digital only, saving 40,000 sheets of paper per year
- Silver Level Solar Friendly Community award from the solar industries association for efficient permitting
- Completed Do-It-Yourself insulation rebate and solar installation rebate programs

# City Manager's Budget Message

- o Active participation in local, regional and national sustainability organizations

## Significant Legislative Activities

The City Council Legislative Committee, with the assistance of the Deputy City Manager, reviewed 220 of the 613 proposed statewide bills introduced between January and May of the 2013 Legislative Session. The Committee, which consists of one member of City Council from each of five wards, took positions on 62 bills. The Committee supported 37 bills and resolutions, and opposed 25. Of the supported bills and resolutions, 34 bills passed. Of the opposed bills and resolutions, 7 bills passed.

## Budget Management

The City Council has an active Budget and Audit Committee that continues to evaluate the City's financial practices and performance. The Committee has been charged with reviewing the City's monthly financial position as well as previewing the initial budget and any potential changes. In addition, the City's Management Team and City Council have formal and informal budget policies. Each City department has the responsibility for creating and documenting its own portion of the City's budget. Departments are not allowed any increases to their respective budgets, unless a budget addition is approved. Budget additions are approved by a team consisting of the Department Directors from the City Manager's Office, Department of Finance, and Department of Employee Relations before they are submitted to me for approval and ultimately included in the proposed budget presented to City Council. By policy, the budget includes specific listings of fund transfers and a description of single purchases of \$50,000 or greater.

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

- A. The annual draft budget submitted by the City Manager for the City Council consideration will be "balanced," i.e. revenues will exceed expenditures.
- B. If special circumstances warrant the use of General Fund reserves, the City Manager will submit a memorandum to Council outlining those special circumstances, the amount requested, the impact on City services, and alternatives to the use of General Fund reserves.
- C. The annual draft budget will include a five-year estimate for costs and revenues for any proposed new program.
- D. Any proposal for the City of Lakewood to acquire property will include a five-year estimate of maintenance and operations costs.
- E. The City Council Budget and Audit Committee will consist of three City Council members and three citizen representatives appointed by the Mayor, with the concurrence of City Council.

## City Manager's Budget Message

- F. Thirty percent of the General Fund reserve will be set aside for public safety purposes.
- G. Public safety shall be defined as police, municipal courts, municipal prosecution, and related support services.
- H. The 2005 General Fund audit will be used to establish a "base" for public safety expenditures. The utilization of new sales tax revenues, as identified in ballot question 2A, will be in addition to the "base."
- I. The annual draft budget shall reflect a minimum 10 percent General Fund balance.

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

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

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

### **Conclusion and Acknowledgements**

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

August 19, 2013

City Manager Submits the Proposed Budget



# City Manager's Budget Message

September 9, 2013

1<sup>st</sup> Reading of the Ordinance & Public Hearing

September 30, 2013

2<sup>nd</sup> Reading of the Ordinance & Public Hearing

In closing, it should be noted that last year's Budget received the Distinguished Budget Presentation Award as presented by the Government Finance Officers' Association of the United States and Canada. This marks the 13th consecutive year in which the City has received this award which is particularly noteworthy given that typically about 32 cities among Colorado's 270 received the award. Preparation of this document was accomplished through a team effort. I would like to sincerely thank the City Council Budget and Audit Committee, all of the City staff that contributed, including the Finance Department, the Employee Relations Department, department budget coordinators, and department directors for their contributions to the budget process.

Sincerely,

A handwritten signature in black ink that reads "Kathleen E. Hodgson".

Kathleen E. Hodgson  
City Manager



**City of Lakewood  
City Manager's Office  
Kathleen E. Hodgson**

480 South Allison Parkway  
Lakewood, Colorado 80226-3127  
303-987-7040 Voice  
303-987-7057 TDD  
303-987-7063 FAX

August 19, 2013

Mayor and City Council,

In 2005, the Council adopted Resolution 2005-48 setting forth certain budget policies. In the context of the 2005 sales tax election the intent of the policies was to set reasonable budgeting expectations, fund balance reserve requirements, and to strengthen the role of the Budget & Audit Committee. As a part of that resolution, sections A and B are as follows:

- A. The annual draft budget submitted by the City Manager for the City Council consideration will be "balanced," i.e. revenues will exceed expenditures.
- B. If special circumstances warrant the use of General Fund reserves, the City Manager will submit a memorandum to Council outlining those special circumstances, the amount requested, the impact on City services, and alternatives to the use of General Fund reserves.

The purpose of this memo is to document the use of \$3.1 million in reserves in 2013 and \$3.2 million in reserves in 2014 in order to accomplish certain capital projects. Since the adoption of the 2005 budget policies, the General Fund balance has increased from \$8.8 million (11.9%) to \$33.5 million (34.8%) at year end 2012. The purpose of building reserves is to help the organization maintain municipal services when revenues decrease or become inconsistent. At present, the City has a unique opportunity to use reserves to provide for specific infrastructure as outlined in the City Manager's Budget Message. Given the level of reserves and these unique needs in the community, this is a special circumstance that appropriately warrants the use of fund balance.

Sincerely,

A handwritten signature in black ink that reads "Kathleen E. Hodgson".

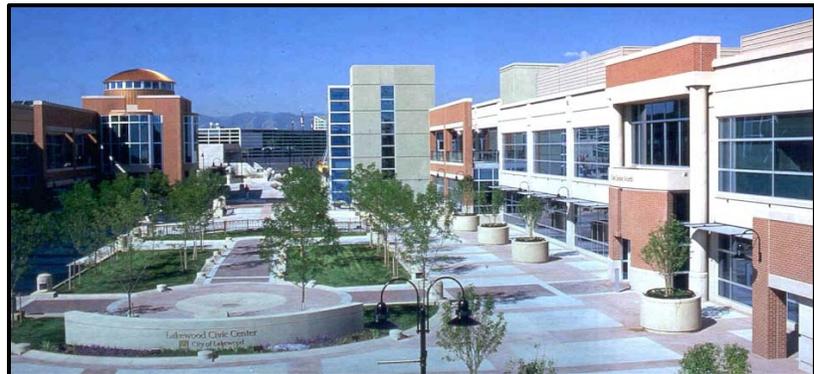
Kathleen E. Hodgson  
City Manager



## COMMUNITY PROFILE

Bustling at the base of the Rocky Mountains, Lakewood is part of the Denver Metropolitan area. With a heritage stretching back to Colorado's earliest Gold Rush days in the 1860s, Lakewood incorporated on June 24, 1969. Since then, Lakewood has grown to become the third largest city in the Denver metro area, yet still retains much of its small-town flavor and open space. With over 7,000 acres of parkland and about 144,000 residents, the City has one of the highest ratios of parks and recreation facilities per capita in the country.

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



*Lakewood Civic Center*

Lakewood's Civic Center includes a cultural arts facility that opened in 2000. The Lakewood Cultural Center features a 300-seat auditorium for local plays and musical events, as well as an art gallery showcasing a variety of exhibits.

Lakewood's Fox Hollow Golf Course has consistently been rated as one of the finest public courses in Colorado by a variety of golf publications and players. It is one of the first courses in the country built to be 100 percent accessible for people with disabilities and received national recognition for its environmentally sensitive design. Fox



*Fox Hollow Golf Course*

Hollow provides play for golfers of all abilities on 27 challenging holes. The City opened the new Homestead Golf Course in the spring of 2002. This course provides fantastic views and is very beautiful and challenging for golfers of all abilities. The Homestead is also handicapped accessible and both courses offer a very enjoyable golfing experience.

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

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



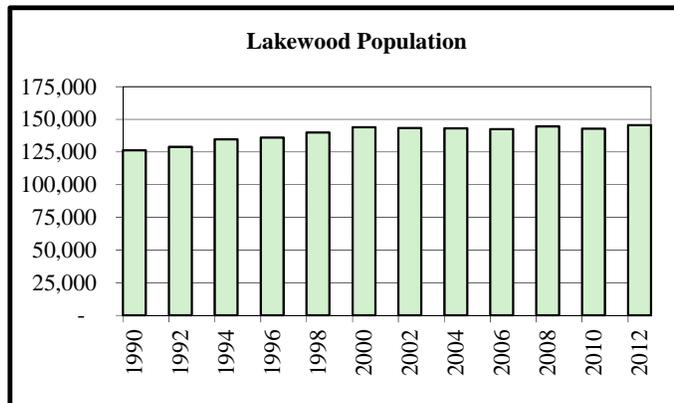


### DEMOGRAPHICS

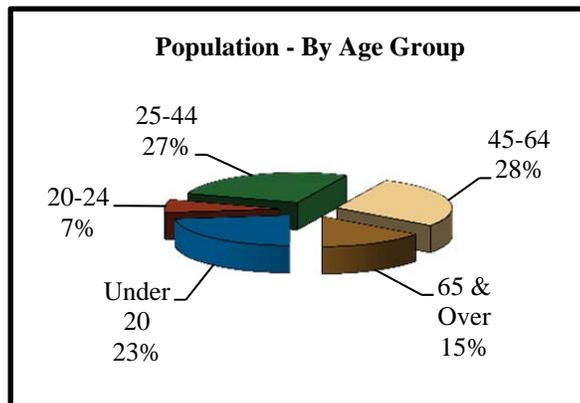
#### Lakewood Population Forecasts and Growth Rate

	1990	2000	2010	2020	2030	% Change 2000-2010
<b>Lakewood</b>	<b>126,481</b>	<b>144,126</b>	<b>142,980</b>	<b>N/A</b>	<b>N/A</b>	<b>-0.80%</b>
Jefferson County	438,430	527,056	534,543	575,088	616,453	1.42%
Denver Metro Area	1,622,980	2,109,282	2,489,661	3,214,386	3,619,697	18.03%
Colorado	3,294,394	4,301,261	5,029,196	5,915,922	6,888,181	16.92%

Source: Colorado Department of Local Affairs



Source: Colorado Department of Local Affairs



Source: U.S. Census Bureau, 2010 Census





### Diversity



White	82.9%
Black or African American	1.6%
American Indian and Alaska Native	1.4%
Asian	3.1%
Some Other Race	7.7%
More Than One Race	3.3%
Hispanic or Latino	22.0%
Not Hispanic or Latino	78.0%



Source: U.S. Census Bureau, 2010 Census

### Educational Attainment

<i>Population 25 Years and Older</i>	<i>Number</i>	<i>Percent</i>
High School Graduate	24,255	24.2%
Some College, No Degree	23,153	23.1%
Associate's Degree	7,318	7.3%
Bachelor's Degree	23,554	23.5%
Graduate or Professional Degree	12,328	12.3%
Percent High School Graduate or Higher		90.4%
Percent Bachelor's Degree or Higher		35.8%

Source: U.S. Census Bureau, 2011 American Community Survey

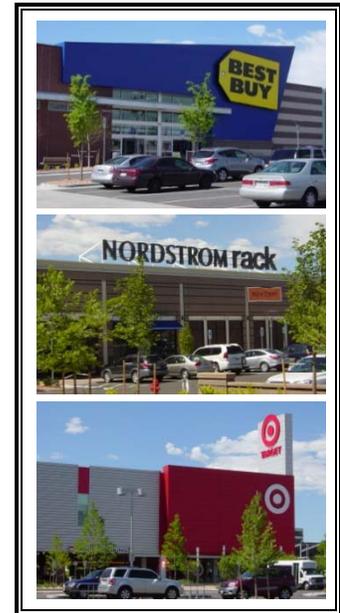




### Employment by Industry

<i>Industry</i>	<i>Number</i>	<i>Percent</i>
Agriculture, Forestry, Fishing, Hunting, Mining	749	1.0%
Construction	6,114	8.3%
Manufacturing	4,604	6.3%
Wholesale Trade	2,190	3.0%
Retail Trade	7,957	10.8%
Transportation, Warehousing, Utilities	3,572	4.9%
Information	2,120	2.9%
Finance, Insurance, Real Estate, Rental & Leasing	5,476	7.4%
Professional, Scientific, Management, Administrative, Waste Management Services	10,614	14.4%
Educational Services, Health Care, Social Assistance	13,546	18.4%
Arts, Entertainment, Recreation, Accommodation, Food Services	7,522	10.2%
Other Services, Except Public Administration	4,753	6.5%
Public Administration	4,326	5.9%

Source: U.S. Census Bureau, 2011 American Community Survey



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

<i>Company</i>	<i>Product/Service</i>	<i>Employment</i>
Denver Federal Center	Federal Government	8,000
Jefferson County R-1 School District	Education	2,734
St. Anthony Medical Campus	Medical	2,024
TerumoBCT	Medical	1,624
City of Lakewood	City Government	893
HomeAdvisor, Inc.	Service Referral	884
FirstBank of Colorado	Banking	723
MoneyGram International	Financial	650
The Integer Group	Marketing	629
Developmental Disabilities Resource Centers	Nonprofit	550
Red Rocks Community College	Higher Education	400
West Metro Fire Rescue	Fire Department	393
Kinder Morgan Energy Partners, L.P.	Energy	280
National Renewable Energy Laboratory	Energy Research	276

Source: City of Lakewood, Economic Development, June 2012





**ECONOMICS**

**Principal Property Taxpayers**

<i>Taxpayer</i>	<i>Taxable Assessed Value</i>	<i>Percentage of Total City Assessed Value</i>
Colorado Mills Mall Limited Partnership	\$31,323,451	1.84%
Public Service Co of Colorado	27,558,935	1.62%
Qwest Corp.	23,125,500	1.36%
Belmar Mainstreet Holdings I LLC	22,379,996	1.32%
Lakewood City Commons LP	11,818,370	0.69%
Denver West Mills LP	10,243,467	0.60%
The Section 14 Development Company	9,836,365	0.58%
Solterra LLC	8,180,586	0.48%
Government Properties Income Trust LLC	7,608,063	0.45%
Centro Westland LLC	6,850,699	0.40%



Source: Jefferson County Assessor's Office



**MILL LEVIES:  
2012 TAXES  
PAYABLE IN 2013**

*Jefferson County*  
24.346 mills  
-----  
*Jefferson County Schools*  
50.616 mills  
-----  
*West Metro Fire District*  
13.739 mills  
-----  
*Urban Drainage/  
Flood Control Dist.*  
0.657 mills  
-----  
**CITY OF LAKEWOOD**  
4.711 mills

**Council for Community and Economic Research  
Cost of Living Index, Fourth Quarter 2012**

<i>City</i>	<i>Com- posite Index</i>	<i>Grocery</i>	<i>Housing</i>	<i>Utilities</i>	<i>Transportation</i>	<i>Health Care</i>	<i>Misc. Goods &amp; Services</i>
Houston, TX	94.8	85.4	95.6	89.5	95.2	98.5	99.2
Salt Lake City, UT	95.2	96.6	88.9	82.4	101.1	97.8	101.4
Phoenix, AZ	96.8	101.0	94.6	95.4	105.6	94.6	94.2
Atlanta, GA	96.9	106.4	84.2	93.2	105.0	101.1	101.1
Las Vegas, NV	98.2	101.5	90.0	90.5	104.1	106.5	102.7
Dallas, TX	98.9	100.0	76.1	118.0	106.6	104.0	107.7
Denver, CO	104.5	95.5	115.2	90.0	99.2	108.4	105.4
Chicago, IL	117.1	112.6	137.2	108.0	121.8	101.9	105.5
Los Angeles, CA	130.8	107.7	196.9	104.6	112.0	107.8	103.8
Boston, MA	139.9	118.9	173.4	147.3	107.3	126.4	132.7
Washington, DC	144.7	113.4	256.4	105.5	106.5	101.0	97.3
San Francisco, CA	163.3	121.5	294.8	95.5	110.3	114.7	119.5

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



**Median Household Income:**

Lakewood	\$53,210
Jefferson County	\$67,827
Denver Metro Area	\$61,734
Colorado	\$57,615
United States	\$52,762

**Housing Costs in Lakewood:**

Median Home Value (owner-occupied):	\$236,900
Median Monthly Gross Rental Rate:	\$894

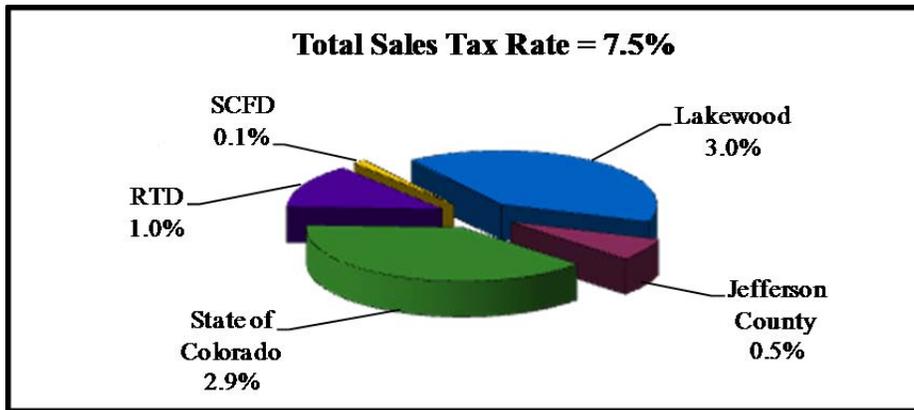
Source: U.S. Census Bureau, 2011 American Community Survey

**MORE ABOUT LAKEWOOD...**

- Altitude: 5,375 feet above sea level
- Precipitation\*: 16.4 inches per year
- Snowfall\*: 55.3 inches per year
- Area in Square Miles: 44.022
- Miles of Streets: 542
- Number of Street Lights: 7,827
- Number of Parks: 99 parks with 7,153 acres
- Number of Libraries/Media: 2 / 335,000
- Number of Schools: 38
- Number of Students K-12: 20,812
- Fire Districts: West Metro Fire Protection District (7 Stations located in Lakewood)
- Wheat Ridge Fire Protection District (No Stations in Lakewood)
- Pleasant View Metropolitan Fire District (No Stations in Lakewood)

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





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

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

City	Sales Tax Rate
Arvada	3.46
Aurora	3.75
Boulder	3.41
Brighton	3.75
Broomfield	4.15
Castle Rock	4.00
Centennial	2.50
Cherry Hills Village	3.50
Colorado Springs	2.50
Commerce City	3.50
Denver	3.62
Edgewater	3.50
Englewood	3.50
Federal Heights	4.00
Fort Collins	3.85
Glendale	3.75
Golden	3.00

City	Sales Tax Rate
Greeley	3.46
Greenwood Village	3.00
Lafayette	3.50
Lakewood	3.00
Littleton	3.00
Lone Tree	1.8125
Longmont	3.275
Louisville	3.50
Loveland	3.00
Morrison	3.75
Northglenn	4.00
Parker	3.00
Sheridan	3.50
Superior	3.46
Thornton	3.75
Westminster	3.85
Wheat Ridge	3.00

Source: Colorado Department of Revenue



### Lakewood Citizen Survey Results

Quality of Community Ratings	Percent of Respondents						
	Very Good	Good	Neither Good or Bad	Bad	Very Bad	Do Not Know	Total
Overall Quality of Life	36%	56%	6%	1%	0%	0%	100%
Quality of Neighborhoods	36%	49%	12%	3%	0%	0%	100%

Quality of Service Ratings	Percent of Respondents						
	Very Good	Good	Neither Good or Bad	Bad	Very Bad	Do Not Know	Total
Snow Removal	20%	53%	16%	7%	2%	2%	100%
Street Repair/Condition	6%	48%	31%	11%	2%	2%	100%
Street Cleaning	11%	55%	26%	4%	1%	3%	100%
Enforcing Traffic Laws	8%	46%	25%	6%	2%	14%	100%
City Code Enforcement	4%	35%	27%	11%	4%	17%	100%
Maintenance of Existing Parks/Open Space/Trails	20%	57%	14%	2%	1%	6%	100%
Recreation Programs	14%	38%	14%	1%	0%	33%	100%
Recreation Facilities	15%	41%	15%	2%	0%	26%	100%
Police Services	18%	50%	14%	2%	2%	13%	100%
City Videos (YouTube, KLTV 8)	3%	15%	17%	1%	1%	63%	100%
Municipal Court	4%	19%	17%	3%	1%	56%	100%
Building Permits/Inspections	3%	20%	19%	3%	3%	53%	100%
Community Service Police Programs	6%	23%	15%	1%	1%	53%	100%
Programs for Older Adults	4%	21%	14%	3%	1%	58%	100%
Programs for Low-Income Persons	3%	12%	13%	4%	1%	67%	100%
Programs for People with Special Needs	4%	12%	12%	3%	1%	68%	100%
Programs for Homeless People	3%	8%	11%	4%	2%	73%	100%
City's Website ( <i>www.lakewood.org</i> )	7%	28%	20%	2%	1%	43%	100%
<i>Looking at Lakewood</i> (City Newsletter)	9%	40%	23%	3%	1%	24%	100%
Cultural Facilities	13%	39%	15%	1%	0%	32%	100%
Planning /Land Use	3%	30%	28%	5%	3%	32%	100%

Source: 2013 Lakewood Citizen Survey, National Research Center, Inc., Boulder, CO

When a table for a question that only permitted a single response does not total to exactly 100%, it is due to the practice of rounding percentages to the nearest whole number.



**FORM OF GOVERNMENT**

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

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

**SCOPE OF SERVICES**

The City of Lakewood provides the following major services:

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

**EMPLOYEES AND BENEFITS**

The City currently has approximately 854 authorized regular full-time positions (exempt and non-exempt) for 2013. In addition, a varying number are employed on a part-time (regular and temporary/seasonal) basis. Lakewood neither recognizes nor bargains with any employee union.

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

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



## **EMPLOYEES AND BENEFITS (CONTINUED)**

All employees hired on or after April 1, 1986 are required by federal law to participate in the Medicare program under the Social Security Act of 1939. The City contributes 1.45 percent (1.45%) of salary to Medicare for each participating employee and each participating employee in Medicare contributes 1.45 percent (1.45%) of their salary. The City currently has over 100 employees that were hired prior to April 1, 1986 that do not participate in the Medicare program in accordance with Section 3121(u)(2)(C) of the Internal Revenue Code.

The City has established social security replacement money-purchase pension plans under provisions of Section 401(a) of the Internal Revenue Code. Regular full-time and regular part-time civilian employees participate in the Lakewood Employees Money Purchase Pension Plan, which is administered through Great West Life. The City contributes 10 percent (10%) of the salary to the plan and the employees are required to contribute 8 percent (8%) of their salary. Voluntary contributions up to 5 percent (5%) of the base wage are allowed under the plan.

Also, as of July 1, 1991, all provisional, temporary, and seasonal employees are required to participate in a pension program. The City of Lakewood's program is through International City/County Management Association-Retirement Corporation (ICMA-RC). Employees contribute 7.5 percent (7.5%) of their base salary on a pre-tax basis. The City does not contribute to this plan.

Sworn police personnel participate in the Lakewood Police Pension Fund, which is administered through Wells Fargo Bank. The City's contribution to this pension plan is 10 percent (10%) of base salary. The mandatory employee contribution is 8 percent (8%) of their salary. Employees may voluntarily contribute additional monies up to 5 percent (5%) of base wages. Lakewood also provides benefits from the Duty Death & Disability Trust for each sworn police personnel who incur disability or death by reason of service. This benefit is for a maximum of eight years and begins after any benefit from the City's long-term disability benefit ceases. The benefit is 60 percent (60%) of the sworn police personnel's salary at the time they became disabled. The City currently contributes to the fund at a rate of .72 percent (.72%) of salary for sworn personnel. All sworn police personnel employed by the City make a \$10 per pay period contribution.

Voluntary deferred compensation plans are also available to employees as an additional retirement savings plan.



## **2014 BUDGET AND FINANCIAL POLICIES**

The budget and financial policies of the City provide the framework for the overall fiscal management of the City. Each policy that follows provides the necessary information for City Council and each functional area of the City to make sound fiscal decisions. The budget and financial policies are guidelines for evaluating both current activities and potential new activities. The budget and financial policies reflect the principles and practices that have allowed the City to maintain financial stability through both the good and bad times. These policies are reviewed and approved each year along with the annual budget. Occasionally, City Council will adopt via a resolution a specific set of budget or financial criteria that is included with the following policies. It is an inherent principal for the City that compliance with all budget and financial policies is a must.

The information that follows provides a summary of the current budget and financial policies for the following areas:

- ❖ Budget Policies
- ❖ Fund Accounting Policies
- ❖ Strategic Financial Plan
- ❖ Economic Development Policies
- ❖ Revenue Policies
- ❖ Expenditure Policies
- ❖ Taxpayer Bill of Rights (TABOR) Policies
- ❖ Fund Balance Policies
- ❖ Capital Improvement Fund Policies
- ❖ Debt Policies
- ❖ Cash Management and Investment Policies
- ❖ Risk Management Policies
- ❖ Self-Insurance Policies
- ❖ Other Planning Policies

### **Budget Philosophy**

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

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

- ❖ Utilizes conservative growth and revenue forecasts.
- ❖ Appropriates the budget in accordance with the City Charter, the Colorado Constitution, and Colorado laws.
- ❖ Adopts financial management policies that establish guidelines for financial plans.
- ❖ Establishes budgets for all funds based on adopted policies and practices.
- ❖ Adjusts the budget to reflect changes in the local economy, changes in priorities, and receipt of unbudgeted revenues.
- ❖ Organizes the budget so that revenues are related to expenditures, as much as possible.



## **2014 BUDGET AND FINANCIAL POLICIES (CONTINUED)**

### **Budget Philosophy (continued)**

- ❖ Prepares a multi-year financial plan for capital improvements.
- ❖ Allows staff to manage the operating and capital budgets, with City Council approval.
- ❖ Provides department managers with immediate access to revenue and expenditure information to assist their efforts in controlling annual expenditures against appropriations.

### **Budget Process**

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

### **Budget Term**

The budget term begins with the first day of January and ends on the last day of December.

### **Basis of Budgeting**

The budget parallels the City's governmental accounting basis. Modified accrual basis is used for all fund operations except proprietary and fiduciary funds, which use the full accrual basis. Under the modified accrual basis of accounting, revenues are recognized as soon as they are both measurable and available and expenditures are recorded when a liability is incurred except for debt service and compensated absences, which are recorded only when payment is due. The City considers the revenue and expenditures if collected or incurred within 60 days of the end of the fiscal period. Under the full accrual basis of accounting, revenues are recorded when earned and expenditures are recorded when a liability is incurred, regardless of the timing of related cash flows.

### **Budget Contingencies**

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 established in a contingency line item. The contingency is only for those times when spending for a capital project is greater than originally established due to unforeseen circumstances. If a project is completed for a cost less than budgeted, the unspent balance may be moved to the contingency line item within the same fund. Dollars will move in and out of the contingency line item by fund, as needed, while maintaining the budgeted fund balance as a percent to expenditures plus transfers out.



## **2014 BUDGET AND FINANCIAL POLICIES (CONTINUED)**

### **Budget Recommendation**

On or before the fifteenth (15<sup>th</sup>) day of September, the City Manager is required by the City Charter to present a proposed budget for the upcoming year. The proposed budget provides a complete financial plan for each fund of the City and includes appropriate financial statements for each type of fund showing comparative figures for the last completed fiscal year, comparative figures for the current year, and recommendations for the ensuing year.

Annually, the City Council also adopts a five-year plan for the Capital Improvement and Preservation Plan (CIPP) as a planning tool. Expenditures are approved for the current budget year only; however, the plan identifies revenue estimates and projected costs for capital improvements and capital maintenance projects for both the current budget year and four years beyond.

### **Public Hearings**

The City Manager's proposed budget is a matter of public record and is open to the public for inspection. Two readings and two public hearings are held on the proposed budget and revisions to the current year's budget. Appropriate notice of the time and place of the hearing is placed in a newspaper of general circulation.

### **Adoption of Budget and Appropriation of Funds**

In accordance with the City Charter, on or before the first (1st) day of November, the City Council shall adopt a balanced budget by ordinance for the current year revised and ensuing year. The Council appropriates sums of money, as it deems necessary, to defray all expenditures.

### **Changes to Adopted Budget**

After the commencement of the fiscal year, the amounts appropriated for the proposed expenditures in the adopted budget may not be repealed and are deemed appropriated for each purpose specified. The expenditures of City operating funds cannot exceed the budgeted appropriations for the respective fund. In certain cases, however, adopted budgets can be increased, decreased, or amounts transferred between funds upon Council authorization.

### **Supplemental Appropriation**

The City Council can make supplemental appropriations from actual and anticipated revenues and a prior year fund balance as long as the total amount budgeted does not exceed the actual or anticipated revenue total and the available fund balance. No appropriation can be made which exceeds the revenues, fund balances, and other funds anticipated or available except for emergencies due to accident or an unforeseen event arising after the adoption of the annual appropriation.

### **Unanticipated Revenue**

Council may approve for expenditure any unanticipated revenue that may be received during the fiscal year. Such revenue may be generated from sources such as grants, issuance of bonds, or the implementation of a new fee.



## **2014 BUDGET AND FINANCIAL POLICIES (CONTINUED)**

### **Encumbrance Carryover**

If a fund has unpaid purchase orders at the end of a fiscal year and a commitment for the expenditure of funds, those related appropriations are encumbered and carried over to the ensuing fiscal year as a reservation of fund balance. All other encumbered appropriations lapse at year-end.

### **Budget Decreases**

The budget can also be decreased below approved levels during the fiscal year. Changes in service demands, economic conditions, projected growth limits, and Council goals and direction may cause such budget reductions. Each service area is responsible for developing a plan to reduce expenses. Each plan must be in place and ready for implementation should the need arise. If the City Manager directs budget reductions, Council will be informed immediately and the appropriations will be set aside through administrative action. If the circumstances leading to the reduction in budget changes, the appropriation may be made available for expenditure.

### **Level of Control and Budget Transfers**

Control of expenditures is exercised at the fund level. Fund managers are responsible for all expenditures made against appropriations within their respective funds and may allocate resources within a fund. The City may transfer appropriated monies between spending units within a fund or from one fund to another provided:

- ❖ The transfer is made from a fund in which the amount appropriated exceeds the amount needed to accomplish the purpose specified by the appropriation.
- ❖ The purpose for which the funds were initially appropriated no longer exists.
- ❖ A transfer may also include a subsidy of funding from one fund to support program needs of another fund.

### **Lapsed Appropriations**

All appropriations not spent or unencumbered at the end of the fiscal year lapse into the fund balance applicable to the specific fund, except for as follows:

- ❖ Capital projects – appropriations for capital projects do not lapse until the project is completed or abandoned.
- ❖ Special funds (includes all Grant funding) – appropriations do not lapse until the purpose for which the appropriation was made shall have been accomplished or abandoned.

The City Council can terminate a capital project or a federal or state grant at any time prior to completion of the project or expiration of the grant.



## **2014 BUDGET AND FINANCIAL POLICIES (CONTINUED)**

### **Budget Preparation**

The City Council provides overall guidance and direction for the design and development of the City's budget. Goals and objectives supporting community values and vision can be found throughout the budget document. In addition, Resolution 2005-48 was adopted on August 8, 2005 to further define Budget Policies effective January 1, 2006. Policies are as follows:

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

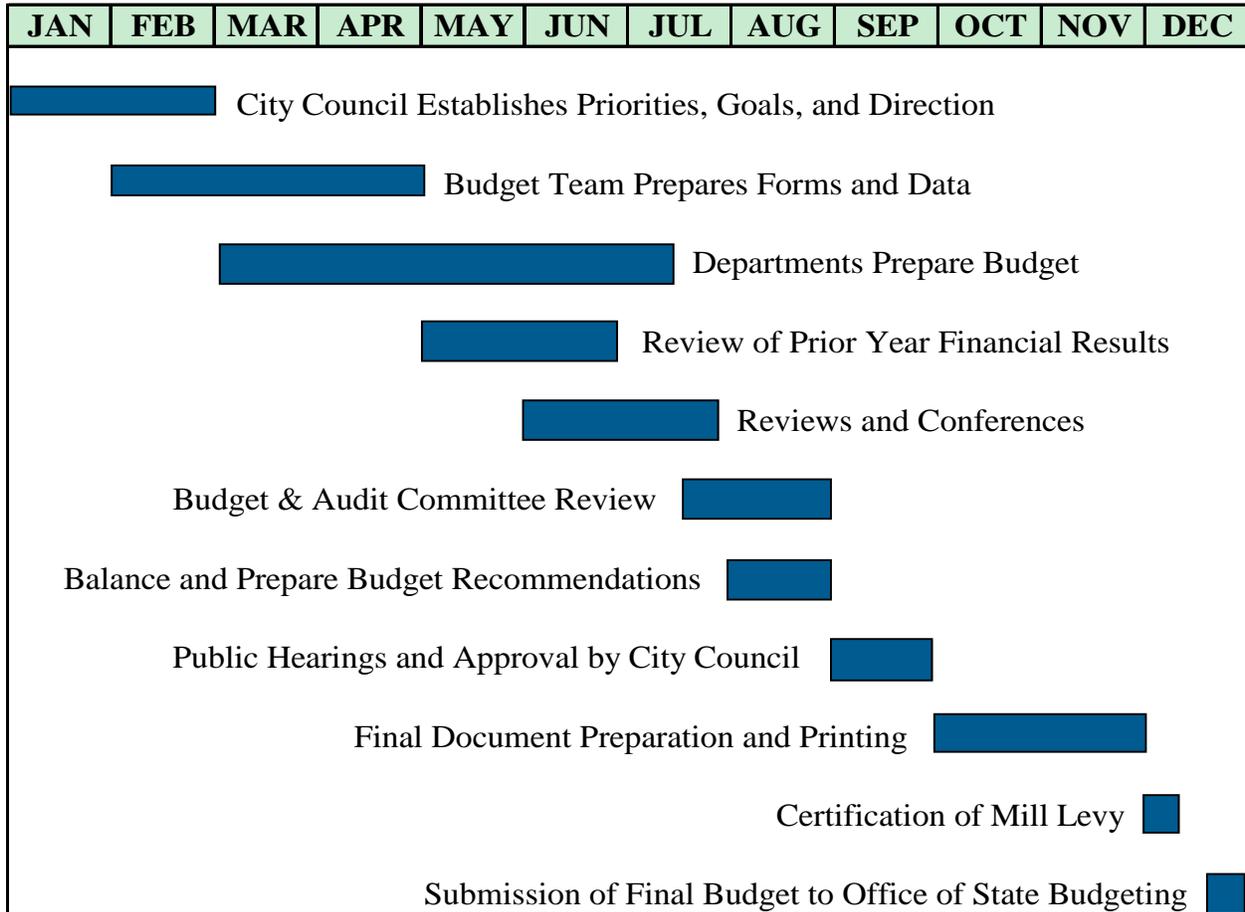
The City's financial and management policies guide the preparation of the budget. A budget team composed of the Council's Budget and Audit Committee, City Manager, Director of Finance, various accounting personnel, and technology staff develops the guidelines that are consistent with budget and financial policies. During the development of the budget, various department/division and program representatives are called on to provide their expertise to the budget team.



**2014 BUDGET AND FINANCIAL POLICIES (CONTINUED)**

**BUDGET PREPARATION SCHEDULE**

The following schedule outlines the timeframe for budget preparation:



**2014 BUDGET AND FINANCIAL POLICIES (CONTINUED)****SCHEDULE FOR PREPARATION OF THE 2014 ANNUAL BUDGET**

<b>2013 DATE</b>	<b>RESPONSIBLE PARTY</b>	<b>REQUIRED ACTIVITY</b>	<b>REQUIREMENT REFERENCE</b>
Jan 25 – Jan 26	City Council	City Council Annual Planning Session	
Feb 1 – Feb 28	Finance	Compile Budget and Staffing Manual	
Mar 1 – Apr 25	Employee Relations & Finance	Salary and Benefit Data calculated	
May 13 – Jun 12	All Departments	Department's Line Item Detail (expenditures and revenues) completed	
Jun 17 – Jul 12	All Departments	Department's Narratives completed	
Jul 15 – Aug 2	Finance	Consolidation and Compilation of Proposed Budget Document	
Jul 22	Budget & Audit Committee	Review of the Revenue and Expenditure Budget and Forecasts prior to City Council's Study Session	
Aug 19	City Manager / City Council	City Council Study Session to review Proposed 2014 Budget data	City Charter Article XII, 12-2
Aug 21	All Departments	Updates from Study Session Due to Finance Department	
Aug 22 – Nov 8	Finance	Compile Final 2014 Budget Document	Colorado Revised Statute Section 29-1-103
Sep 9	City Manager / Finance / City Council	First Reading and Public Hearing on the Proposed 2014 Budget and 2013 Mill Levy Ordinance	City Charter Article XII, 12-4
Sep 30	City Manager / Finance / City Council	Second Reading and Public Hearing on the Proposed 2014 Budget and 2013 Mill Levy Ordinance	City Charter Article XII, 12-4
Dec 5	Finance / City Council	Certify 2013 Tax Mill Levy with Jefferson County	Colorado Revised Statute Section 29-1-301
By Dec 31	Finance	Submit the 2014 Budget Document to GFOA for Award Program and Certify the 2014 Budget to State of Colorado	Colorado Revised Statute Section 29-1-103



## **2014 BUDGET AND FINANCIAL POLICIES (CONTINUED)**

### **Fund Accounting**

Fund accounting is used both for budgeting and accounting purposes. Each fund is established for a specific purpose and is considered a separate accounting entity.

Council must approve or appropriate any expenditure from the various funds, including expenditures from fund balances. The authorization is generally done prior to the beginning of each fiscal year, but can be done by the City Council anytime during the year if funds are available. In government, *appropriate* or *appropriation* is used instead of authorize or authorization.

### **City Fund Types:**

#### **Governmental**

- ❖ *General Fund* - the General Fund is the general operating fund of the City. It is used to account for all resources except those required to be accounted for in another fund.
- ❖ *Special Revenue Funds* - Special Revenue Funds account for specific revenue sources that are legally restricted for specific purposes. The City's Special Revenue Funds include: Conservation Trust, Economic Development, Grants, Heritage, Culture & the Arts, and Open Space. Any remaining fund balance in the Heritage, Culture, and the Arts Fund is assigned by City Council for the specific purpose of cultural activities.
- ❖ *Capital Project Funds* – Capital Project Funds are created to account for resources used for the acquisition and construction of capital facilities by the City of Lakewood. The City's Capital Project Funds account for the following projects: Capital Improvement and Equipment Replacement. Any remaining fund balance in the Equipment Replacement Fund is assigned by City Council for the specific purpose of equipment replacement.

#### **Proprietary**

- ❖ *Enterprise Funds* - Enterprise Funds account for the City's ongoing activities which are similar to those found in the private sector, and financial activity is reported in essentially the same manner as in commercial accounting where net income and capital maintenance are measured. The City has the following Enterprise Funds: Golf Course Enterprise, Sewer Enterprise, Stormwater Enterprise, and Water Enterprise.
- ❖ *Internal Service Funds* - Internal Service Funds are established to account for the financing of claims and judgements for all the City's Internal Service Funds, including Dental Self-Insurance, Property and Casualty Self-Insurance, Retiree's Health Program, and Worker's Compensation Self-Insurance.

#### **Fiduciary**

- ❖ *Trust and Agency Funds* - Trust and Agency Funds are used to account for assets held by the City in a trustee capacity or as an agent. The City has the following Trust and Agency Funds: City Manager Benefit Fund, Duty Death & Disability Trust, and Public Improvements Agency Fund. None of these trust and agency funds are required to be budgeted.



## **2014 BUDGET AND FINANCIAL POLICIES (CONTINUED)**

### **Strategic Financial Plan**

The City develops a five year budget model that demonstrates the City's ability to accomplish long-term goals. The Strategic Financial Plan identifies fund balances, revenue patterns, and expense trends which are subject to constant change. The Strategic Financial Plan does not illustrate future budgets, services, or programs in any detail, but only by fund type. The Strategic Financial Plan is designed to help make two fundamental decisions: "Where do we want to go?" and "How are we going to get there?"

### **Economic Development Policies**

Economic sustainability and development play a vital role in improving the quality of life for the citizens of Lakewood. Existing business retention and expansion, new business attraction, and sales tax generating opportunities remain paramount to the maintenance of Lakewood's economic stability.

The City promotes economic development that encourages private investment within the community, provides employment opportunities paying competitive wages, offers primary employment opportunities, and retail development opportunities.

### **Revenue Policies**

The City of Lakewood strives to achieve and maintain a balanced and diverse revenue structure. Because Lakewood is a well-established community, annual revenues are fairly stabilized and can be used year to year as a sound revenue base. Major revenue sources in the General Fund are sales/use tax, property tax, intergovernmental revenues, franchise charges, fines and forfeitures, and user fees and charges.

The amount of a fee shall not exceed the overall cost of providing the facility, infrastructure, or service for which the fee is imposed. Fees for activities and services are determined by reflecting a pricing philosophy based on establishing fees commensurate with the benefit received. In calculating that cost, direct or indirect costs may be included. That includes: costs that are directly related to the provision of the service and support costs that are more general in nature but provide support for the provision of service. The City reviews all fees for licenses, permits, fines, and other miscellaneous charges as part of the annual budgetary process.

One-time revenues are used to fund one-time expenditures, capital improvements, or fund balances. These revenues cannot be relied on in future budget years.

Unpredictable revenues are budgeted conservatively, and any amount collected in excess of the budget is generally applied to fund balances.

### **Expenditure Policies**

The General Fund is comprised of twelve (12) departments consisting of Mayor and City Council, City Manager, City Attorney, City Clerk, Community Resources, Employee Relations, Finance, Information Technology, Municipal Court, Planning, Police, and Public Works.



## **2014 BUDGET AND FINANCIAL POLICIES (CONTINUED)**

### **Expenditure Policies (continued)**

A Non-Departmental Section is also included in the General Fund, Capital Improvement Fund, Open Space Fund, Golf Course Enterprise Fund, Sewer Enterprise Fund, Stormwater Enterprise Fund, Water Enterprise Fund, Dental Self-Insurance Fund, Property & Casualty Self-Insurance Fund, Retiree's Health Program, and Workers' Compensation Fund to account for expenditures not related to a specific department. These accounts include special projects, building/facility costs (rents, utility charges, etc.), debt service payments, Citywide employee benefits, self-insurance funding, miscellaneous expenses, and cash reserves.

Each department can be further broken down into a variety of divisions and/or programs. Expenditures are classified as the following:

- ❖ Personnel Services
- ❖ Services & Supplies
- ❖ Capital Outlay

*Personnel Services* includes salaries for full-time and part-time employees, overtime pay, insurance, retirement, and other costs related to the City. The compensation plan is intended to provide all employees with fair and equitable pay and to provide a uniform system of payment. The City has adopted a Performance-Based Pay Plan. This plan equates an employee's salary based upon the performance evaluation rating.

*Services & Supplies* encompasses administrative costs such as office supplies, uniforms, small tools, ammunition, salt, sand and gravel, dues, subscriptions, travel and training expense, safety programs, audit/legal/consulting fees, telephone/utility charges, principal and interest payments, and photocopying, to name a few.

*Capital Outlay* consists of fixed assets over \$5,000 and a useful life of greater than one year. This expenditure area consists of furniture/fixtures, computer hardware, land, buildings, and other infrastructure.

A detailed, "line-item" budget is provided to departments to facilitate monitoring of day-to-day expenditures.

### **Taxpayers' Bill of Rights (TABOR)**

Colorado voters approved an amendment to the Colorado Constitution (Article X, Section 20) that placed limits on revenue and expenditures of the State and all local governments in 1992. Even though the limit is placed on both revenue and expenditures, the constitutional amendment ultimately applies to a limit on revenue collections. Growth in revenue is limited to the increase in the Denver-Boulder-Greeley Consumer Price Index plus Local Growth (new construction and annexation minus demolition). This percentage is added to the preceding year's revenue base, giving the dollar limit allowed for revenue collection in the ensuing year. Any revenue collected over the limit must be refunded in the subsequent year. Cities have the option of placing a ballot question before the voters asking for approval on retaining the revenue over the limit. Federal grants and/or gifts to the City are not included in the revenue limit.



## **2014 BUDGET AND FINANCIAL POLICIES (CONTINUED)**

### **Taxpayers' Bill of Rights (TABOR) (continued)**

City "Enterprise Funds" (Golf, Sewer, Stormwater, and Water) are exempt from the imposed limits.

In August 2006, City Council approved Ordinance O-2006-18. This ordinance took a ballot question to the voters requesting that revenues received from Open Space and grants for streets, public safety, parks, recreation, and cultural opportunities be permanently exempt from the TABOR revenue limitation. In November 2006, the voters approved this TABOR exemption. In addition, Lakewood voters have approved a permanent exclusion of all revenues from two particular areas of the community referred to as Denver West Village and Colorado Mills. Finally, one-third of the City's sales and use tax revenue is also permanently exempt from TABOR revenue limitations.

### **Fund Balance Policies**

A top priority of the City Council is to improve the fiscal health of the City. Revenue projections are conservative and authorized expenditures are closely monitored. In stable economic times, the combination of these two strategies leads to revenue collections higher than actual expenditures. The accumulation of these fund balances protects the City from uncontrollable increases in expenditures or unforeseen reductions in revenue, or a combination of the two. It also allows for the prudent financing of capital construction and replacement projects. Fund balances provide for the temporary financing of unforeseen opportunities or needs of an emergency nature including increases in service delivery costs.

Within the governmental funds, fund balances are reported based on financial reporting standards that establish criteria for classifying fund balances into specifically defined classifications to make the nature and extent of constraints more useful and understandable. The classifications comprise a hierarchy based primarily on the extent to which the City is bound to honor constraints on the specific purposes for which amounts in those funds can be spent. Fund balances may be classified as nonspendable, restricted, committed, assigned, or unassigned.

### **Fund Balance Classifications**

- ❖ **Nonspendable Fund Balance** – amounts that cannot be spent because they are either not in spendable form, or legally or contractually required to be maintained intact. Examples are items that are not expected to be converted to cash including inventories and prepaids.
- ❖ **Restricted Fund Balance** – amounts that are restricted to specific purposes. The spending constraints placed on the use of fund balance amounts are externally imposed by creditors, grantors, contributors, laws or regulations of other governments, or imposed by law through constitutional provisions or enabling legislation that are legally enforceable.
- ❖ **Committed Fund Balance** – amounts that can only be used for specific purposes pursuant to constraints imposed by ordinance of the City Council. The committed amounts cannot be used for any other purpose unless the City Council removes or changes the specified use by taking the same action it employed to previously commit those amounts. This classification also incorporates contractual obligations to the extent that existing resources in the fund have been specifically committed for use in satisfying those contractual requirements.



## **2014 BUDGET AND FINANCIAL POLICIES (CONTINUED)**

### **Fund Balance Policies**

- ❖ Assigned Fund Balance - amounts that are constrained by the City's intent to be used for specific purposes, but are neither restricted nor committed. City Council is authorized to informally assign amounts to a specific purpose.
- ❖ Unassigned Fund Balance – the remaining fund balance after amounts are set aside for other classifications.

The City of Lakewood maintains fund balances that are required by law or contract and that serve a specific purpose. Article X, Section 20 of the Colorado Constitution requires a three percent (3%) reserve for emergencies. The use of this fund balances *restricted* to the purpose for which it was established and can be used solely for declared emergencies.

### **Targeted Minimum Fund Balance**

Within specific funds, additional fund balances may be maintained according to adopted policies. All expenditures of fund balances must be approved by City Council except in the case of an emergency or immediate public necessity deemed to exist by the City Manager. Monies held in fund balance may be appropriated during the current budget year and may also be used for ensuing budget years if additional expenditures are required to maintain appropriate levels of service and exceed projected revenues.

The City Council has determined that additional fund balances be established to provide for unforeseen reductions in revenues in the current year if budgeted revenues are less than actual revenues, and expenditures including encumbrances, are greater than actual. The minimum amount of money to be held in fund balances should be ten percent (10%) of approved General Fund operating expenditures plus transfers out, three percent (3%) for the Capital Improvement Fund, zero percent (0%) for the Grant Funds, and five percent (5%) for all other funds. These fund balances can only be used with the permission of City Council or in the case of emergency or immediate public necessity deemed to exist by the City Manager. The established percent for fund balances by fund include the TABOR 3% emergency reserve, where appropriate.

### **Capital Improvement Funds**

The City has a significant financial investment in streets, public facilities, parks, natural areas, and other capital improvements. In past years, the City Council voiced a firm commitment to, and investment in, the City's capital projects. As a result, the City develops a Five-Year Capital Improvement and Preservation Plan (CIPP) that is updated annually.

Costs for the CIPP are estimated based on present value and funding sources are identified for each project. Operating and maintenance costs are identified at the time projects are approved. A variety of funding sources have been identified for capital improvements, including Jefferson County Open Space Revenues, Conservation Trust Funds, Urban Drainage and Flood Control District match, Capital Improvement Fund, Equipment Replacement Fund, Open Space, and a variety of grant funds.

The Capital Improvement Fund is the largest revenue source for the CIPP deriving its sources from one-sixth of the three percent (3%) sales tax from applicable areas within Lakewood and twenty-five percent (25%) of Lakewood's share of the State Highway User's Fund (gasoline tax). Other funding sources for the CIPP include:



## **2014 BUDGET AND FINANCIAL POLICIES (CONTINUED)**

### **Capital Improvement Funds (continued)**

- ❖ *Open Space* revenues from Lakewood’s attributable share of the Jefferson County Open Space one-half cent sales tax.
- ❖ *Conservation Trust* funds received from the City’s share of State Lottery proceeds and Intergovernmental Grants.
- ❖ *Community Development Block Grant (CDBG)* funds, which are federal funds that are required to be used to benefit low-to moderate-income residents of Lakewood.
- ❖ *Sewer Utility* funds, which are monies received from fees paid by utility customers and are restricted to the Sewer Utility.
- ❖ *Stormwater Utility* funds, which are monies received from fees paid by property owners and are restricted to the Stormwater Utility.
- ❖ *Equipment Replacement* funds, which are monies received from transfers or user chargebacks and are restricted to equipment replacement.
- ❖ *Various grant funds* (when available).

### **Debt Policies**

The City of Lakewood recognizes that the primary purpose of capital facilities is to support provision of services to residents. Using debt financing to meet the capital needs of the City must be evaluated according to two tests: efficiency and equity. The test of efficiency equates to the highest rate of return for a given investment of resources. The test of equity requires a determination of who should pay for the cost of capital improvements. In meeting the demand for additional capital facilities, the City strives to balance the load between debt financing and “pay as you go” methods. The City realizes failure to meet the demands of growth may inhibit its continued economic viability, but also realizes that too much debt may have detrimental effects.

Through the rigorous testing of the need for additional debt financed facilities and the means by which the debt will be repaid, the City strikes an appropriate balance between service demands and the amount of debt. The City uses lease purchase financing for the provision of new and replacement equipment, vehicles, and rolling stock to ensure the timely replacement of equipment and vehicles and to decrease the impact of the cost to the user department by spreading the costs over several years. This method is also used to acquire real property. The type of lease that the City uses is termed a conditional sales lease or capital lease, in effect a purchase rather than a rental of property. For purposes of securing credit ratings and monitoring annual debt service as a percentage of operating expenditures, lease purchase financing is considered a long-term liability of the City, although subject to annual appropriation, and therefore will be issued under the same conditions as long-term debt.

### **Cash Management and Investment Policy**

The City Charter and Colorado Law govern general provisions for the City’s investment strategies. The investment policy for the City shall apply to the investment of all general and special funds of the City of Lakewood over which it exercises financial control.



## **2014 BUDGET AND FINANCIAL POLICIES (CONTINUED)**

### **Cash Management and Investment Policy (continued)**

The City's objectives for cash management and investments are:

- ❖ Observe investment management objectives of safety, liquidity, and yield.
- ❖ Preservation of capital through the protection of investment principal.
- ❖ Maximization of cash available for investment.
- ❖ Maintenance of sufficient liquidity to meet the City's cash needs.
- ❖ Diversification of the types and maturities of investments purchased to avoid incurring unreasonable credit or market risk regarding a specific security, maturity periods, or institution.
- ❖ Maximization of the rate of return for prevailing market conditions for eligible securities.
- ❖ Conformance with all federal, state, and other legal requirements.

The City Charter assigns responsibilities for the collection of City funds and cash management functions to the City Treasurer (Director of Finance). The City Treasurer is responsible for the investment of all funds. Others within the Department of Finance may be assigned to assist in the cash management and investment functions.

The standard of prudence to be used for managing the City's assets is the "prudent investor" rule which states, "Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment considering the probable safety of their capital as well as the probable income to be derived".

The Finance Director and designees are authorized to invest funds of the City in accordance with the City Charter and Colorado Law in any of the following investments:

- 1) Investments that are legal for governmental entities as provided by Colorado Statute include:
  - ❖ Bonds or other interest-bearing obligations of the United States.
  - ❖ Bonds or other interest-bearing obligations, the payment of the principal and interest of which is unconditionally guaranteed by the United States.
  - ❖ Demand accounts, interest bearing savings accounts or certificates of deposit in one or more state banks, national banks having their principal office in this state or saving and loan associations having their principal office in this State which have been duly approved and designated.
  - ❖ Any Bankers' Acceptance that is issued by a state or national bank, which has a combined capital and surplus of at least two hundred fifty million dollars.



## **2014 BUDGET AND FINANCIAL POLICIES (CONTINUED)**

### **Cash Management and Investment Policy (continued)**

- ❖ Paper that, at the time of purchase, is rated in its highest rating category by one or more nationally recognized organizations which regularly rates such obligation.
  - ❖ Any interest in any local government investment pool organized pursuant to C.R.S. Section 24-75-601 and 701, et. seq., as amended.
- 2) Bonds or other interest bearing obligations of any agency of the United States.
  - 3) Repurchase Agreements fully collateralized by obligations of the United States or any agency thereof. As a matter of policy, the City must take delivery of the securities purchased through a repurchase agreement if the term of the agreement is greater than four days. If the term is less than four days, a bank or broker may hold the securities in safekeeping. Pledged securities under repurchase agreements must be based on market value, not face value. When entering a repurchase agreement where delivery is not required, the City shall obtain a safekeeping receipt for the specific security (ies) purchased. Repurchase agreements involving pooled collateral shall be avoided.
  - 4) Investment instruments defined in Colorado Statutes as eligible for the investment of police and pension funds and Police Duty Death & Disability funds.

Speculative investments are not allowed. The City does not purchase investments that, at the time of investment, cannot be held to maturity. This does not mean that an investment cannot be sold ahead of maturity.

No investment may be purchased for a maturity of greater than three years out of General Fund revenues. Longer investments may be needed for Police Pension, Duty Death & Disability, and bond fund proceeds.

To protect against potential fraud and embezzlement, the investments of the City of Lakewood consisting of direct obligations of the United States government or its agencies are secured through third-party custody and safekeeping procedures. Investment officials are bonded to protect the public against possible embezzlement and malfeasance.

### **Arbitrage Policy**

The purpose of this policy is to ensure compliance with the United States Treasury, Internal Revenue Service (IRS) Regulations. The IRS Code and Treasury Regulations were put into place to minimize the benefits of investing tax-exempt debt proceeds, thus encouraging expenditure for the governmental purpose and to remove the incentive to: Issue debt earlier than needed; Leave debt outstanding longer than necessary; and Issue more debt than necessary for a governmental purpose.

The City's policy is to spend debt issue gross proceeds using specific tracing by allocating debt proceeds to expenditures; comply with all applicable arbitrage provisions of the IRS; and perform rebate calculations for each applicable debt issue in a timely manner.



## **2014 BUDGET AND FINANCIAL POLICIES (CONTINUED)**

### **Risk Management**

The goal of the City's Risk Management Program is to protect the assets of the City and provide a safe work environment for the City's employees. This goal is accomplished by planning for the negative consequences of any decision, process, or action by using risk control, risk retention, and risk transfer strategies. More specifically, the main features of this program are as follows:

- ❖ Risk Management Staff delivers loss control programs such as defensive driving education, confined space entry education, safe lifting education, blood borne pathogens education, and a variety of other safety education measures to prevent or at least lessen the severity of workplace injuries, which saves money. Loss control also includes random audits of City facilities to detect safety hazards in order to make services safe for the public.
- ❖ City contracts are reviewed for the proper insurance requirements and to ensure the City is properly designated on the contractor insurance policy.
- ❖ Changes in the law at the federal and state level are monitored to determine if any changes affect the way the City delivers services, which in turn create a liability for the City.
- ❖ Financial resources are managed to pay for expected and unexpected losses. This includes managing a self-insurance fund to contain the cost of most losses and purchasing insurance policies to protect the City against catastrophic losses.
- ❖ The City complies with Colorado laws as they relate to operating a self-insurance program.
- ❖ Exposures in all City programs and services that may involve the City in future liabilities are monitored.

### **Self-Insurance**

The City Council has established four funds as part of a self-insurance program: Dental Self-Insurance Fund, Property and Casualty Self-Insurance Fund, Retiree's Health Program Fund, and Worker's Compensation Self-Insurance Fund. Because of the size of the City, the City Council recognizes that the City should budget for expected losses, as is practical, in all areas of liability. The City relies upon the Colorado Sovereign Immunity law in every instance applicable. The magnitude of expected losses and unexpected losses are projected by analyzing claims history, establishing a realistic reserve practice, and utilizing actuarial reviews by an independent actuary. Additionally, the City purchases catastrophic event coverage, minimizing the City's exposure to losses. The Budget will provide for the adequate funding of the City's self-insurance funds.

### **Community Planning Processes**

The City incorporates various other planning processes into the budget. These plans generally guide capital investment as either outside funding sources or fund balances become available. The following is a list of the plans currently used by the City:



## **2014 BUDGET AND FINANCIAL POLICIES (CONTINUED)**

### **Community Planning Processes (continued)**

- ❖ **Citizen Participation Plan:** In order for a jurisdiction to receive federal Community Development Block Grant (CDBG) and HOME Investment Partnership (HOME) grant funds, the U.S. Department of Housing and Urban Development (HUD) requires a citizen participation plan be adopted. The plan sets forth policies and procedures for citizen participation as it relates to the CDBG and HOME programs. The Plan is used by HUD, City staff, and residents as a tool to ensure all policies and procedures, relating to public participation for the CDBG and HOME programs, are being followed. The plan regulates the citizen participation policies and procedures for the CDBG and HOME programs only and does not pertain to the City of Lakewood's public participation procedures. The Citizen Participation Plan was created at the staff level, funded through CDBG and did not require the use of any of the City's General Fund.
- ❖ **Comprehensive Plan:** The Comprehensive Plan provides the vision for the development of Lakewood into the future. The Plan addresses land use, including residential, commercial, and office development, urban centers, economic development, transportation, parks, recreation, and open space. The Lakewood Comprehensive Plan sets a tone for and guides the development and re-development of the City. It's an advisory document that sets policies for the community. The Plan is used to respond to development proposals, as a work program for the Planning Department as well as to guide funding decisions including development of the Capital Improvement Program. The use of the Plan is ongoing by City staff throughout the organization, as well as residents and the business community. The Comprehensive Plan is a long-term vision and has been developed three times since the City's incorporation. As the community changes over time with re-development, changes in population, and changing needs, the Planning Department evaluates whether to update or rewrite the Comprehensive Plan. The Plan was funded through the General Fund for City staff time in the Planning budget when the Plan was written. The Plan is used as a guiding document for the Capital Improvement Program budget decisions.
- ❖ **Corridor Plan:** Corridor plans are created for areas along Lakewood's major streets. Examples include Wadsworth Boulevard, West Colfax Avenue, Kipling Boulevard, and other major corridors. These plans are created and/or updated when the City or a portion of the community recommends that a plan be created or updated. The plans provide an overall vision for the corridor. They identify the appropriate land uses and development densities along the corridors, generally within a block or two of the street. The plans may also suggest roadway and sidewalk/trail improvements that would improve the overall visual and pedestrian quality of the street. Corridor plans are used by City staff, the development community, and residents when a development is proposed along the corridor. These plans identify the appropriate land uses, development densities, and streetscape improvements and standards (widening, intersection improvements) that will be incorporated into the development. The plans are funded through the City's General Fund and may be used to prioritize project or project elements in the Capital Improvement Program. Corridor plans are generally created at the staff level but consultants have been hired for some of the City's plans.



## **2014 BUDGET AND FINANCIAL POLICIES (CONTINUED)**

### **Community Planning Processes (continued)**

- ❖ **Neighborhood Plan:** The enhancement and protection of Lakewood's neighborhoods are key goals of the City of Lakewood Comprehensive Plan. One avenue for achieving those goals is through the neighborhood planning process. Neighborhood planning is a collaborative effort between City staff, residents, and property owners of a neighborhood to identify goals to provide guidance about the future direction of a neighborhood. This effort helps to foster strong communities that are the building blocks of a vital and active city. A neighborhood plan is intended to serve as a policy document to provide guidance to City officials and City staff regarding decisions in the neighborhood involving public works, traffic, community safety, land use, and property maintenance. The intent of a neighborhood plan is to contribute to the economic, social, and physical well being of the neighborhood by serving as a tool for City staff to assist in enhancing the character and quality of the neighborhood. Implementation of goals identified in neighborhood plans helps to resolve neighborhood issues and concerns and assures a more stable and cohesive neighborhood.
  
- ❖ **One Year Action Plan:** The One-Year Action Plan is the City's annual Community Development Block Grant (CDBG) and HOME Investment Partnership (HOME) grant application to the U.S. Department of Housing and Urban Development (HUD). The CDBG and HOME grants are federal funds administered by HUD and allocated to communities to be used to address local housing and community development needs, primarily for low-to moderate-income persons. The plan provides an overview of the annual funding levels, projects, and programs that will be implemented the following program year. The plan is used by HUD, City staff, and residents to identify how the federal funds will be spent and also illustrate that the funded programs and projects follow the federal regulations and address Lakewood's identified community needs. The One-Year Action Plan is created at the staff level, funded through CDBG and does not require the use of any of the City's General Fund.
  
- ❖ **Station Area Plan:** Lakewood has been proactive in planning for future development around the West Corridor light rail line that became operational in early 2013. Plans have been adopted for areas surrounding four light rail stations in Lakewood (Sheridan, Wadsworth, Oak, and the Union Corridor). The plans identify appropriate land uses and development densities within approximately 1/2 mile of the stations. The plans also recommend pedestrian-friendly streetscapes and future roadway connections to and through the station areas. These plans are used as Comprehensive Plan Amendments in the vicinity of the four light rail stations to determine appropriate land uses and development densities. As development and redevelopment increases around these areas, the plans will assist City staff, the development community, and residents in guiding the development that occurs within the station area boundaries prior to and after the completion of construction of the West Corridor light rail line. The plans were funded through the City General Fund for City staff time in the Planning budget and may be used to prioritize project or project elements in the Capital Improvement Program.

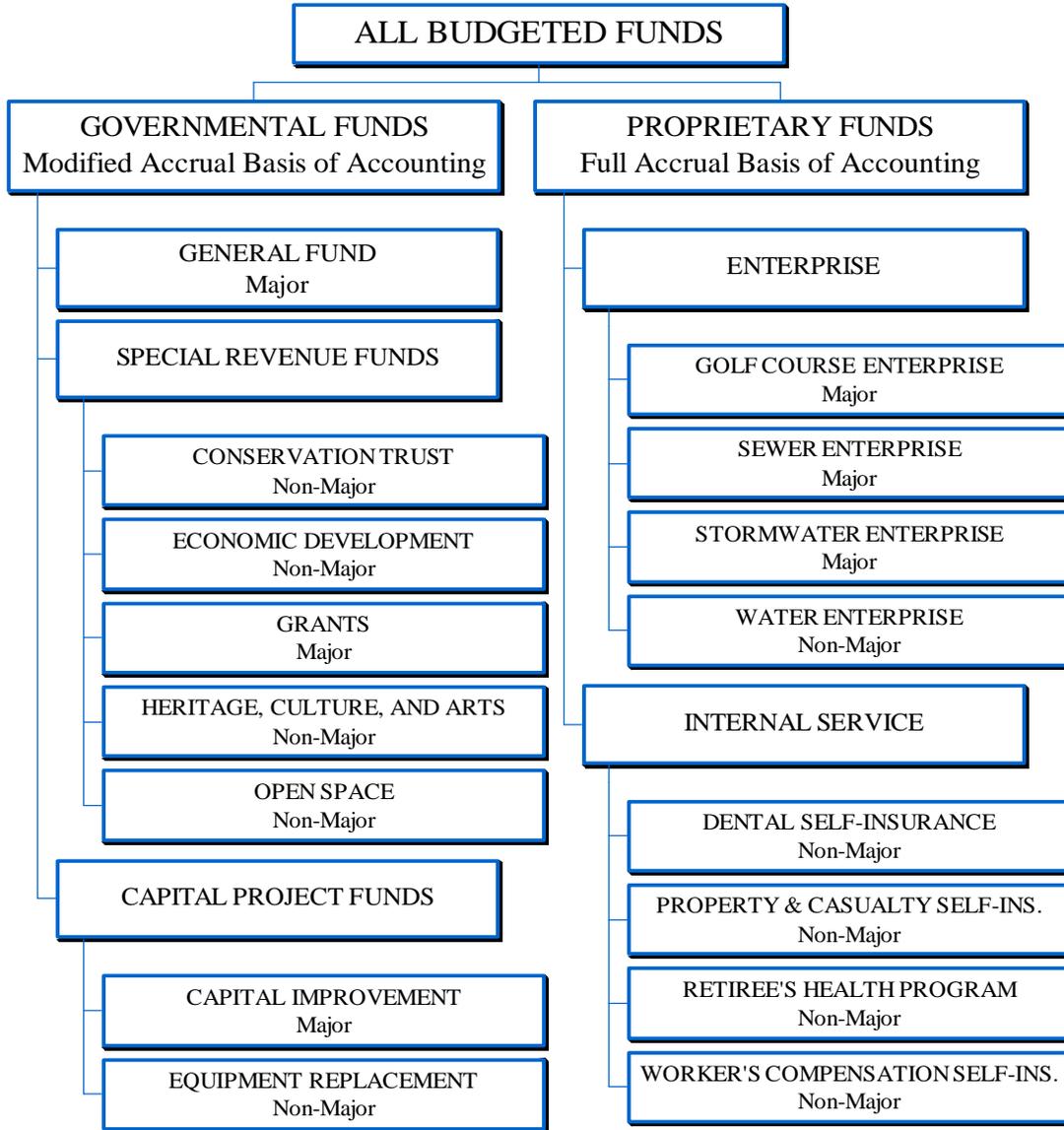


# **BUDGET OVERVIEW**



# CITY FUNDS

Fund Organization for the 2013 Revised Budget and 2014 Budget



*Notes:*

*Definitions for all of the above Funds can be found under the Fund Summary Tab or in the glossary under the Appendix Tab.*

*This budget document does not include the following funds due to either an appropriation not being required for the fund or the fund being a separate legal entity from the City: Lakewood Public Building Authority and Lakewood Reinvestment Authority.*



**ALL FUND TYPES**  
**2012 - 2014 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES**

	Total All Funds			
	2012	2013	2013	2014
	Actual	Budget	Revised	Budget
<b>REVENUES</b>				
Property Tax	\$ 7,573,830	\$ 7,986,944	\$ 7,547,241	\$ 7,547,241
Sales Tax	60,535,277	61,653,491	62,351,336	63,785,417
General Use Tax	3,149,230	3,304,844	3,304,666	3,380,673
Building Material Use Tax	2,472,057	2,265,556	2,461,514	2,518,129
Motor Vehicle Use Tax	5,025,185	4,805,042	5,456,701	5,456,701
Specific Ownership Tax	565,590	573,583	583,800	597,227
Tobacco Products Tax	364,123	366,364	357,782	357,782
Business & Occupation Tax	2,355,526	2,142,379	2,445,113	2,501,351
Franchise Charges & Other Taxes	6,187,090	7,272,100	6,387,090	6,387,090
Hotel Accommodation Tax	1,102,176	920,000	1,000,000	1,000,000
Licenses & Permits	2,730,119	2,538,045	2,871,525	2,933,524
Intergovernmental Revenue	21,216,982	18,228,638	24,671,452	22,860,658
Charges for Services	26,113,945	26,911,989	27,307,252	27,802,813
Fines & Forfeits	1,421,983	1,551,152	1,260,015	1,280,015
Investment Income	766,802	935,788	977,867	1,002,520
All Other Revenues	1,903,552	1,675,409	1,965,376	1,672,813
	<u>143,483,467</u>	<u>143,131,324</u>	<u>150,948,730</u>	<u>151,083,954</u>
<b>Total Revenues</b>				
<b>EXPENDITURES</b>				
Mayor and City Council	441,144	474,120	475,724	482,057
City Manager's Office	2,491,935	3,301,984	3,303,605	3,541,559
City Attorney's Office	1,461,783	1,598,632	1,579,305	1,617,937
City Clerk's Office	724,665	827,099	831,721	836,518
Community Resources	30,087,960	35,279,207	34,769,556	36,525,315
Employee Relations	1,334,563	1,598,574	1,569,630	1,628,529
Finance	2,307,011	3,837,324	3,875,994	3,992,976
Information Technology	5,577,945	6,000,615	6,274,038	6,090,418
Municipal Court	2,769,207	2,946,675	2,938,793	3,007,862
Planning	3,018,524	2,791,556	3,999,910	2,768,377
Police	41,702,295	43,465,848	43,308,216	45,308,726
Public Works	33,842,949	40,618,326	51,953,419	44,579,353
Non-Departmental	11,122,001	11,817,891	12,353,721	12,009,058
	<u>136,881,982</u>	<u>154,557,851</u>	<u>167,233,632</u>	<u>162,388,685</u>
<b>Total Expenditures</b>				
<b>OTHER FINANCING SOURCES (USES)</b>				
Operating Transfers In	5,822,000	4,389,160	4,423,859	3,551,343
Operating Transfers Out	(5,801,335)	(4,372,971)	(4,403,194)	(3,530,678)
Total Other Financing Sources (Uses)	<u>20,665</u>	<u>16,189</u>	<u>20,665</u>	<u>20,665</u>
Excess (Deficiency) of Financial Sources over Financial Uses	6,622,150	(11,410,338)	(16,264,237)	(11,284,066)
<b>FUND BALANCES/NET POSITION, BEGINNING OF YEAR</b>	<u>96,615,897</u>	<u>83,677,705</u>	<u>103,238,047</u>	<u>86,973,810</u>
<b>FUND BALANCES/NET POSITION, END OF YEAR</b>	<u>\$ 103,238,047</u>	<u>\$ 72,267,367</u>	<u>\$ 86,973,810</u>	<u>\$ 75,689,744</u>

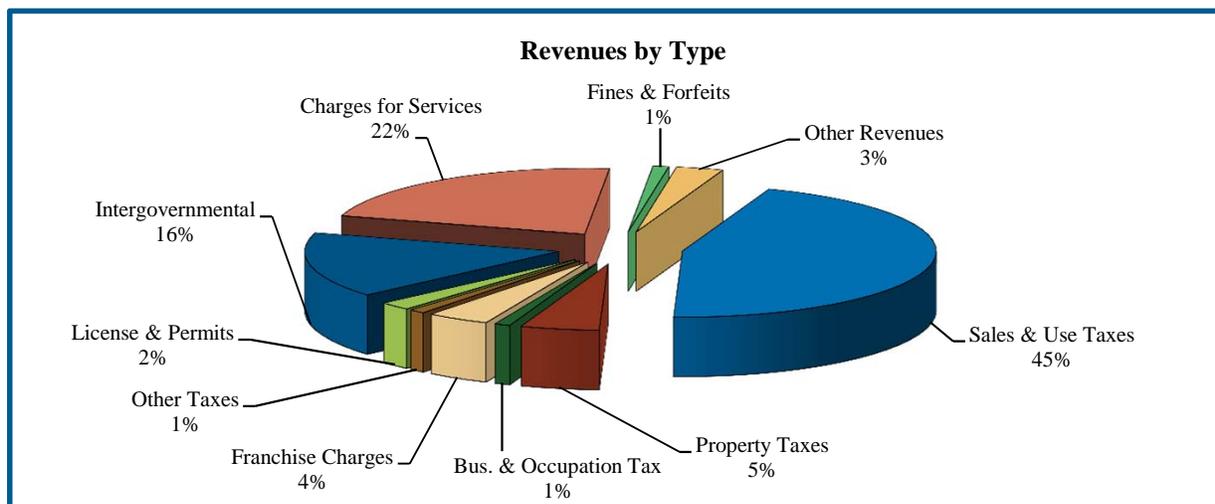
Note: General Fund includes restricted reserve of \$354,000 for Section 108 and 3% Tabor Emergency Reserves.



**CITY REVENUES SUMMARY  
BY ALL FUND TYPES  
2014 BUDGET**

Revenues	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Property Tax	\$ 7,547,241	\$ -	\$ -	\$ -	\$ -	\$ 7,547,241
Sales Tax	53,591,403	-	10,194,014	-	-	63,785,417
General Use Tax	2,817,115	-	563,558	-	-	3,380,673
Building Material Use Tax	2,098,357	-	419,772	-	-	2,518,129
Motor Vehicle Use Tax	4,547,069	-	909,632	-	-	5,456,701
Specific Ownership Tax	597,227	-	-	-	-	597,227
Tobacco Products Tax	357,782	-	-	-	-	357,782
Business & Occupation Tax	2,501,351	-	-	-	-	2,501,351
Franchise Chrgs/Other Taxes	6,387,090	-	-	-	-	6,387,090
Hotel Accomodation Tax	-	1,000,000	-	-	-	1,000,000
Licenses & Permits	2,933,524	-	-	-	-	2,933,524
Intergovernmental Revenue	4,665,730	16,280,496	1,914,432	-	-	22,860,658
Charges for Services	10,825,015	1,161,796	2,063,603	11,738,842	2,013,557	27,802,813
Fines & Forfeits	1,280,015	-	-	-	-	1,280,015
Investment Income	501,245	101,123	137,904	93,608	168,640	1,002,520
All Other Revenues	1,429,391	31,022	200,000	12,400	-	1,672,813
<b>Total Revenues</b>	<b>\$ 102,079,555</b>	<b>\$ 18,574,437</b>	<b>\$ 16,402,915</b>	<b>\$ 11,844,850</b>	<b>\$ 2,182,197</b>	<b>\$ 151,083,954</b>

**% of All Funds**                      **67.6%**                      **12.3%**                      **10.9%**                      **7.8%**                      **1.4%**



Descriptions of individual revenue sources are in the following Revenue Comments in the order of the table above. Revenue Comments also include the forecasting method for each revenue source highlighted.



**REVENUE OVERVIEW**

The City diligently works to maintain a strong, diverse revenue base recognizing that a dependence upon any individual revenue source would make revenue yields more vulnerable to economic cycles. All revenues are conservatively projected and are monitored and updated as necessary. The City utilized the Colorado Legislative Council’s Economics Staff’s “Economic and Revenue Forecast” dated March 18, 2013 as the primary source for forecasted Denver-Boulder-Greeley Consumer Price Index (CPI). In conjunction with the Economics Staff’s report, the City uses historical trends, current trends, judgmental forecasting, and unique adjustments (i.e. new retail, new fees, data from a specific source, etc.). Additionally, the City considers reports published by economists in the Colorado State Office of Planning and Budgeting. City Council reviewed the various forecasting methods and devised a rate supported by the Economic and Revenue Forecast in conjunction with the City’s historical and current trends. The methodology used for each revenue type is further explained under each revenue type. The following table identifies the CPI and City Council’s Rate for each year from 2013 to 2018 that were used in forecasting:

<b>Year</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
<b>Consumer Price Index (CPI)</b>	2.20%	2.30%	2.40%	n/a	n/a	n/a
<b>City Council Rate</b>	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%

For 2013, the 5.2 percent (5.2%) revenue increases are primarily from intergovernmental revenues or grants for streets, traffic engineering, energy conservation, public safety, and family services (\$3.4 million), sales tax revenues (\$1.8 million), charges for services (\$1.2 million), and motor vehicle use tax (\$.4 million). These increases are offset by lower fines and forfeits (-\$.2 million) and lower hotel accommodation taxes (-\$.1 million). For 2014, revenues are basically flat with the 2013 Revised Budget with reductions in intergovernmental revenues (-\$1.8 million). These reductions are offset by increases to sales tax revenues (\$1.4 million) and charges for services (\$.5 million).

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

<b>Year</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Revenue Inc (Dec)	(3.9%)	.5%	1.4 %	(1.2%)	5.2%	.1%	(1.2%)	1.4%	1.5%	1.3%

**TABOR (Taxpayers’ Bill of Rights)**

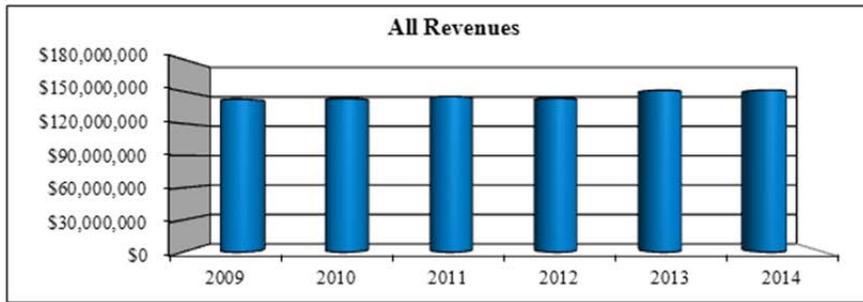
A substantial portion of the City’s revenues are limited by the Taxpayers Bill of Rights. The qualified revenues are limited to growth by an amount equal to the prior year’s CPI plus local growth and any amount above the TABOR limit would be subject to refunding. The current year budget and the forecasted years all assume that the City’s revenue growth will not exceed the TABOR growth factors, thus not triggering a refund. The City Council referred, and voters approved, a ballot initiative in November 2006 that exempts certain Grant and Open Space revenues from TABOR limits. The City has identified that certain Grant and Open Space can be the most volatile revenues within the current TABOR qualified limits. By exempting these revenues from potential refunds, this allows the City to retain and spend the dollars in accordance with the intent of the Grant or Open Space objective. No TABOR refund was required for 2012.



### REVENUE OVERVIEW (CONTINUED)

#### Taxes, Licenses, Intergovernmental Revenues, and Fees and Charges:

The following graph depicts revenues for the prior four years of historical data, the estimate for the current year, and the estimated revenues for the 2014 Budget. Intergovernmental revenues continue to be the most volatile of the revenue types.



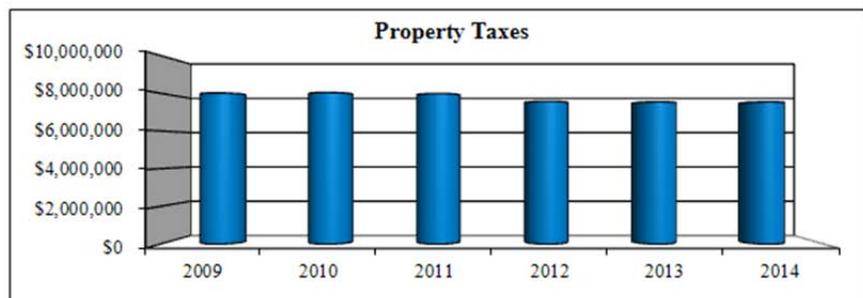
Year	All Revenues	% Chg
2009	\$142,566,552	
2010	\$143,250,426	0.48%
2011	\$145,190,247	1.35%
2012	\$143,483,467	-1.18%
2013	\$150,948,730	5.20%
2014	\$151,083,954	0.09%

Following are descriptions of the City’s revenue resources, associated forecasting assumptions, and revenue trends by revenue type for all funds.

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

The mill levy rate for Lakewood in 2014 will remain at the 2013 level of 4.711 mills. A mill is one-tenth of one cent. In other words, one mill represents \$1 for every \$1,000 in assessed property value. The mill levy is multiplied by the assessed valuation of a property to calculate the property tax. The City of Lakewood’s mill levy has been 4.711 since 1991, with the exception of a temporary levy reduction to 4.67 mills in 1997 when the City exceeded the property tax revenue limits established by TABOR.

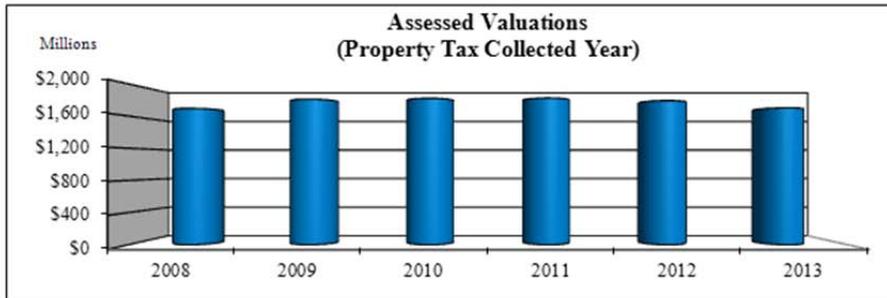
Property Taxes are forecasted for 2013 and 2014 based on assessed valuations as determined by Jefferson County and applying the City’s current mill levy rate. Judgmental forecasting was used to forecast the Property Taxes for 2015 through 2018 using historical data and current economic events. After 2006, the City is not exempt from this portion of TABOR. Any revenues subject to the limitation will be refunded to Lakewood citizens. Estimated Revenues for 2014 are \$7,547,241.



Year	Property Taxes	% Chg
2009	\$8,017,422	
2010	\$8,039,443	0.27%
2011	\$7,986,944	-0.65%
2012	\$7,573,830	-5.17%
2013	\$7,547,241	-0.35%
2014	\$7,547,241	0.00%



**REVENUE OVERVIEW (CONTINUED)**



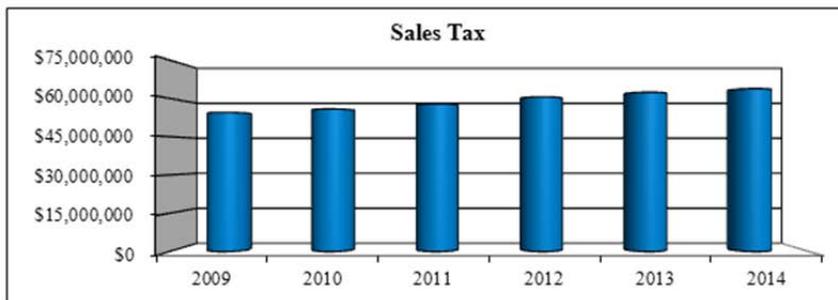
Property Assessed		
Year	Valuations	% Chg
2008	\$1,694,689,820	
2009	\$1,808,506,450	6.72%
2010	\$1,819,708,520	0.62%
2011	\$1,822,883,110	0.17%
2012	\$1,792,154,080	-1.69%
2013	\$1,701,819,508	-5.04%

**Sales Tax** - The City of Lakewood collects a 3 percent (3%) tax on sales of tangible personal property and specific services. Sales Taxes are collected by the retailer and are reported directly to the City on either a monthly, quarterly, or annual basis.

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

Sales Taxes represent approximately 52.5 percent (52.5%) of the City’s general operating revenues and 58.7 percent (58.7%) of the capital projects revenues after removing a portion applicable to developer reimbursements. Lakewood’s economy is diverse and businesses are relatively stable and continue to provide a strong base for sales tax revenues.

Sales Taxes are forecasted using CPI plus judgmental forecasting for 2013 Revised and is up 3 percent (3.0%) from 2012 actuals due to the benefit of analyzing approximately six months of sales tax receipts and for the 2013 year only, relies more heavily on this current activity. Sales tax for 2013 Revised increased over 2012 actuals primarily due to year-to-date activity. The CPI growth rate of 2.3 percent (2.3%) was used for 2014 and 2.4 percent (2.4%) for 2015. The City Council Rate of 2 percent (2%) increase was used for 2016 through 2018. Estimated revenues for 2014 are \$63,785,417.



Year	Sales Taxes	% Chg
2009	\$54,458,580	
2010	\$55,797,440	2.46%
2011	\$57,865,724	3.71%
2012	\$60,535,277	4.61%
2013	\$62,351,336	3.00%
2014	\$63,785,417	2.30%

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



**REVENUE OVERVIEW (CONTINUED)**

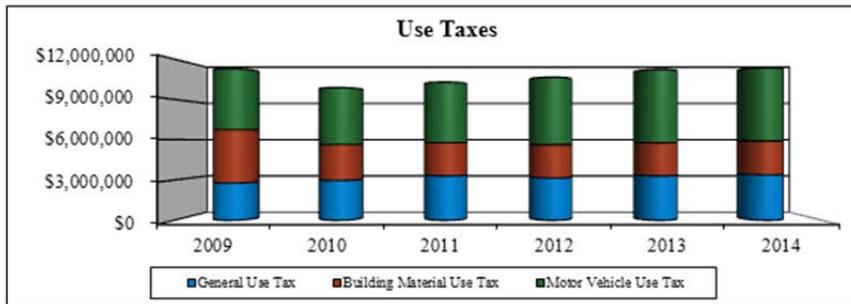
Lakewood use tax totals 3 cents on every dollar and is distributed in the same manner as the sales tax. Use taxes represent approximately 9.3 percent (9.3%) of the City’s general operating revenues and 13.3 percent (13.3%) of the capital improvement revenues.

*General Use Taxes* are forecasted for 2013 to remain the same as the original 2013 Budget based on current year activity. General Use Taxes for 2014 assumes a CPI increase of 2.3 percent (2.3%) and 2015 assumes a CPI increase of 2.4 percent (2.4%). A City Council rate of two percent (2%) is applied for 2016 through 2018.

*Building Materials Use Taxes* are expected to decrease for 2013 based on current year-to-date activity. The Building Material Use Tax for 2014 assumes a CPI increase of 2.3 percent (2.3%). A City Council rate of two percent (2%) is applied for 2015 through 2018.

*Motor Vehicle Use Tax* is forecasted for 2013 reflecting an increase of 8.6 percent (8.6%) based on current year-to-date activity. The Motor Vehicle Use Tax for 2014 remains the same as for 2013. A City Council rate of two percent (2%) is applied for 2015 through 2018.

Estimated revenues of the combined three (3) use taxes above for 2014 are \$11,355,503.



Year	Use Taxes	% Chg
2009	\$11,276,564	
2010	\$9,872,995	-12.45%
2011	\$10,280,750	4.13%
2012	\$10,646,472	3.56%
2013	\$11,222,881	5.41%
2014	\$11,355,503	1.18%

**Specific Ownership Tax** - The Specific Ownership Tax is paid by owners of motor vehicles, trailers, semi-trailers, and trailer-coaches in lieu of all ad valorem taxes on motor vehicles. The amount of the tax paid is a function of the class, age, and value of the vehicle. Generally, the amount of tax paid decreases with the age of the vehicle.

Specific Ownership Taxes for Class A vehicles, which includes any motor vehicle, truck, truck tractor, trailer or semi-trailer used to transport persons or property over public highways for compensation are paid to the State. Specific Ownership Taxes are distributed to each city/district based on the entity’s percentage of the total property tax dollar warrant as a percent of the total tax dollar warrant for the entire County.

Specific Ownership Tax forecasted for 2013 is an increase of 3.2 percent (3.2%) over 2012 actuals based on current year activity. The CPI growth rate of 2.3 percent (2.3%) is used for 2014 and the CPI rate of 2.4 percent (2.4%) is used for 2015. A City Council Rate of 2 percent (2%) increase is used for 2016 through 2018. The Specific Ownership Tax estimated for 2014 is \$597,227.

**Tobacco Products Tax** - The State of Colorado taxes wholesale distributors of tobacco products at the rate of 84 cents per pack. State tax stamps are issued to the distributors as evidence of payment. Each year an amount of State funds from the tax on tobacco products is distributed to counties and municipalities that do not impose any fee, license, or tax on cigarettes.



**REVENUE OVERVIEW (CONTINUED)**

The amount received is based on the proportion of State sales tax collected in each municipality. Tobacco Products Tax is forecasted for 2013 is less than the 2012 actuals based on current year activity. The 2014 forecast remains the same as 2013 and that amount is kept flat for 2015 through 2018. The 2014 budgeted revenues are estimated to be \$357,782.

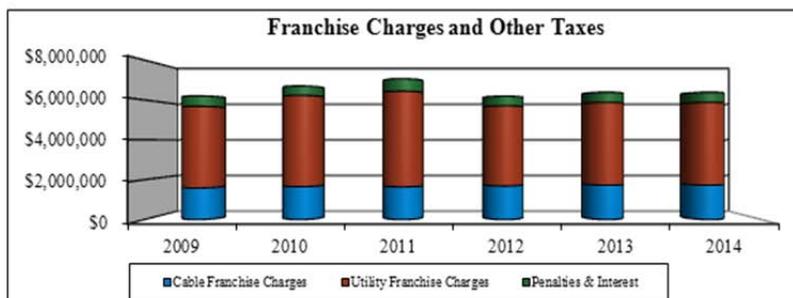
**Business and Occupation Tax** - The Business and Occupation Tax is levied upon a business for providing basic local telecommunications service. The City adopted an ordinance in 1996 establishing the tax levy at \$716,937 adjusted each year thereafter based on the percentage change in the U.S. Bureau of Labor Statistics Consumer Price Index for Denver-Boulder-Greeley. Each additional provider is required to pay the tax on the per-line formula established in the ordinance.

Business and Occupation Tax is forecasted for 2013 with a 3.8 percent (3.8%) increase over 2012 actuals based on current year activity. The 2014 forecast assumes the CPI increase of 2.3 percent (2.3%) and 2015 assumes the CPI increase of 2.4 percent (2.4%). A City Council rate of 2 percent (2%) is used for 1026 through 2018. Revenues for 2014 are estimated to be \$2,501,351.

**Franchise Charges** - The City maintains two specific franchise charges, Cable Television Franchise Charge and Gas/Electric Franchise Charges:

*Cable Television Franchise Charge* - This fee is compensation for the benefits and privileges granted under the Cable Television Franchise Agreement. The fees are in consideration of permission to use City streets and rights-of-way for the provision of cable services. Throughout the duration of the Agreement, the fee is established at five percent (5%) of gross subscriber revenues of which the City currently has approximately 33,700 subscribers. Cable Television Franchise Charge is forecasted for 2013 to be up 2.3 percent (2.3%) from 2012 actuals given current collections. The forecast remains the same for 2014 through 2018. Revenues for 2014 are estimated to be \$1,724,514.

*Gas/Electric Franchise Charge* - The City currently has a nonexclusive franchise agreement with Xcel Energy for the right to furnish, sell, and distribute natural gas and electricity to residents and businesses within the community. The agreement provides Xcel Energy with access to public property to provide these services. In consideration for this franchise, the Company pays the City a sum equal to three percent (3%) of all revenues received from the sale of natural gas and electricity. Gas/Electric Franchise Charge is forecasted for 2013 to be up 3.2 percent (3.2%) from 2012 actuals given current collections. The forecast remains the same for 2014 through 2018. Revenues for 2014 are estimated to be \$4,151,609.



Franchise		
Year	Charges	% Chg
2009	\$6,200,758	
2010	\$6,699,177	8.04%
2011	\$7,061,942	5.42%
2012	\$6,187,090	-12.39%
2013	\$6,387,090	3.23%
2014	\$6,387,090	0



## **REVENUE OVERVIEW (CONTINUED)**

***Hotel Accommodation Tax*** - The City imposes a 3 percent (3%) accommodations tax. This is in addition to the City's sales tax and is applied to charges for sleeping rooms or accommodations in the City if the occupancy is for a period of less than 30 consecutive days. The revenues collected are specifically reserved for economic development within the City.

Hotel Accommodation Tax is forecasted for 2013 with an increase of 8.7 percent (8.7%) compared to 2012 actuals given the current year's collection activity and remaining flat for 2014 through 2018. Revenues for 2014 are estimated at \$1,000,000.

***Licenses & Permits*** – Licenses & Permits are established by ordinance that allows the City to collect various licenses or permit fees. These licenses or permit fees allow the purchaser to perform or provide specific services or goods within the City. There are several types of licenses and permits required within the City. The following identifies the more significant licenses or permit fees.

*Contractor's Registration* – This is an annual registration fee for all construction contractors doing business within the boundaries of the City.

Contractor's Registrations for 2013 are forecasted to increase 27.7 percent (27.7%) over the 2012 actuals. The CPI growth rate is used for the 2014 and 2015 forecasts. The City Council Rate is used for 2016 through 2018. Estimated revenues for 2014 are \$395,392.

*Building Permit Fees* – Building Permit Fees are based on the dollar valuation of the construction work to be performed. The valuation is determined using the cost per square foot published in the International Conference of Building Officials (ICBO) Building Standards magazine and by using the Colorado regional modifier for all new construction. Permit fees are established by resolution and are budgeted based on local economic trends. New permit fees went into effect July 1, 2012 based on approval of Resolution 2012-21.

Building Permit Fees for 2013 are forecasted using unique adjustments based on current year's activity, known activity for balance of year, and the new permit fees that went into effect July 1, 2012. The CPI growth rate was used for 2014 and 2015 forecasts. The City Council Rate was used for 2016 through 2018. Estimated revenues for 2014 are \$1,951,836.

*Other Non-Business Permits* – Other Non-Business Permits are forecasted for 2013 with a decrease of 45 percent (-45%) from the 2012 actuals. This decrease is largely due to the hail storm in July of 2011 that reflected an increase in roofing permits during 2011 and into 2012. The hail storm impacted some 7,000 structures. The forecast for 2014 and 2015 assumes the CPI growth rate while the forecasts for 2016 through 2018 used the City Council Rate of increase. Estimated revenues for 2014 are \$201,894.

### ***Intergovernmental Revenues:***

***Conservation Trust (Lottery) Proceeds*** – Municipal lottery proceeds are based upon the most current population estimates prepared by the Division of Local Government. Funds can only be used for the acquisition, development, and maintenance of new conservation sites, or for capital improvements to or maintenance of recreational purposes on any public site.



## **REVENUE OVERVIEW (CONTINUED)**

Lottery Proceeds are forecasted using judgmental forecasting and for 2013 are forecasted to decrease by 8.6 percent (-8.6%) under the 2012 receipts and remaining flat for 2014 through 2018. Estimated revenues for 2014 are \$1,300,000.

**County Road & Bridge** – Jefferson County imposes a separate countywide mill levy, set by the County Commissioners, for construction and maintenance of roads and bridges. Funds are shared with local governments and are distributed based on the percent of assessed valuation to total countywide assessed valuation.

County Road & Bridge is forecasted for 2013 to decrease by 17.6 percent (-17.6%) from 2012 primarily based on year-to-date activity. The amount remains flat for 2014 through 2018 forecasts. Estimated revenues for 2014 are \$1,119,800.

**Highway User's Tax** – The Highway User's Tax (HUT) is state collected locally shared revenue. HUT revenues are based on a variety of formulas that include revenues based on motor fuel taxes, driver's license, and motor vehicle registration fees. The HUT is distributed monthly among the state, counties, and municipalities based on a formula that takes into account the number of vehicles registered and the miles of streets in each municipality relative to the same data in other municipalities. These funds may be spent on new construction, safety, reconstruction, improvement, repair and maintenance, and capacity improvements. These sources may not be used for administrative purposes.

Highway User's Tax is forecasted for 2013 with a decrease of 1.7 percent (-1.7%) under 2012 actuals primarily due to current year activity and remains flat for 2014 through 2018. Estimated revenues for 2014 are \$3,657,727.

**FASTER Fees** – The FASTER (*Funding Advancement for Surface Transportation and Economy Recovery*) Fees are state collected locally shared revenues that became effective July 1, 2009. FASTER revenues are collected at time of motor vehicle registration. There are two parts to this revenue, a road safety surcharge and a bridge safety surcharge. Both surcharges are based on vehicle weight; however, the road safety surcharge is the only one allocated to counties and municipalities. The bridge safety surcharge goes into a Bridge Enterprise Fund at the State level that can be accessed via loans or grants to the counties or municipalities. These funds must be spent on highways defined as road and related improvements and services. A more detailed definition is available from the Colorado Revised Statute 43-4-801(14).

FASTER Fees are forecasted for 2013 reflecting a 2.1 percent (2.1%) increase based on current year activity and remaining flat for 2014 through 2018 forecasts. Estimated revenues for 2014 are \$1,000,000.

**Jefferson County Open Space Attributable Share** – A countywide one-half cent (.5¢) sales tax is imposed on tangible personal property or taxable services purchased at retail in the County. Portions of the net proceeds from the sales tax after deducting for administrative expenses, is attributable to municipalities located within Jefferson County. The amount attributable is based on the ratio of automobile registrations in each municipality as a percent to the total registrations in the county.



## **REVENUE OVERVIEW (CONTINUED)**

Jefferson County Open Space Attributable Share utilizes judgmental forecasting and for 2013 a 2.7 percent (-2.7%) decrease compared to 2012 actuals. A .5 percent (.5%) increase is forecasted for 2014 and 1.5 percent (1.5%) for 2015 through 2018 based on information derived from the County. The forecasted change in revenues is different from the City's forecasted sales tax revenue because the countywide tax base is broader in nature and anticipates population growth. The City's anticipated share for 2014 is \$4,171,165.

***Motor Vehicle Registration Fees*** – Motor Vehicle Registration Fees are State imposed on the registration of a vehicle. Fees are primarily based on the weight of the vehicle (as published by the manufacturer) and the age of the vehicle. In addition to the base fees, there are other add-on fees that are imposed. The revenue received by a county, city, or town is “actual” fees collected for the month based on the number and type of vehicles registered. Motor Vehicle Registration Fees are expected to remain at the same level as the original 2013 budget for 2013 through 2018. The City anticipates \$492,635 for motor vehicle registration fees for 2014.

***Community Development Block Grant*** – An annual federal grant used to develop viable urban communities by providing decent housing, a suitable living environment, and expanded economic opportunities principally for low-to moderate-income persons.

The Community Development Block Grant awarded to the City for 2013 was \$939,022. It is anticipated that the amount will decrease slightly in 2014 and remaining at that level through 2018. The amount available for 2013 spending is \$1,141,640 (includes carry over) and 2014 is \$880,000.

***Head Start Grant*** – Head Start Grant is a federal grant that serves the child development needs of pre-school children with the overall goal of increasing school readiness of young children ages three to five in low-income families.

The Head Start Grant is forecasted for 2013 with a substantial increase over the 2012 amounts largely due to carry over funds and approximately a 30.5 percent (-30.5%) decrease for 2014 with 2015 through 2018 remaining at that same level. Estimated revenues for 2014 are \$1,040,103.

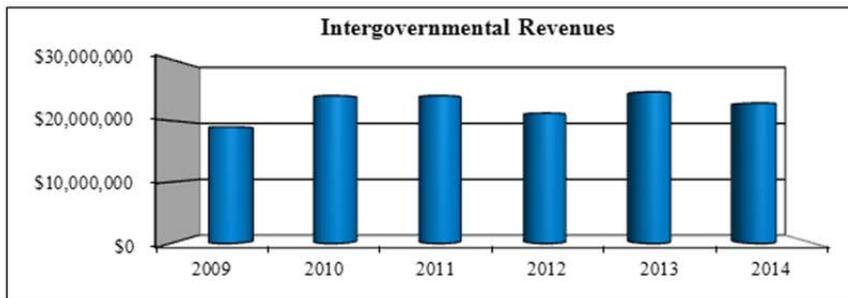
***Auto Theft Task Force*** – The Auto Theft Task Force is a multi-agency task force. The Task Force accelerates auto theft investigations, prosecutions, and public awareness to reduce vehicle theft in Colorado. Estimated revenue for 2014 is \$1,200,000.

***911 Authority Local Grants*** – The 911 Authority Board is made up of ten public safety answering points in Jefferson County, Colorado. The board controls the authorization of expenditures of surcharge funds received from telephone services for 911 phone-related public safety needs. Estimated revenue for 2014 is \$738,228.

***Additional Grants*** – The City is awarded numerous federal, state, and local grants that are used to supplement the City's core activities specifically for infrastructure and programming. These additional grants for 2014 amount to \$7,261,000.



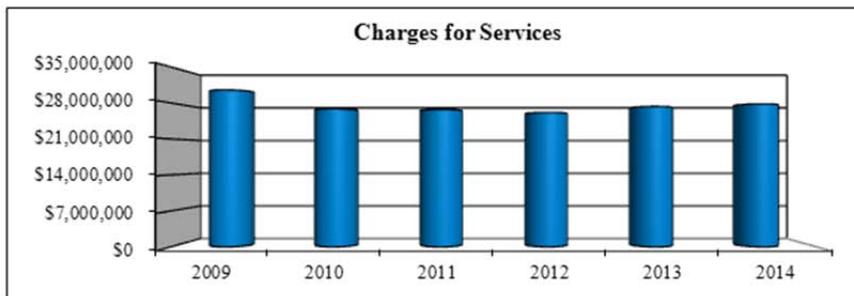
**REVENUE OVERVIEW (CONTINUED)**



Intergovernmental		
Year	Revenues	% Chg
2009	\$18,971,058	
2010	\$24,066,323	26.86%
2011	\$24,072,286	0.02%
2012	\$21,216,982	-11.86%
2013	\$24,671,452	16.28%
2014	\$22,860,658	-7.34%

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

Charges for Services are forecasted for 2013 based on current year’s activity and a slight increase is anticipated for 2014 through 2018. Estimated revenues for 2014 are \$27,802,813.



Charges for		
Year	Services	% Chg
2009	\$30,512,295	
2010	\$26,842,108	-12.03%
2011	\$26,721,322	-0.45%
2012	\$26,143,833	-2.16%
2013	\$27,307,252	4.45%
2014	\$27,802,813	1.81%

**Fines and Forfeits** – The Municipal Court assesses fees to parties found guilty of any municipal offense through the court system.

Fines and Forfeits are forecasted for 2013 based on current year activity with a decrease from 2012 actuals. Forecasted Fines and Forfeits for 2014 reflects an increase of 1.6 percent (1.6%) and reduced slightly for 2015 through 2018. There is \$1,280,015 budgeted as revenue for 2014.

**Investment Income** – The City’s reserve funds are invested in accordance with the Colorado Revised Statute and the City Charter and interest is allocated to the appropriate fund on a quarterly basis.

Investment Income is forecasted based on historical and anticipated yields for the two-year Treasury bond. The City considers the ten year average of the two year Treasury bond constant maturity index. The expected yield is then applied to the applicable reserves. Estimated investment income for 2014 is \$1,002,520.

**All Other Revenues** – Other revenues consist of sale of fixed assets, donations, refunds and rebates, rental income, pledged funds, and all other miscellaneous revenues received by the City.

All Other Revenues are forecasted using unique adjustments based on significant known factors for 2013 through 2018. Estimated revenues for 2014 are \$1,672,813.



## Federal, State, and Local Grant Revenues

Grant Title	2013 Revised	2014 Budget	Source
Child & Adult Care Food Program	\$ 85,000	\$ 85,000	Federal
Community Development Block Grant (CDBG)	1,140,640	880,000	Federal
Emergency Management Grant	40,000	35,000	Federal
EPA Brownsfield Grant	450,000	450,000	Federal
EUDL-Federal	14,285	-	Federal
Fed Hazard 14 <sup>th</sup> & Lamar <i>(Additional funds of \$210,000 from Capital Improvement Fund)</i>	990,000	-	Federal
Fed Hazard Kipling Sigs @ Kentucky/ Dartmouth	-	570,000	Federal
Fed'l Match Kipl Wads Bike Path <i>(Additional funds of \$1,860,000 from Capital Improvement Fund)</i>	-	-	Federal
Fed'l Match Union 4th to 6th <i>(Additional funds of \$359,000 from Capital Improvement Fund)</i>	591,000	-	Federal
Fed'l TEA-21 C470 Bike Path Extension <i>(Additional funds of \$5,000 from Capital Improvement Fund )</i>	-	-	Federal
Fed'l TEA-21 Colfax/Simms <i>(Additional funds of \$40,000 from Capital Improvement Fund)</i>	50,000	-	Federal
Fed'l TEA-21 Kipling/Colfax <i>(Additional funds of \$300,000 from Capital Improvement Fund )</i>	-	-	Federal
Fed'l TEA-21 Traffic Signals <i>(Additional funds of \$25,450 from Capital Improvement Fund and \$29,500 from State Grant)</i>	-	445,050	Federal
Fed'l TEA-21 Wadsworth Blvd Traffic Detection <i>(Additional funds of \$52,068 from Capital Improvement Fund)</i>	210,000	-	Federal
Fed'l TEA-21 Weir Gulch Tr/Wads <i>(Additional funds of \$30,000 from Capital Improvement Fund)</i>	-	-	Federal
HIDTA Grant Federal	274,200	330,100	Federal
HOME Administration	729,581	-	Federal
JAG-Domestic VIR-Fed'l	17,796	-	Federal
JAG-Fed'l- Boys & Girls Club	27,515	32,000	Federal
JAG-Juvenile AIL 2009-Fed'l	3,780	-	Federal
JAG 2010-Federal	25,507	-	Federal
JAG 2011-Federal	67,438	-	Federal
JAG 2012-Federal	92,172	-	Federal



## Federal, State, and Local Grant Revenues (continued)

Grant Title	2013 Revised	2014 Budget	Source
JAG 2013-Federal	82,274	-	Federal
JAG-Sub Abuse Youth 2010 Fed'l	6,739	-	Federal
Lakewood Head Start Program	1,495,855	1,040,103	Federal
Pending Grants-CR	1,725	121,500	Federal
Pending Grants-PW <i>(Additional funds of \$960,000 from Capital Improvement Fund)</i>	-	3,840,000	Federal
Seatbelt Grant Federal	-	6,000	Federal

<b>Subtotal of Federal Grant Revenues</b>	<b>\$ 6,395,507</b>	<b>\$ 7,834,753</b>	
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Auto Theft Task Force	1,155,206	1,279,000	State
Checkpoint & DUI POS -State	35,000	25,000	State
LEAF Grant	15,708	15,000	State
260 Union Ped Signal- State FASTER <i>(Additional funds of \$73,000 from Capital Improvement Fund)</i>	153,000	-	State

<b>Subtotal of State Grant Revenues</b>	<b>\$ 1,358,914</b>	<b>\$ 1,319,000</b>	
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911 Authority	\$ 491,228	\$ 738,228	Local
Downtown Lakewood Connectivity-RTD	100,057	-	Local
Open Space Miscellaneous Grant	45,250	237,500	Local
SCFD Tier II Grant	230,000	230,000	Local
Sheridan Catalytic Project	360,366	-	Local

<b>Subtotal of Local Grant Revenues</b>	<b>\$ 1,226,901</b>	<b>\$ 1,205,728</b>	
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<b>Total All Grant Revenues</b>	<b>\$ 8,981,322</b>	<b>\$ 10,359,481</b>	
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## Notes:

Refer to Glossary for acronym definitions

Grants can require City matched funding. Grant revenues may have been spent in prior periods.



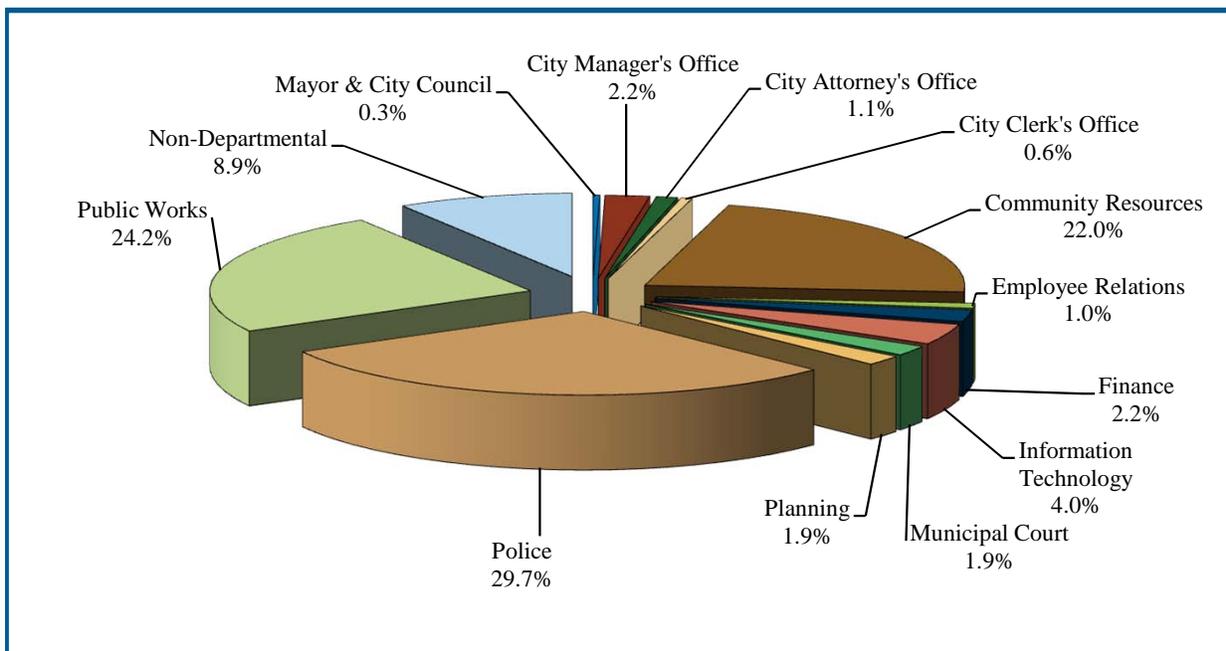
**CITY BUDGET SUMMARY**  
**BY ALL FUND TYPES, BY DEPARTMENT, AND BY PROGRAM**  
**2014 BUDGET**

City Department By Program	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
<b>Mayor and City Council</b>	\$ 482,057	\$ -	\$ -	\$ -	\$ -	\$ 482,057
<b>City Manager's Office</b>	<b>2,373,507</b>	<b>978,052</b>	<b>190,000</b>	-	-	<b>3,541,559</b>
City Management	990,133	-	-	-	-	990,133
Communications	1,036,356	-	190,000	-	-	1,226,356
Economic Development	-	978,052	-	-	-	978,052
Strategic Initiatives	347,018	-	-	-	-	347,018
<b>City Attorney's Office</b>	<b>1,617,937</b>	-	-	-	-	<b>1,617,937</b>
<b>City Clerk's Office</b>	<b>836,518</b>	-	-	-	-	<b>836,518</b>
<b>Community Resources</b>	<b>17,061,864</b>	<b>9,732,049</b>	<b>4,726,602</b>	<b>5,004,800</b>	-	<b>36,525,315</b>
Community Resources Administration	848,772	121,500	-	-	-	970,272
Family Services	3,051,456	1,221,103	-	-	-	4,272,559
Golf Course Operations	-	-	-	5,004,800	-	5,004,800
Heritage, Culture & the Arts	-	2,584,133	-	-	-	2,584,133
Planning, Construction, & Maintenance	4,144,000	2,358,037	4,721,602	-	-	11,223,639
Recreation	4,863,442	-	-	-	-	4,863,442
Regional Parks Operations	584,004	936,315	-	-	-	1,520,319
Urban Parks Operations	3,570,190	2,510,961	5,000	-	-	6,086,151
<b>Employee Relations</b>	<b>1,628,529</b>	-	-	-	-	<b>1,628,529</b>
<b>Finance</b>	<b>3,909,922</b>	<b>37,645</b>	<b>45,409</b>	-	-	<b>3,992,976</b>
Finance Administration	550,013	-	-	-	-	550,013
Accounting	731,989	37,645	-	-	-	769,634
Property & Purchasing Services	1,174,425	-	45,409	-	-	1,219,834
Revenue	1,453,495	-	-	-	-	1,453,495
<b>Information Technology</b>	<b>4,948,461</b>	-	<b>1,141,957</b>	-	-	<b>6,090,418</b>
<b>Municipal Court</b>	<b>3,007,862</b>	-	-	-	-	<b>3,007,862</b>
Municipal Court Administration	283,551	-	-	-	-	283,551
Court Marshal	589,376	-	-	-	-	589,376
Judicial	466,505	-	-	-	-	466,505
Probation Services	660,586	-	-	-	-	660,586
Violations Bureau	1,007,844	-	-	-	-	1,007,844
<b>Planning</b>	<b>1,823,269</b>	<b>815,108</b>	<b>130,000</b>	-	-	<b>2,768,377</b>



**CITY BUDGET SUMMARY  
BY ALL FUND TYPES, BY DEPARTMENT, AND BY PROGRAM  
2014 BUDGET**

City Department By Program	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
<b>Police</b>	<b>42,823,398</b>	<b>2,485,328</b>	-	-	-	<b>45,308,726</b>
Office of the Chief	3,738,351	32,000	-	-	-	3,770,351
Investigations	9,902,568	1,609,100	-	-	-	11,511,668
Patrol Services	21,478,109	46,000	-	-	-	21,524,109
Support Services	7,704,370	798,228	-	-	-	8,502,598
<b>Public Works</b>	<b>16,277,381</b>	<b>5,785,000</b>	<b>13,970,087</b>	<b>8,546,885</b>	-	<b>44,579,353</b>
Public Works Administration	341,839	4,800,000	219,324	-	-	5,361,163
Engineering	3,331,288	-	1,754,521	-	-	5,085,809
Environmental Services & Emergency Preparedness	297,420	485,000	-	-	-	782,420
Fleet Management	4,241,961	-	3,750,540	-	-	7,992,501
Public Works Maintenance	3,860,666	-	7,426,564	-	-	11,287,230
Sewer Utility	-	-	-	4,251,367	-	4,251,367
Stormwater Management Utility	-	-	-	3,192,329	-	3,192,329
Traffic Engineering	4,204,207	500,000	819,138	-	-	5,523,345
Water Utility	-	-	-	1,103,189	-	1,103,189
<b>Non-Departmental</b>	<b>5,749,328</b>	-	<b>2,251,383</b>	<b>181,236</b>	<b>3,827,111</b>	<b>12,009,058</b>
Citywide Employee Benefits	1,712,246	-	-	31,236	175,000	1,918,482
Debt Obligations/Special Projects	3,537,082	-	2,251,383	150,000	-	5,938,465
Self-Insurance Funding	500,000	-	-	-	3,652,111	4,152,111
<b>Total by Fund</b>	<b>\$102,540,033</b>	<b>\$19,833,182</b>	<b>\$22,455,438</b>	<b>\$13,732,921</b>	<b>\$3,827,111</b>	<b>\$162,388,685</b>





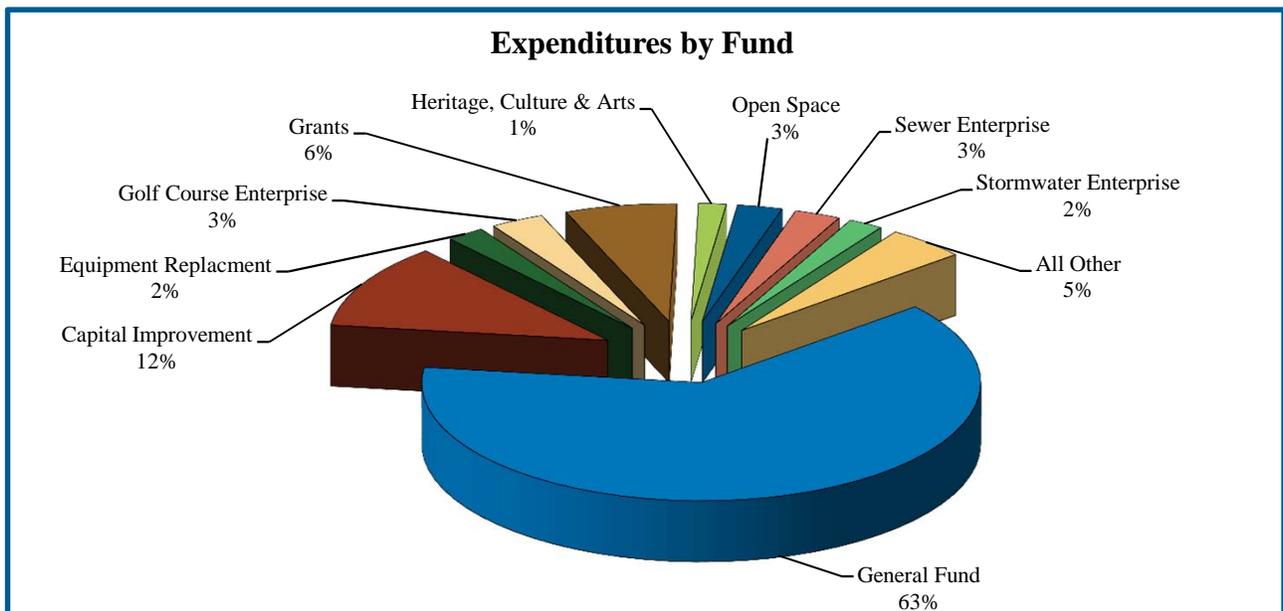
**FUNCTIONAL UNITS BY FUND  
2014 BUDGET**

<b>Department</b>	<b>Mayor and City Council</b>	<b>City Manager's Office</b>	<b>City Attorney's Office</b>	<b>City Clerk's Office</b>	<b>Community Resources</b>	<b>Employee Relations</b>
<b>Fund</b>						
General	\$ 482,057	\$ 2,373,507	\$ 1,617,937	\$ 836,518	\$ 17,061,864	\$ 1,628,529
Capital Improvement	-	-	-	-	4,726,602	-
Conservation Trust	-	-	-	-	1,517,669	-
Dental Self-Insurance	-	-	-	-	-	-
Economic Development	-	978,052	-	-	-	-
Equipment Replacement	-	190,000	-	-	-	-
Golf Course Enterprise	-	-	-	-	5,004,800	-
Grants	-	-	-	-	1,342,603	-
Heritage, Culture & Arts	-	-	-	-	2,584,133	-
Open Space	-	-	-	-	4,287,644	-
Property & Casualty Self-Ins	-	-	-	-	-	-
Retirees Health	-	-	-	-	-	-
Sewer Enterprise	-	-	-	-	-	-
Stormwater Enterprise	-	-	-	-	-	-
Water Enterprise	-	-	-	-	-	-
Workers' Comp. Self-Ins	-	-	-	-	-	-
<b>Total</b>	<b>\$ 482,057</b>	<b>\$ 3,541,559</b>	<b>\$ 1,617,937</b>	<b>\$ 836,518</b>	<b>\$ 36,525,315</b>	<b>\$ 1,628,529</b>



**FUNCTIONAL UNITS BY FUND  
2014 BUDGET**

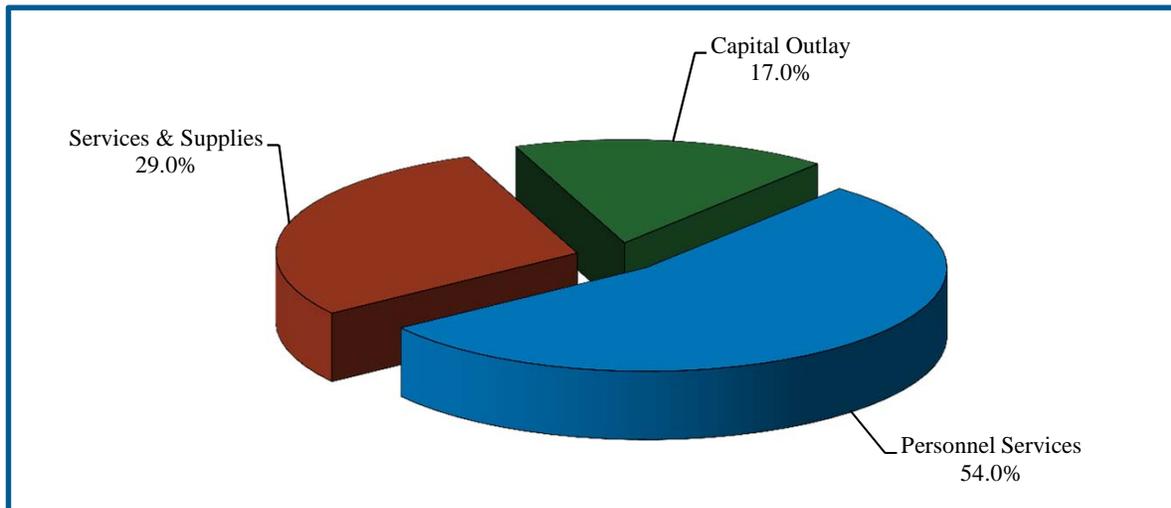
Finance	Information Technology	Municipal Court	Planning	Police	Public Works	Non-Departmental	Total
\$ 3,909,922	\$ 4,948,461	\$ 3,007,862	\$ 1,823,269	\$ 42,823,398	\$ 16,277,381	\$ 5,749,328	\$ 102,540,033
45,409	-	-	130,000	-	11,717,087	2,251,383	18,870,481
-	-	-	-	-	-	-	1,517,669
-	-	-	-	-	-	1,166,431	1,166,431
-	-	-	-	-	-	-	978,052
-	1,141,957	-	-	-	2,253,000	-	3,584,957
-	-	-	-	-	-	15,487	5,020,287
37,645	-	-	815,108	2,485,328	5,785,000	-	10,465,684
-	-	-	-	-	-	-	2,584,133
-	-	-	-	-	-	-	4,287,644
-	-	-	-	-	-	1,158,573	1,158,573
-	-	-	-	-	-	175,000	175,000
-	-	-	-	-	4,251,367	55,367	4,306,734
-	-	-	-	-	3,192,329	59,509	3,251,838
-	-	-	-	-	1,103,189	50,873	1,154,062
-	-	-	-	-	-	1,327,107	1,327,107
<b>\$ 3,992,976</b>	<b>\$ 6,090,418</b>	<b>\$ 3,007,862</b>	<b>\$ 2,768,377</b>	<b>\$ 45,308,726</b>	<b>\$ 44,579,353</b>	<b>\$ 12,009,058</b>	<b>\$ 162,388,685</b>





**ALL FUNDS - SUMMARY OF EXPENDITURES BY CLASSIFICATION  
2014 BUDGET**

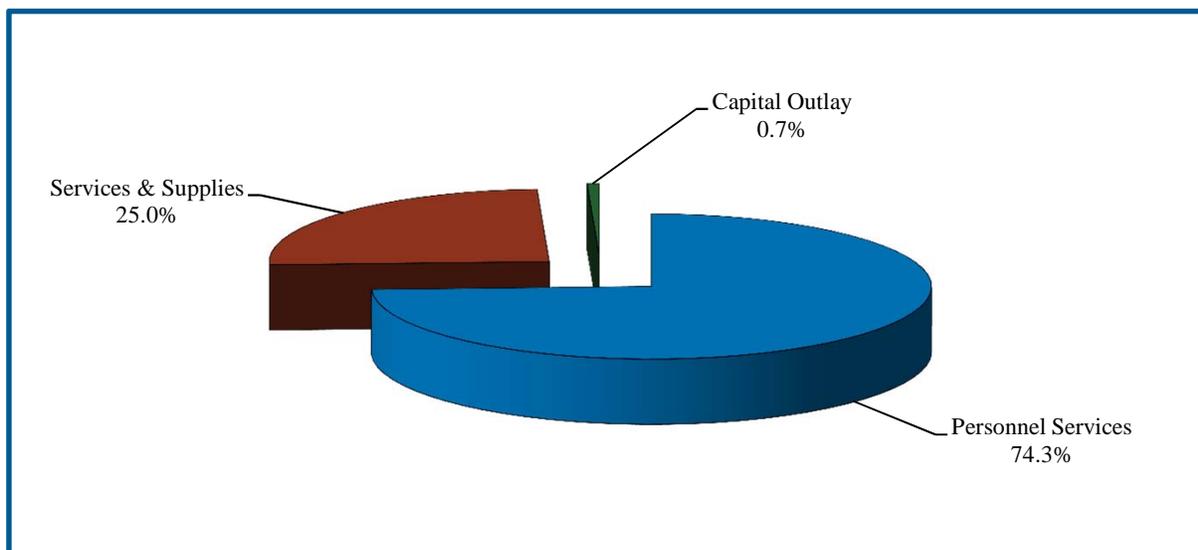
	<u>PERSONNEL SERVICES</u>	<u>SERVICES &amp; SUPPLIES</u>	<u>CAPITAL OUTLAY</u>	<u>TOTAL</u>
MAYOR AND CITY COUNCIL	\$ 256,431	\$ 225,626	\$ -	\$ 482,057
CITY MANAGER'S OFFICE	2,165,762	1,272,797	103,000	3,541,559
CITY ATTORNEY'S OFFICE	1,086,604	531,333	-	1,617,937
CITY CLERK'S OFFICE	697,219	139,299	-	836,518
COMMUNITY RESOURCES	18,755,105	11,592,981	6,177,229	36,525,315
EMPLOYEE RELATIONS	1,422,253	206,276	-	1,628,529
FINANCE	2,955,053	612,123	425,800	3,992,976
INFORMATION TECHNOLOGY	3,459,050	2,044,168	587,200	6,090,418
MUNICIPAL COURT	2,735,685	272,177	-	3,007,862
PLANNING	1,741,240	843,637	183,500	2,768,377
POLICE	40,819,399	3,958,327	531,000	45,308,726
PUBLIC WORKS	10,531,097	16,646,308	17,401,948	44,579,353
NON-DEPARTMENTAL	<u>1,687,592</u>	<u>8,306,083</u>	<u>2,015,383</u>	<u>12,009,058</u>
TOTALS	<u>\$ 88,312,490</u>	<u>\$ 46,651,135</u>	<u>\$ 27,425,060</u>	<u>\$ 162,388,685</u>





**SUMMARY OF EXPENDITURES BY CLASSIFICATION AND BY DEPARTMENT  
GENERAL FUND ONLY  
2014 BUDGET**

	<u>PERSONNEL SERVICES</u>	<u>SERVICES &amp; SUPPLIES</u>	<u>CAPITAL OUTLAY</u>	<u>TOTAL</u>
MAYOR AND CITY COUNCIL	\$ 256,431	\$ 225,626	\$ -	\$ 482,057
CITY MANAGER'S OFFICE	1,841,110	512,397	20,000	2,373,507
CITY ATTORNEY'S OFFICE	1,086,604	531,333	-	1,617,937
CITY CLERK'S OFFICE	697,219	139,299	-	836,518
COMMUNITY RESOURCES	10,934,495	6,022,660	104,709	17,061,864
EMPLOYEE RELATIONS	1,422,253	206,276	-	1,628,529
FINANCE	2,871,999	612,123	425,800	3,909,922
INFORMATION TECHNOLOGY	3,459,050	1,489,411	-	4,948,461
MUNICIPAL COURT	2,735,685	272,177	-	3,007,862
PLANNING	1,606,868	212,901	3,500	1,823,269
POLICE	39,880,529	2,887,869	55,000	42,823,398
PUBLIC WORKS	7,843,318	8,352,201	81,862	16,277,381
NON-DEPARTMENTAL	<u>1,656,356</u>	<u>4,092,972</u>	<u>-</u>	<u>5,749,328</u>
<b>TOTAL GENERAL FUND</b>	<u><u>\$ 76,291,917</u></u>	<u><u>\$ 25,557,245</u></u>	<u><u>\$ 690,871</u></u>	<u><u>\$ 102,540,033</u></u>



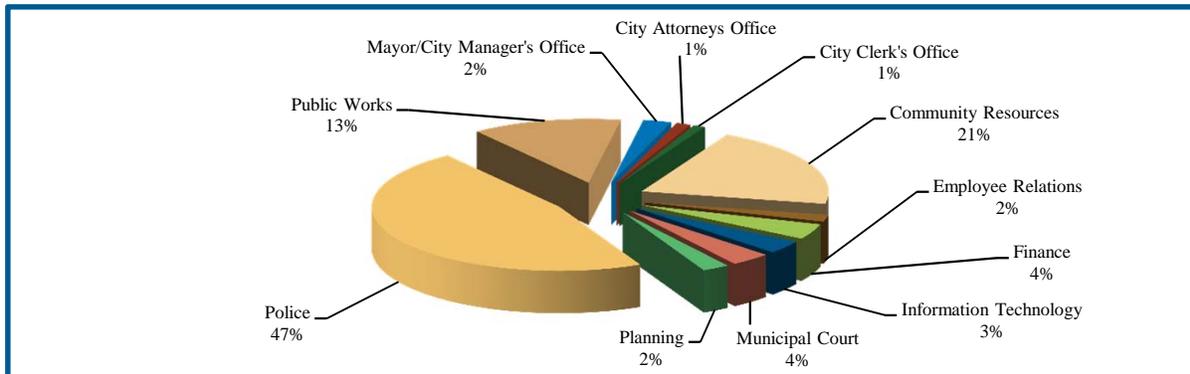
Note: The above schedule does not include any operating transfers out.



### STAFFING OVERVIEW

A significant part, 57 percent (57%), of the City's total budget is funding for personnel who in turn provide service to the community. Details on staffing changes are provided within each Departmental section. The following graph identifies full-time positions by department stated as full-time equivalents (FTE).

**2014 Staffing by Department**  
Percent of Total



### Staffing Comparisons of Full-Time Positions by Department

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

Departments <sup>(1)</sup>	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Mayor & City Council	-	-	-	-
City Manager's Office <sup>(2)</sup>	15.65	17.50	20.41	21.00
City Attorney's Office	10.75	11.00	11.00	11.00
City Clerk's Office	7.78	9.00	9.00	9.00
Community Resources	171.00	176.81	174.36	176.00
Employee Relations	13.71	15.00	15.00	15.00
Finance	27.87	33.56	33.56	33.56
Information Technology	26.09	27.50	27.59	28.00
Municipal Court	29.81	30.00	30.00	30.00
Planning	14.79	15.00	16.18	17.00
Police	390.93	402.00	402.00	402.00
Public Works	113.87	114.31	114.75	116.31
<b>Total Full-Time Positions (FTE):</b>	<b>822.25</b>	<b>851.68</b>	<b>853.85</b>	<b>858.87</b>
<b>Part-Time Hours</b>	<b>451,131</b>	<b>475,866</b>	<b>468,617</b>	<b>464,556</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>1,039.14</b>	<b>1,080.46</b>	<b>0.00</b>	<b>1,082.21</b>
<b>Anticipated Police Recruits</b>	<b>18.00</b>	<b>12.00</b>	<b>18.00</b>	<b>12.00</b>

(1) A detailed list of positions by Department is under each Department section.

(2) Staffing for City Manager's Office does not include personnel dedicated to Lakewood Reinvestment Authority activities for which a budget is not appropriated by the City Council.



**STAFFING SUMMARY  
BY FUND TYPE, BY DEPARTMENT,  
BY FULL-TIME EMPLOYEES (STATED AS FTE), AND PART-TIME HOURS  
2014 BUDGET**

<b>Financial Sources</b>	<b>General Fund</b>	<b>Special Revenue Funds</b>	<b>Capital Projects Funds</b>	<b>Proprietary Funds</b>	<b>Total</b>
<b>Mayor &amp; City Council</b>					
Full-Time Employees	-	-	-	-	-
Part-Time Hours	-	-	-	-	-
<b>City Manager's Office</b>					
Full-Time Employees	17.50	3.50	-	-	21.00
Part-Time Hours	2,324	1,123	-	-	3,447
<b>City Attorney's Office</b>					
Full-Time Employees	11.00	-	-	-	11.00
Part-Time Hours	1,040	-	-	-	1,040
<b>City Clerk's Office</b>					
Full-Time Employees	9.00	-	-	-	9.00
Part-Time Hours	1,810	-	-	-	1,810
<b>Community Resources</b>					
Full-Time Employees	110.01	47.17	-	18.82	176.00
Part-Time Hours	219,692	114,443	1,300.00	73,625	409,060
<b>Employee Relations</b>					
Full-Time Employees	15.00	-	-	-	15.00
Part-Time Hours	1,456	-	-	-	1,456
<b>Finance</b>					
Full-Time Employees	32.61	0.35	0.60	-	33.56
Part-Time Hours	5,906	-	-	-	5,906
<b>Information Technology</b>					
Full-Time Employees	28.00	-	-	-	28.00
Part-Time Hours	7,140	-	-	-	7,140
<b>Municipal Court</b>					
Full-Time Employees	30.00	-	-	-	30.00
Part-Time Hours	5,392	-	-	-	5,392
<b>Planning</b>					
Full-Time Employees	16.00	1.00	-	-	17.00
Part-Time Hours	1,772	-	-	-	1,772
<b>Police</b>					
Full-Time Employees	396.50	5.50	-	-	402.00
Part-Time Hours	6,828	-	-	-	6,828
<b>Public Works</b>					
Full-Time Employees	88.04	-	6.97	21.30	116.31
Part-Time Hours	17,644	-	1,501	1,560	20,705
<b>Total Full-Time Employees (Stated as FTE)</b>	753.66	57.52	7.57	40.12	858.87
<b>Total Part-Time Hours</b>	271,004	115,566	2,801	75,185	464,556
<b>Total FTE Employees</b>	883.95	113.08	8.92	76.27	1,082.21



LINKING LONG-TERM AND SHORT-TERM GOALS

LONG-TERM GOALS 2015-2018	SHORT-TERM GOALS 2013-2014	IMPLEMENTATION DEPARTMENT
<b>SAFE COMMUNITY</b>		
Update, replace, and maintain public safety technology to improve service to the community	Expand VOIP based 911 Phone System Digital Radio - Roaming Inter-Operability Establish connectivity for current and future 911 uses Build out network to connect Lakewood with other public safety agencies	Information Technology Police
Provide programs, services, and facilities that are safe for all participants	Continue to identify and implement American Disability Act (ADA) upgrades Provide safety and risk management training for all department staff	Community Resources Employee Relations
Develop community policing and crime prevention approaches including workload assessments	Data driven approaches to crime and traffic safety Analyze data to monitor and improve efficiency Collaborate with courts, social services, mental health, and the community to identify areas of concern	Police
Build upon the emergency planning and response relationship with West Metro Fire District, the City of Wheat Ridge, and St. Anthony Hospital	Complete and distribute volumes 1-3 of the City's Emergency Operations Plan Traffic signal reconstruction and intersection improvements Sidewalk connections surrounding the light rail	Public Works
<b>OPEN AND HONEST COMMUNICATION</b>		
Continually evaluate and make adjustments to meet the growing demands of citizen communications	Improve consistency and use of Social Media Notification to victims of court dates Update Campaign Finance Ordinance Involve neighborhood stakeholders in land development process	All Departments
Provide quality customer service	Implement a comprehensive program evaluation plan Provide staff training to ensure the required skills and knowledge exist for quality customer service Keep website fresh, informative, interesting, accurate, and easy to access including from mobile devices Provide Planner of the Day Services Respond to record requests and inquiries in a timely manner	All Departments



LINKING LONG-TERM AND SHORT-TERM GOALS

LONG-TERM GOALS 2015-2018	SHORT-TERM GOALS 2013-2014	IMPLEMENTATION DEPARTMENT
<b>FISCAL RESPONSIBILITY</b>		
Develop and implement a strategic approach for seeking alternative resources	Expand the concepts of Resource Development Program citywide	City Manager's Office
Provide programs and services by employing sound financial strategies	Conduct fees and charges studies to ensure alignment with market and cost of services	City Clerk Community Resources Planning Public Works
Provide a coordinated and comprehensive resource development and marketing program	Develop and secure community partnerships to support programs and services Identify potential funding sources to assist low income families	Community Resources
<b>EDUCATION AND INFORMATION</b>		
Continue to look for opportunities to foster transparency of operations	Continue to update the website for ease of use Utilize input from the Lakewood Advisory Commission for an Inclusive Community	All Departments
Provide education and training to employees and citizens on a variety of issues to increase community involvement	Conduct training regarding financial investing, Social Security, Medicare, and retirement planning Provide annual Civics 101 training Implement new ADA policies and procedures to comply with Title II	Community Resources Employee Relations Municipal Court Planning Public Works
Research, analyze and make recommendations for compliance with the Patient & Affordable Care Act (PPACA)	Perform discrimination testing, affordability determination, minimum value testing, obtain legal opinions, and budget for the PPACA provisions	Employee Relations
<b>TRANSPORTATION</b>		
Enhance transportation through roadway improvements	Bike Master Plan Complete Downtown Lakewood Connectivity Plan Federal Center Master Plan Light rail traffic analysis Partnership with the Regional Transportation District on West Corridor issues	Community Resources Planning Public Works



LINKING LONG-TERM AND SHORT-TERM GOALS

LONG-TERM GOALS 2015-2018	SHORT-TERM GOALS 2013-2014	IMPLEMENTATION DEPARTMENT
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QUALITY ECONOMIC DEVELOPMENT

Represent the City's interest in economic developments: St Anthony Hospital Rooney Valley Belmar Federal Center West Corridor Light Rail Line	Enhance City's business retention, expansion, and attraction efforts Increase awareness of services and resources offered to locally owned and operated small businesses Proactively market Transit Oriented Development	City Manager's Office City Attorney's Office Planning Public Works
Provide high quality and equitable levels of park, recreation, cultural and family services which enhance the well-being of Lakewood's diverse community	Continue to pursue land lease for property at the Federal Center Implement recommendations from Museum Assessment Program Provide premium golf course conditions at below market rate	Community Resources

PHYSICAL & TECHNOLOGICAL INFRASTRUCTURE

Utilize technology to improve internal processes and productivity: Electronic Records Management Revenue System JD Edwards System Municipal Court System Land Development System Electronic Ticketing	Address Electronic Records Management (ERM) issues Replace current Revenue System Upgrade to the JD Edwards system Develop an electronic process for approving council agenda items Upgrade Laserfiche Software Expand the use of Court Technology Track land development applications Interface the electronic ticketing with Jefferson County	City Clerk's Office Finance Information Technology Municipal Court Planning Police Public Works
Maintain physical infrastructure	Implement building and facility energy efficiency improvements Update the Lakewood Cultural Center Roof replacements at the Link and Carmody Recreation Centers Civic Center Plaza and Drive Aisle rebuild Replace concrete paths in O'Kane, Belmar, and Addenbrooke parks	Community Resources Planning Public Works
Continue to proactively inspect and repair, street, stormwater, water, and sewer infrastructure	Continue repairs to stormwater, water, and sewer infrastructure Recommend utility rates that are fairly structured and adequate to provide appropriate service levels Construction along the West Corridor Light Rail Continue street resurfacing and concrete repair program Repair curbs, gutters, and sidewalks	Planning Public Works



LINKING LONG-TERM AND SHORT-TERM GOALS

LONG-TERM GOALS 2015-2018	SHORT-TERM GOALS 2013-2014	IMPLEMENTATION DEPARTMENT
<b>QUALITY LIVING ENVIRONMENT</b>		
Assist Council in preparation of a 10-year vision plan	Evaluate and utilize Citizen Survey in planning and budgeting	City Manager's Office
Implement goals and objectives of the Department of Community Resources Master Plan	Expand volunteer program Concentrate on improvements at O'Connell Middle School Identify potential community garden locations Renovation of medians on Colfax Avenue Participate in the anticipated expansion of use of the City facilities by Colorado Christian University	Community Resources
Planning and Development of Strategic Areas within Lakewood Belmar Rooney Valley Redevelopment Light Rail Transit station areas Federal Center	Monitor and evaluate the new Lakewood Zoning Ordinance Manage the Neighborhood Participation Program Implement development plans for homes in Belmar and in Solterra	Planning Public Works
Research opportunities to expand Code Enforcement	Maintain Police Liaison Continue with the Neighborhood Revitalization Strategy Area Plan	Police
<b>COMMUNITY SUSTAINABILITY</b>		
Focus on long-term community sustainability by promoting positive change throughout own actions, partnerships, and education	Identify and participate in local, regional, and state sustainability organizations Conduct timely Shred days and Rx Drug Take Back events Optimize recycling options at the Quail Street Recycling Center Conduct an electronics collection event in conjunction with the Rooney Road Recycling Center	City Manager's Office Planning Police Public Works
Continue to implement capital building and facility improvements that support sustainability efforts	Fully implement the comprehensive Natural Areas Management Plan for the park systems Continue to implement building, facility, technology, and traffic signal energy efficiency	Community Resources Information Technology Public Works
Continue to grow Sustainable Neighborhoods pilot program	Implement pilot sustainability program at the Federal Center Implement station access improvement to light rail line in Lakewood	Planning



**DEBT SERVICE AND FINANCIAL OBLIGATIONS**

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

The City’s bond ratings are periodically reviewed by Standard & Poor’s (S&P). Standard & Poor’s defines AA- as “The obligor’s capacity to meet its financial commitment on the obligation is very strong”. The ratings for current financial obligations are as follows:

Latest S&P Review	Obligation	Rating
2009	Certificates of Participation, 2006A	AA-
2009	Certificates of Participation, 2006B	AA-

**LEGAL DEBT LIMIT**

The City of Lakewood is a home rule city. The Colorado Revised Statutes provides that general obligation indebtedness for all purposes shall not at any time exceed 3 percent (3%) of the actual value, as determined by the County Assessor, of the taxable property in the City. The exception is debt that may be incurred in supplying water. As of December 31, 2012, the City has no general obligation debt outstanding. The City currently does not have and does not intend to issue any general obligation debt. The City’s debt is within the legal debt limit as demonstrated by the table below:

Assessed Value	\$1,701,819,508
Actual Value	\$14,127,744,432
Debt Limit: 3 Percent of Actual Value	\$423,832,333
Less: Assets in Debt Service	0
Legal Debt Margin	\$423,832,333
Amount of Bonded Debt Applicable to Debt Limit	0



**INFORMATION ON FINANCIAL OBLIGATIONS (CONTINUED)**

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

The City has no outstanding bonds as of December 31, 2012. As of December 31, 2012, capital leases outstanding amount to \$2,907,926, and certificates of participation amount to \$40,175,000. In March 2006, the City and the Library District refinanced the Series 1998 Certificates of Participations for a net savings of \$3,444,393 after market costs to refinance.

The following table is a list of lease purchases as of December 31, 2012:

<b>Long-Term Debt / Lease Payments</b>	<b>Balance</b>
2007 Section 108 Notes Payable	\$2,652,000
Police Facility	2,127,997
William Frederick Hayden Park Lease Purchase	779,929
<b>Total</b>	<b>\$5,557,926</b>

The following table is a list of the City’s portion of outstanding Certificates of Participation as of December 31, 2012. The Certificates of Participation, 2006B includes the Library’s portion of \$695,000 reflecting the City’s maximum liability.

<b>Long-Term Debt / Lease Payments</b>	<b>Balance</b>
Certificates of Participation, 2006A	\$23,150,000 (1)
Certificates of Participation, 2006B	17,025,000
<b>Total</b>	<b>\$40,175,000</b>

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

**INFORMATION ON FINANCIAL OBLIGATIONS (CONTINUED)**

The following table is a list of principal and interest payments by Fund for 2013 through to maturity from the primary sources excluding the Library portion, which is the responsibility of Jefferson County, Colorado.

<b>Primary Source/Fund</b>	<b>Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
<b>General</b>	2013	\$ 2,063,256	\$ 869,479	\$ 2,932,735
	2014	2,152,988	784,588	2,937,576
	2015	2,244,595	745,524	2,990,119
	2016	2,336,382	701,878	3,038,260
	2017	2,433,459	600,683	3,034,142
	2018	2,546,208	497,376	3,043,584
	2019	2,651,114	386,693	3,037,807
	2020	2,765,986	272,679	3,038,665
	2021	934,925	170,400	1,105,325
	2022	3,762,839	99,203	3,862,042
	2023	133,556	48,074	181,630
	2024	139,553	42,077	181,630
	2025	145,819	35,811	181,630
	2026	152,366	29,264	181,630
	2027	159,208	22,423	181,631
	2028	166,356	15,274	181,630
	2029	173,825	7,805	181,630
<b>General Total</b>		<b>\$ 24,962,435</b>	<b>\$ 5,329,231</b>	<b>\$30,291,666</b>
<b>Capital Improvement</b>	2013	\$ 352,325	\$ 135,675	\$ 488,000
	2014	370,411	117,589	488,000
	2015	389,035	98,965	488,000
	2016	408,243	79,757	488,000
	2017	428,089	59,911	488,000
	2018	349,056	36,944	386,000
	2019	361,984	24,016	386,000
	2020	376,528	9,472	386,000
<b>Capital Improvement Total</b>		<b>\$ 3,035,671</b>	<b>\$ 562,329</b>	<b>\$ 3,598,000</b>
<b>Conservation Trust</b>	2013	\$ 437,443	\$ 285,226	\$ 722,669
	2014	460,426	262,243	722,669
	2015	485,074	238,032	723,106
	2016	510,285	212,338	722,623
	2017	539,558	182,978	722,536
	2018	473,800	151,800	625,600
	2019	497,950	127,506	625,456
	2020	523,250	101,976	625,226
	2021	549,700	75,153	624,853
	2022	594,159	30,705	624,864
<b>Conservation Trust Total</b>		<b>\$ 5,071,645</b>	<b>\$ 1,667,957</b>	<b>\$ 6,739,602</b>

**INFORMATION ON FINANCIAL OBLIGATIONS (CONTINUED)**

Primary Source/Fund (cont.)	Year	Principal	Interest	Total
<b>Equipment Replacement</b>	2013	\$ 59,295	\$ 20,705	\$ 80,000
	2014	61,808	18,192	80,000
	2015	64,320	15,680	80,000
	2016	66,833	13,167	80,000
	2017	69,345	10,655	80,000
	2018	72,360	7,640	80,000
	2019	75,040	4,960	80,000
	2020	78,055	1,945	80,000
<b>Equipment Replacement Total</b>		<b>\$ 547,056</b>	<b>\$ 92,944</b>	<b>\$ 640,000</b>
<b>Golf Course Enterprise</b>	2013	\$ 487,500	\$ 427,284	\$ 914,784
	2014	510,000	404,784	914,784
	2015	534,000	331,354	865,354
	2016	558,000	256,724	814,724
	2017	586,500	228,112	814,612
	2018	618,000	198,000	816,000
	2019	649,500	166,312	815,812
	2020	682,500	133,012	815,512
	2021	717,000	98,024	815,024
	2022	774,990	40,050	815,040
<b>Golf Course Enterprise Total</b>		<b>\$ 6,117,990</b>	<b>\$ 2,283,656</b>	<b>\$8,401,646</b>
<b>Grants</b>	2013	\$ 248,000	\$ 121,818	\$ 369,818
	2014	258,000	111,898	369,898
	2015	269,000	101,216	370,216
	2016	279,000	89,569	368,569
	2017	294,000	77,069	371,069
	2018	305,000	63,663	368,663
	2019	320,000	49,572	369,572
	2020	335,000	33,988	368,988
	2021	344,000	17,372	361,372
<b>Grants Total</b>		<b>\$ 2,652,000</b>	<b>\$ 666,165</b>	<b>\$3,318,165</b>
<b>Open Space</b>	2013	\$ 211,250	\$ 141,824	\$ 353,074
	2014	221,000	132,074	353,074
	2015	231,400	121,921	353,321
	2016	241,800	111,248	353,048
	2017	254,150	98,849	352,999
	2018	267,800	85,800	353,600
	2019	281,450	72,069	353,519
	2020	295,750	57,639	353,389

**INFORMATION ON FINANCIAL OBLIGATIONS (CONTINUED)**

<b>Primary Source/Fund (cont.)</b>	<b>Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
<b>Open Space (continued)</b>	2021	310,700	42,478	353,178
	2022	335,829	17,355	353,184
<b>Open Space Total</b>		<b>\$ 2,651,129</b>	<b>\$ 881,257</b>	<b>\$ 3,532,386</b>
<b>Total All Funds by Year</b>	2013	\$ 3,859,069	\$ 2,002,011	\$ 5,861,080
	2014	4,034,633	1,831,368	5,866,001
	2015	4,217,424	1,652,692	5,870,116
	2016	4,400,543	1,464,681	5,865,224
	2017	4,605,101	1,258,257	5,863,358
	2018	4,632,224	1,041,223	5,673,447
	2019	4,837,038	831,128	5,668,166
	2020	5,057,069	610,711	5,667,780
	2021	2,856,325	403,427	3,259,752
	2022	5,467,817	187,313	5,655,130
	2023	133,556	48,074	181,630
	2024	139,553	42,077	181,630
	2025	145,819	35,811	181,630
	2026	152,366	29,264	181,630
	2027	159,208	22,423	181,631
	2028	166,356	15,274	181,630
	2029	173,825	7,805	181,630
<b>Grand Total</b>		<b>\$45,037,926</b>	<b>\$11,483,539</b>	<b>\$56,521,465</b>

Note: Certain obligations require a separate fund to be established to account for the repayments; however, the resources to do so (primary source) come into the separate fund via an operating transfer. The above schedule reflects only the primary sources.

**INFORMATION ON FINANCIAL OBLIGATIONS (CONTINUED)**

The following table is a list of principal and interest payments by Financial Obligation for 2013 through to maturity excluding the Library portion, which is the responsibility of Jefferson County, Colorado.

<b>Financial Obligations</b>	<b>Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
<b>2006A Certificate of Participation*</b>	2013	\$ 1,625,000	\$1,090,950	\$ 2,715,950
	2014	1,700,000	1,015,950	2,715,950
	2015	1,780,000	937,850	2,717,850
	2016	1,860,000	855,750	2,715,750
	2017	1,955,000	760,375	2,715,375
	2018	2,060,000	660,000	2,720,000
	2019	2,165,000	554,375	2,719,375
	2020	2,275,000	443,375	2,718,375
	2021	2,390,000	326,750	2,716,750
	2022	5,340,000 *	133,500	5,473,500
<b>2006A Certificate of Participation Total</b>		<b>\$23,150,000</b>	<b>\$6,778,875</b>	<b>\$29,928,875</b>
<b>2006B Certificate of Participation</b>	2013	\$ 1,770,000	\$ 623,682	\$ 2,393,682
	2014	1,845,000	553,523	2,398,523
	2015	1,920,000	480,420	2,400,420
	2016	1,995,000	404,275	2,399,275
	2017	2,070,000	325,284	2,395,284
	2018	2,160,000	243,154	2,403,154
	2019	2,240,000	157,589	2,397,589
	2020	2,330,000	68,787	2,398,787
<b>2006B Certificate of Participation Total</b>		<b>\$16,330,000</b>	<b>\$2,856,714</b>	<b>\$19,186,714</b>
<b>2007 Section 108 Notes Payable</b>	2013	\$ 248,000	\$ 121,818	\$ 369,818
	2014	258,000	111,898	369,898
	2015	269,000	101,216	370,216
	2016	279,000	89,569	368,569
	2017	294,000	77,069	371,069
	2018	305,000	63,663	368,663
	2019	320,000	49,572	369,572
	2020	335,000	33,988	368,988
	2021	344,000	17,372	361,372
<b>2007 Section 108 Notes Payable Total</b>		<b>\$ 2,652,000</b>	<b>\$ 666,165</b>	<b>\$ 3,318,165</b>

\* As required under the indenture for the Certificates of Participation, 2006A, funds have been reserved with a minimum amount of \$2,756,700 for the event of non-appropriation and are controlled by a trustee. Any unused portion of the reserves shall be credited toward debt service in 2022.

**INFORMATION ON FINANCIAL OBLIGATIONS (CONTINUED)**

<b>Financial Obligations (cont.)</b>	<b>Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
<b>William Frederick Hayden Park Lease</b>	2013	\$ 129,986	\$ 70,014	\$ 200,000
	2014	141,685	58,315	200,000
	2015	154,437	45,563	200,000
	2016	168,336	31,664	200,000
	2017	183,485	16,515	200,000
<b>William Frederick Hayden Park Lease Total</b>		<b>\$ 777,929</b>	<b>\$ 222,071</b>	<b>\$1,000,000</b>
<b>Police Facility Lease</b>	2013	\$ 86,083	\$ 95,547	\$ 181,630
	2014	89,948	91,682	181,630
	2015	93,987	87,643	181,630
	2016	98,207	83,423	181,630
	2017	102,616	79,014	181,630
	2018	107,224	74,406	181,630
	2019	112,038	69,592	181,630
	2020	117,069	64,561	181,630
	2021	122,325	59,305	181,630
	2022	127,817	53,813	181,630
	2023	133,556	48,074	181,630
	2024	139,553	42,077	181,630
	2025	145,819	35,811	181,630
	2026	152,366	29,264	181,630
	2027	159,208	22,423	181,631
	2028	166,356	15,274	181,630
	2029	173,825	7,805	181,630
<b>Police Facility Lease Total</b>		<b>\$ 2,127,997</b>	<b>\$ 959,714</b>	<b>\$3,087,711</b>
<b>Total All Financial Obligations by Year</b>	2013	\$ 3,859,069	\$2,002,011	\$5,861,080
	2014	\$ 4,034,633	\$1,831,368	\$5,866,001
	2015	4,217,424	1,652,692	5,870,116
	2016	4,400,543	1,464,681	5,865,224
	2017	4,605,101	1,258,257	5,863,358
	2018	4,632,224	1,041,223	5,673,447
	2019	4,837,038	831,128	5,668,166
	2020	5,057,069	610,711	5,667,780
	2021	2,856,325	403,427	3,259,752
	2022	5,467,817	187,313	5,655,130
	2023	133,556	48,074	181,630
	2024	139,553	42,077	181,630
	2025	145,819	35,811	181,630
	2026	152,366	29,264	181,630



**INFORMATION ON FINANCIAL OBLIGATIONS (CONTINUED)**

<b>Financial Obligations (cont.)</b>	<b>Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
<b>Total All Financial Obligations by Year (continued)</b>	2027	159,208	22,423	181,631
	2028	166,356	15,274	181,630
	2029	173,825	7,805	181,630
<b>Grand Total</b>		<b>\$45,037,926</b>	<b>\$11,483,539</b>	<b>\$56,521,465</b>

The following is a brief description of each of the financial obligations of the City of Lakewood.

**Certificates of Participation, Series 2006A**

On March 15, 2006, the Lakewood Public Building Authority (LPBA) issued certificates of participation in the amount of \$26,180,000 to advance refund a portion of the LPBA’s outstanding Series 2000 certificates of participation. The Series 2006A certificates of participation bear interest at rates of 3.5% through 5.0%, payable semi-annually, and mature serially through December, 2022. The certificates of participation are not redeemable prior to maturity.

Payment of principal and interest is secured by the pledged properties and is also guaranteed under a financial guaranty insurance policy, issued concurrently with the certificates of participation.

**Certificates of Participation, Series 2006B**

On March 15, 2006, the LPBA issued certificates of participation in the amount of \$26,510,000 to advance refund a portion of the LPBA’s outstanding Series 1998 certificates of participation. The Series 2006B certificates of participation bear interest at 3.925%, payable semi-annually, and mature serially through December, 2020. The 2006B certificates of participation are not redeemable prior to maturity.

Payment of principal and interest is secured by the Lakewood Civic Center property and is also guaranteed under a financial guaranty insurance policy, issued concurrently with the certificates of participation.



**INFORMATION ON FINANCIAL OBLIGATIONS (CONTINUED)**

**2007 Section 108 Notes Payable**

In December, 2007, the City entered into a variable/fixed rate note agreement in the amount of \$3,742,000 with a bank to finance the Ray Ross Park redevelopment project and a new Head Start building. On June 12, 2008, the City converted the loan to a fixed rate obligation. The interest rates on the loan range from 2.62% to 5.42%. The note matures on August 1, 2021.

The notes are collateralized by future City grant allocations, program income derived from the original loan proceeds, and all funds or investments in the accounts established for the proceeds. The City is also required to establish and maintain a deposit reserve account in the amount equal to the greatest amount of principal and interest projected to be due on the note during any year as calculated as of the date of the note. The required deposit reserve account balance at December 31, 2012, was \$372,682. The note is guaranteed by the United States Department of Housing and Urban Development under Section 108 of the Housing and Community Development Act of 1974.

**William Frederick Hayden Park Lease Purchase**

On September 8, 1988, the City entered into a lease agreement with an option to purchase land. The land is recorded in the City's capital assets at \$2,239,657, the present value of minimum lease payments on the date of inception of the lease. Annual payments of \$200,000, including principal and imputed interest accruing at 9%, are due on September 8, through 2017.

**Police Facility**

On September 30, 2009, the City entered into a lease purchase agreement for \$2,330,000 to purchase property for public safety use. Land, buildings, and equipment recorded in the City's capital assets to date are \$381,775, \$1,957,650 and \$13,703, respectively, which include interest income on proceeds. Annual payments of \$181,630, including principal and interest accruing at 4.49%, are due on December 31, through 2029.

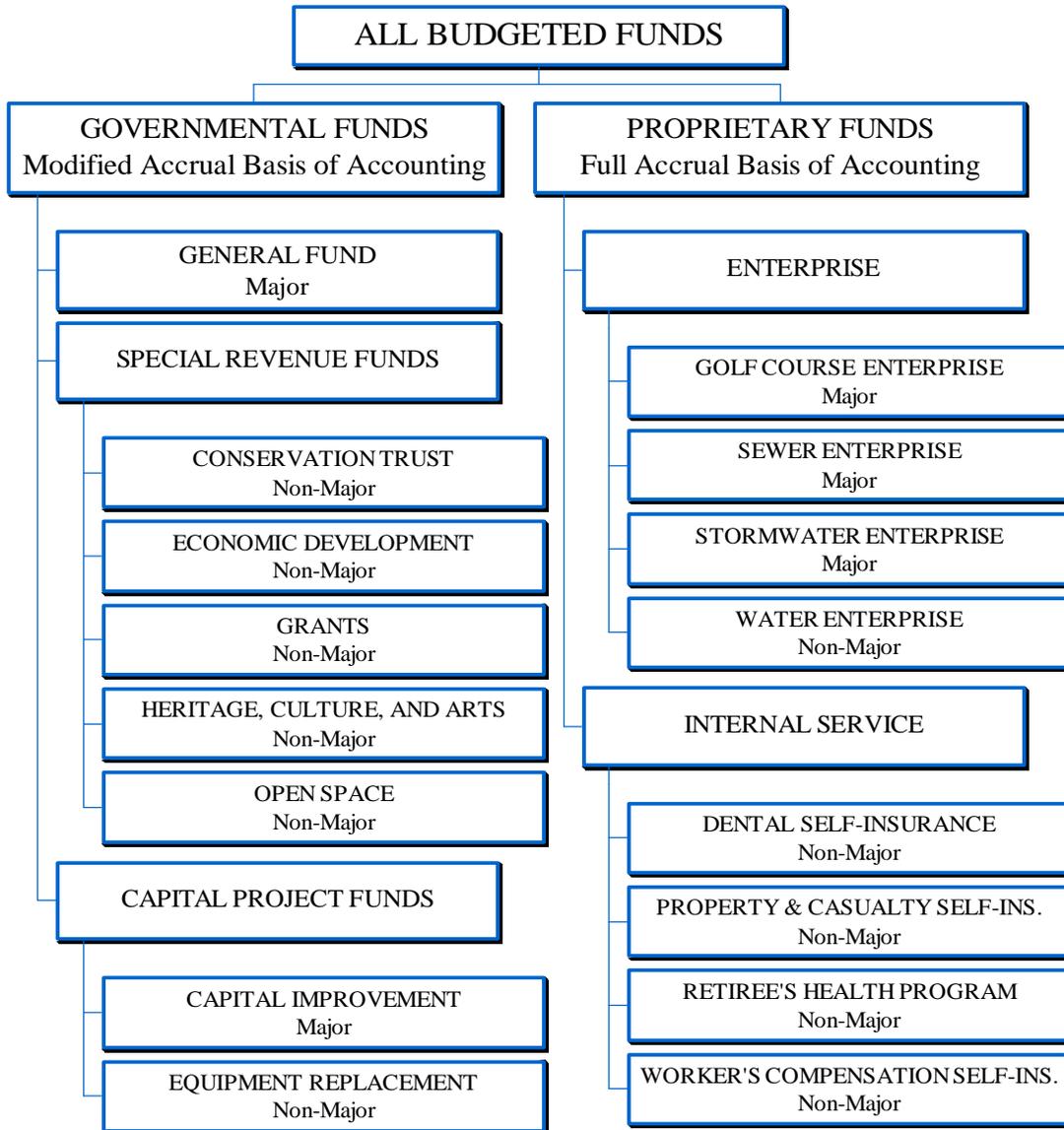


# **FUND SUMMARIES**



# CITY FUNDS

Fund Organization for the 2013 Revised Budget and 2014 Budget



*Notes:*

*Definitions for all of the above Funds can be found under this section or in the glossary under the Appendix Tab.*

*This budget document does not include the following funds due to either an appropriation not being required for the fund or the fund being a separate legal entity from the City: Lakewood Public Building Authority and Lakewood Reinvestment Authority.*



### NOTES AND ASSUMPTIONS

The following notes and assumptions were used to build the detail for the 2013 Revised Budget and the 2014 Budget for revenues and expenditures. These assumptions apply to all funds except in cases where specifically noted. The overall driving factors were established through joint efforts with the City Council, the City Manager's Office, the Finance Department, and the Employee Relations Department.

The following schedules are the Fund Summaries for each of the funds included within the City's budget. There are two funds maintained by the City that are not part of the City's budget process and each creates its own specific budget. Those funds not included are the Lakewood Public Building Authority and the Lakewood Reinvestment Authority.

Fund Balance is the excess or deficiency of the assets of a fund over its liabilities at any point in time. This is shown in the following schedules as Revenues minus Expenditures plus Other Financing Sources (Uses) plus Beginning Fund Balance to derive the Ending Fund Balance. Each Fund Balance is also shown as a percent of expenditures plus operating transfers out. Discussion pertaining to fund balance changes will be noted below within each fund type.

#### GOVERNMENTAL FUNDS

##### Revenues and Transfers In:

<b>Fund</b>	<b>2012 Audited Revenue &amp; Transfers In</b>	<b>2013 Revised Revenue &amp; Transfers In</b>	<b>2014 Budgeted Revenue &amp; Transfers In</b>	<b>2014 Budgeted over (under) 2013 Revised</b>
General	\$ 98,220,277	\$ 100,536,609	\$ 102,100,220	\$ 1,563,611
Capital Improvement	18,137,415	17,275,820	15,709,312	(1,566,508)
Conservation Trust	1,432,892	1,310,981	1,308,824	(2,157)
Economic Development	1,209,232	1,104,663	1,105,676	1,013
Equipment Replacement	2,166,584	2,406,257	3,155,529	749,272
Grants	7,310,323	12,206,140	10,336,931	(1,869,209)
Heritage, Culture, and Arts	2,184,105	2,390,488	2,428,748	38,260
Open Space	<u>5,383,037</u>	<u>4,368,171</u>	<u>4,463,010</u>	<u>94,839</u>
Total of Revenues & Transfers In	<u>\$ 136,043,865</u>	<u>\$ 141,599,129</u>	<u>\$ 140,608,250</u>	<u>\$ (990,879)</u>

- ❖ The City utilized the Colorado Legislative Council’s Economics Staff’s “Economic and Revenue Forecast” dated March 18, 2013 as the primary source for forecasted Denver-Boulder-Greeley Consumer Price Index (CPI). In conjunction with the Economics Staff’s report, other methodologies used were City Council rate increase, historical trends, judgmental analysis, current year activities, and unique adjustments (i.e. new retail outlets, new fees, data from a specific source, etc.). Additionally, the City considers reports published by economists in the Colorado State Office of Planning and Budgeting. City Council evaluated all of the above factors and established a City Council Rate of 2 percent (2%) to be used with various revenues for the forecasted years when the need for conservatism is recommended.

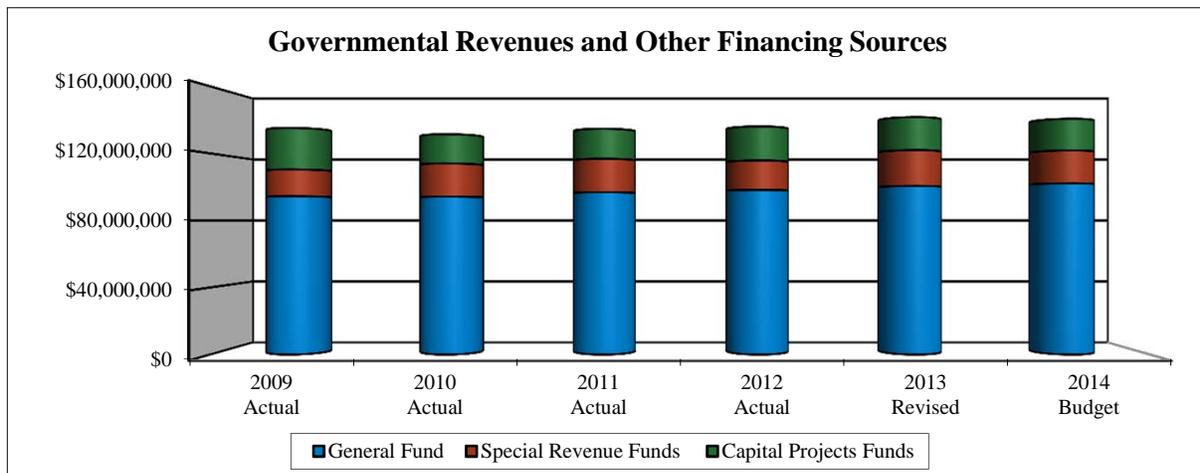


### NOTES AND ASSUMPTIONS

#### GOVERNMENTAL FUNDS (continued)

##### Revenues and Transfers In: (continued)

- ❖ The General Fund and the Capital Improvement Fund sales and use tax revenues are projected for 2013 through 2018 using various methods including CPI, historical trend, judgmental analysis, and unique adjustments based on current year activities and known retail developments. The City uses a very conservative approach to forecasting that only includes new retail or new development once agreements have been signed.
- ❖ Sales tax for 2013 is forecasted to be up 3 percent (3%) primarily based on current year activity through June. The sales tax forecast for 2014 is up from the 2013 Revised primarily due to using the CPI rate increase of 2.3 percent (2.3%) offset by the redevelopment sharing agreements. The CPI growth rate was used for 2015 and the City Council Rate of 2 percent (2%) was used for 2016 through 2018.
- ❖ For 2013, the City's general use tax is remaining flat with 2011 receipts which is slightly above the 2012 receipts. General use tax is expected to be at the CPI growth rate for 2014 and 2015. The City Council rate of 2 percent (2%) increase is estimated for 2016 through 2018. Motor Vehicle Use Tax for 2013 reflects an 8.6 percent (8.6%) increase over 2012 actuals primarily based on year-to-date activity. No increase is anticipated for 2014 and a 2 percent (2%) increase for 2015 through 2018 is forecasted. Building Use Tax is basically flat with the 2012 actuals primarily due to current year activity through June. The Building Use Tax reflects the CPI growth rate for 2014 and the City Council rate for 2015 through 2018.
- ❖ Revenues are built from the lowest accounting level up to the fund summaries. This detail will be incorporated into the financial data and reports upon approval from the City Council. This level of detail provides the end user with a method of tracking revenues.
- ❖ Although overall revenues are down only .08 percent (.08%) for 2014, there is a 7.3 percent (7.3%) reduction in intergovernmental revenues and grants associated with transportation infrastructure, public safety, energy conservation, and family services offset by increases in sales and uses tax revenues, permit fees, and increased fees within charges for services.





## NOTES AND ASSUMPTIONS

## GOVERNMENTAL FUNDS (continued)

**Expenditures and Transfers Out:**

<b>Fund</b>	<b>2012 Audited Expenditures &amp; Transfers</b>	<b>2013 Revised Expenditures &amp; Transfers</b>	<b>2014 Budgeted Expenditures &amp; Transfers Out</b>	<b>2014 Budgeted over (under) 2013 Revised</b>
General	\$ 96,296,357	\$ 103,632,661	\$ 105,271,754	\$ 1,639,093
Capital Improvement	14,154,284	23,259,495	19,669,438	(3,590,057)
Conservation Trust	898,231	1,711,669	1,517,669	(194,000)
Economic Development	380,137	1,005,309	978,052	(27,257)
Equipment Replacement	3,024,588	3,492,000	3,584,957	92,957
Grants	6,961,383	12,242,203	10,465,684	(1,776,519)
Heritage, Culture, and Arts	2,215,976	2,400,999	2,584,133	183,134
Open Space	5,082,146	5,292,192	4,287,644	(1,004,548)
Total of Expenditures & Transfers Out	<u>\$ 129,013,102</u>	<u>\$ 153,036,528</u>	<u>\$ 148,359,331</u>	<u>\$ (4,677,197)</u>

- ❖ Expenditures are built from the lowest accounting level up to the fund summaries. This detail will be incorporated into the financial data and reports upon approval from the City Council. This level of detail provides the end user a method of tracking expenditures. All expenditures are categorized as either Personnel Services, Services & Supplies, or Capital Outlay.
- ❖ Personnel Services costs are based on actual current data. Each individual employee's actual data for salary, retirement, and other benefits are used to calculate year-end results. Salary increases for 2013 were averaged at 2.6 percent (2.6%) for the Governmental Funds. Salary increases are projected for 2014 through 2018 at 3 percent (3%). Medical benefit costs were increased by 15 percent (15%) and dental benefit costs reflect no increases for 2014-2018.
- ❖ In addition to salary and benefit increases, the Police Department experienced some planned and unplanned police agent attrition that triggered a need for a police recruit class. The recruiting class has moved to regionalized training. It is anticipated that based on attrition factors that the City will have some recruits in each upcoming class which will take place about every six months. This will have a stabilizing effect on police recruiting and staffing.
- ❖ Services & Supplies and Capital Outlay are to remain flat in aggregate from year to year except for an approved budget exception or as part of the Capital Improvement and Preservation Plan (CIPP). Budget exceptions are required to be submitted for any increases in expenditures or operating transfers from the General Fund. All other Governmental Funds are reconciled for carry overs unspent from prior year, changes to currently approved projects, and addition of new projects based on individual fund capacity to fund these projects. All of the budget exceptions and fund reconciliations are reviewed by a budget team made up of members of the City Manager's Office, Finance Department, and Employee Relations Department to determine whether the additional request is consistent with organizational goals and if funding is available. Additional information concerning capital projects can be found under the Capital Improvement and Preservation Plan section of the budget document.

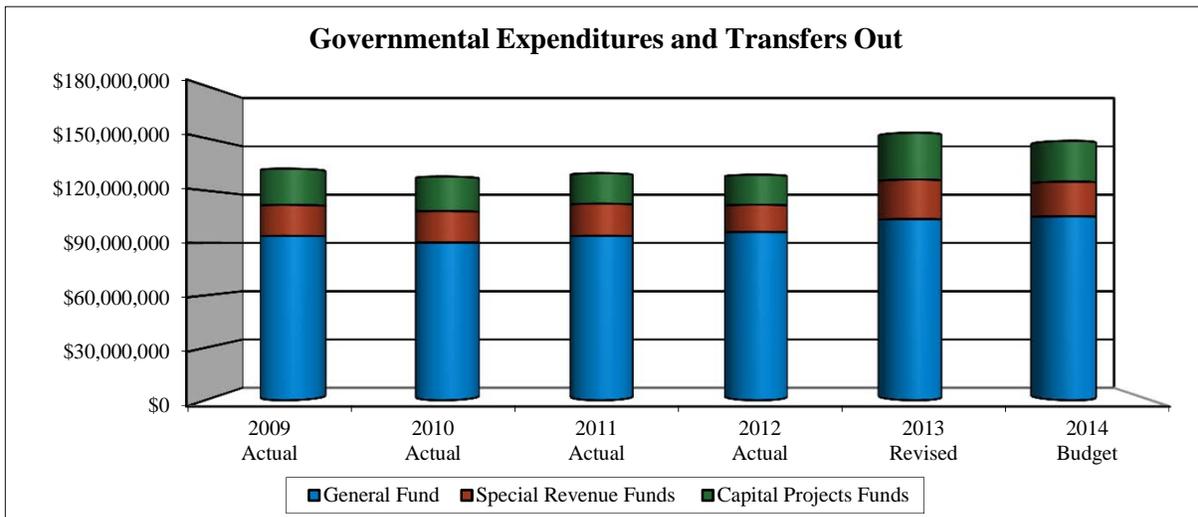


### NOTES AND ASSUMPTIONS

#### GOVERNMENTAL FUNDS (continued)

##### Expenditures and Transfers Out: (continued)

- ❖ Grants available for spending in 2013 are up 35 percent (35%) over the amount spent in 2012. Grants anticipated for 2014 are up .8 percent (.8%) compared to 2013; however, some of the grant amounts available for spending in 2013 will carry over into 2014. The grant amounts received for 2013 and 2014 will have approximately \$4.1 million in City matched funding largely from the Capital Improvement Fund.
- ❖ The City, under an intergovernmental agreement, transferred funds to the Lakewood Reinvestment Authority to promote redevelopment. During 2013 and 2014, some of those funds are being transferred back to the City and its General Fund.
- ❖ The General Fund will transfer \$3,145,000 in 2013 into the Capital Improvement Fund for the Civic Center Plaza, garage, and drive aisle improvements and neighborhood improvement programs. The General Fund will transfer \$1,520,000 in 2014 into the Capital Improvement Fund to complete the Civic Center Plaza, garage, and drive aisle improvements and neighborhood improvement programs. In addition, the General Fund will transfer \$187,969 for 2013 and 2014 to the Equipment Replacement Fund for technology improvements. Heritage, Culture and the Arts will receive a transfer from the General Fund for program assistance of \$993,934 in 2013 and \$1,023,752 in 2014.
- ❖ The Capital Improvement Fund will transfer \$35,000 in 2013 into the Equipment Replacement Fund for the Tax Revenue System and an additional \$41,291 into the Heritage, Culture, and The Arts Fund for public art. The Capital Improvement Fund will transfer \$753,957 into the Equipment Replacement Fund for technology upgrades and replacements and another \$45,000 into the Heritage, Culture, and the Arts Fund for public art.

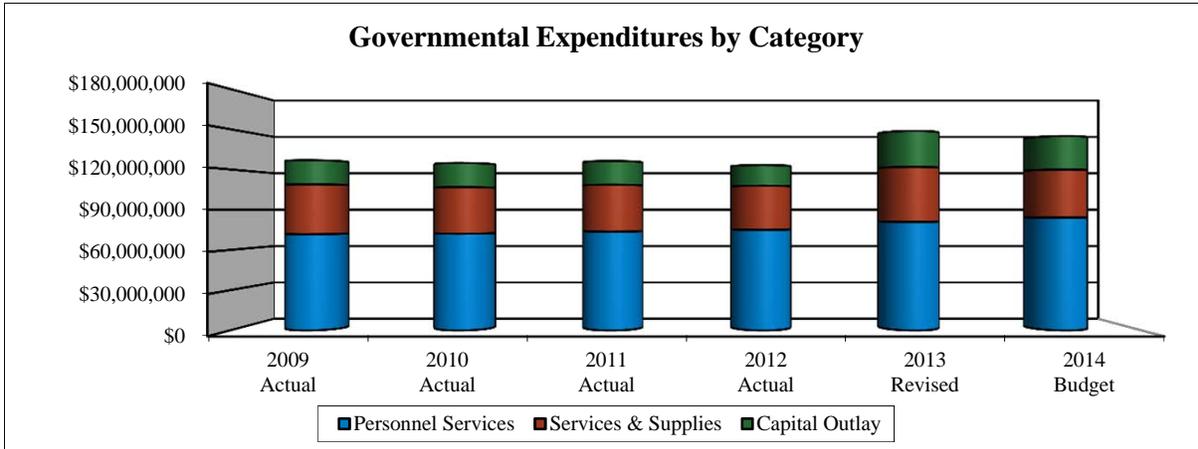




**NOTES AND ASSUMPTIONS**

**GOVERNMENTAL FUNDS (continued)**

**Expenditures and Transfers Out: (continued)**



**Changes in Fund Balance:**

Fund	2012 Fund Balance Actual	2013 Fund Balance Revised	2014 Fund Balance Budget	2014 Budgeted over (under) 2013 Revised
General	\$ 33,460,352	\$ 30,364,300	\$ 27,192,766	\$ (3,171,534)
Capital Improvement	16,337,606	10,353,931	6,393,805	(3,960,126)
Conservation Trust	966,725	566,037	357,192	(208,845)
Economic Development	3,738,778	3,838,132	3,965,756	127,624
Equipment Replacement	3,713,615	2,627,872	2,198,444	(429,428)
Grants	251,688	215,625	86,872	(128,753)
Heritage, Culture, and Arts	429,762	419,251	263,866	(155,385)
Open Space	3,137,689	2,213,668	2,389,034	175,366
<b>Total of Fund Balances</b>	<b>\$ 62,036,215</b>	<b>\$ 50,598,816</b>	<b>\$ 42,847,735</b>	<b>\$ (7,751,081)</b>
<i>Percent Change from Prior Year</i>		-18.4%	-15.3%	

Fund	2014 Budgeted Beginning Fund Balance	2014 Budgeted Revenues & Transfers In	2014 Budgeted Expenditures & Transfers Out	2014 Budgeted Ending Fund Balance
General	\$ 30,364,300	\$ 102,100,220	\$ 105,271,754	\$ 27,192,766
Capital Improvement	10,353,931	15,709,312	19,669,438	6,393,805
Conservation Trust	566,037	1,308,824	1,517,669	357,192
Economic Development	3,838,132	1,105,676	978,052	3,965,756
Equipment Replacement	2,627,872	3,155,529	3,584,957	2,198,444
Grants	215,625	10,336,931	10,465,684	86,872
Heritage, Culture, and Arts	419,251	2,428,748	2,584,133	263,866
Open Space	2,213,668	4,463,010	4,287,644	2,389,034
<b>Total of Fund Balances</b>	<b>\$ 50,598,816</b>	<b>\$ 140,608,250</b>	<b>\$ 148,359,331</b>	<b>\$ 42,847,735</b>

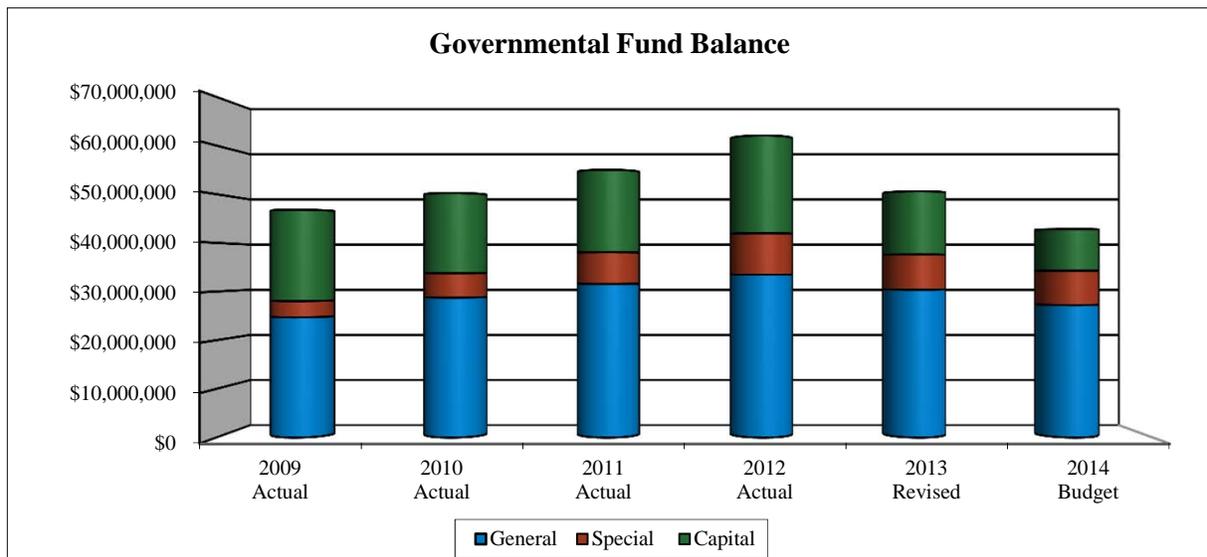


### NOTES AND ASSUMPTIONS

#### GOVERNMENTAL FUNDS (continued)

##### Changes in Fund Balance: (continued)

- ❖ The Fund Balance for the Governmental Funds shows a decrease of \$11,437,399 or 18.4 percent (-18.4%) for 2013 under 2012 and a decrease of \$7,751,081 or 15.3 percent (-15.3%) for 2014 under 2013. As a percent of expenditures plus operating transfers out, this is a change of a negative 14.9 percent (-14.9%) for 2013 with 2014 having a change of a negative 4.2 percent (-4.2%). Revenues continue to grow at a much slower pace than expenditures. Fund Balance for all Governmental Funds are expected to decline for both 2013 and 2014.
- ❖ The General Fund expenditures are expected to increase overall by 9.7 percent (9.7%) for 2013 versus 2012 actuals with personnel costs making up the largest part of this increase. For 2014, the General Fund expects an increase in expenditures of 3.3 percent (3.3%). The General Fund balance includes a library contingency should the Library default on the financing related to the 2006B Certificate of Participation and 3% for TABOR. The Library is expected to make its final debt payment on the 2006B Certificate of Participation in 2013. Fund balance in the General Fund as a percent to expenditures plus transfers out is projected to decrease by 5.5 percent (-5.5%) for 2013 and by 3.2 percent (-3.2%) for 2014.
- ❖ Special Revenues, which are restricted funds, shows an increase in expenditures for 2013 of approximately 46 percent (46%) primarily associated with various projects not completed in 2012 and the dollars carried over into 2013. Expenditures for 2014 versus 2013 are expected to decrease by approximately 12 percent (12%). Fund Balance for 2014 shows a decline of 2.6 percent (-2.6%) primarily due to shift in project resources.
- ❖ Capital Projects show an increase in 2013 of approximately 55 percent (55%) and a decrease of approximately 16 percent (-16%) in capital spending for 2014. Capital projects are expected to be completed in the first year; however, unspent dollars on a given project are carried forward until the completion of the project. Fund balance in the Capital Projects funds is expected to decrease by about 35 percent (-35%) in 2013 and by about 34 percent (-34%) in 2014.





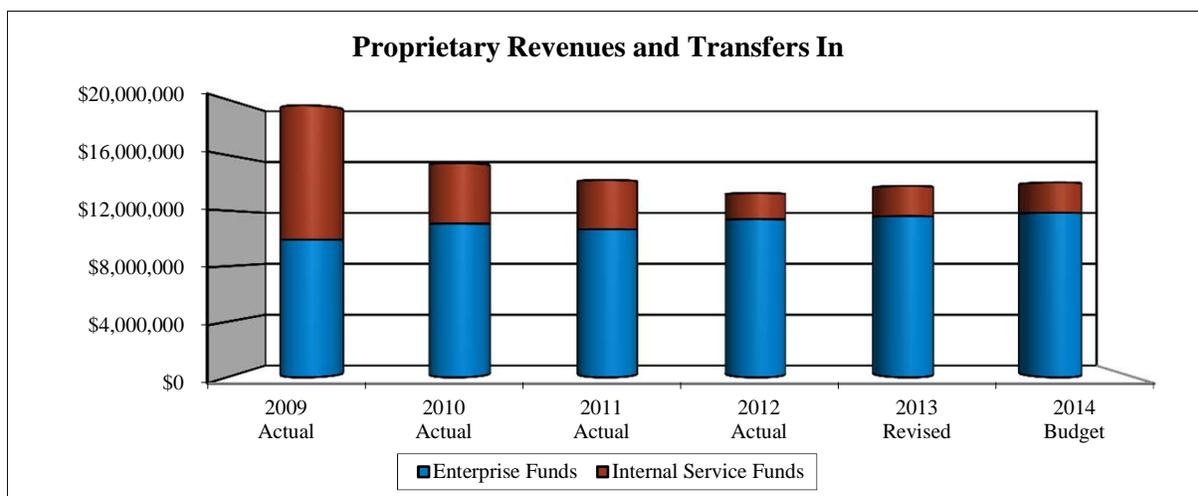
## NOTES AND ASSUMPTIONS

### PROPRIETARY FUNDS

#### Revenues and Transfers In:

Fund	2012 Audited Revenue & Transfers In	2013 Revised Revenue & Transfers In	2014 Budgeted Revenue & Transfers In	2014 Budgeted over (under) 2013 Revised
Golf Course Enterprise	\$ 4,449,582	\$ 4,628,223	\$ 4,875,496	\$ 247,273
Sewer Enterprise	3,318,580	3,313,235	3,313,238	3
Stormwater Enterprise	2,506,629	2,516,533	2,509,480	(7,053)
Water Enterprise	1,112,710	1,144,573	1,146,636	2,063
Dental Self-Insurance	899,398	1,217,309	1,224,137	6,828
Property & Casualty Self-Ins	388,939	379,793	377,718	(2,075)
Retiree's Health Program	346,519	352,798	364,109	11,311
Worker's Compensation Self-Ins	239,245	220,996	216,233	(4,763)
<b>Total of Revenues &amp; Transfers In</b>	<b>\$ 13,261,602</b>	<b>\$ 13,773,460</b>	<b>\$ 14,027,047</b>	<b>\$ 253,587</b>

- ❖ The Golf, Sewer, Stormwater, and Water Enterprise Funds are fully funded through user fees and charges. The revenues herein are based on customer base and usage and have been trended accordingly.
- ❖ Each Fund has a fund manager who is responsible for building the revenue and expenditure projections. This allows the City to put this responsibility closer to the activity.
- ❖ The Internal Service Funds of Property and Casualty Self-Insurance, Retiree's Health Program, and Worker's Compensation Self-Insurance are funded through an expense to the General Fund. The Dental Self-Insurance Fund is funded by user charges. Funding levels are determined through actuarial studies except for the Dental Self-Insurance Fund which is based on actual participation.





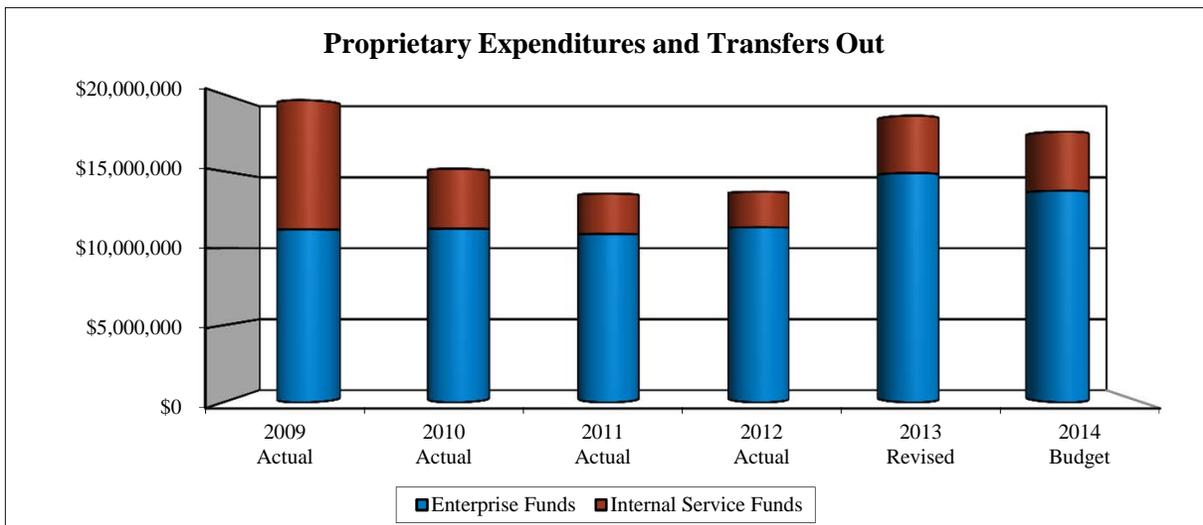
## NOTES AND ASSUMPTIONS

### PROPRIETARY FUNDS (continued)

#### Expenditures and Transfers Out:

Fund	2012 Audited Expenditures & Transfers	2013 Revised Expenditures & Transfers	2014 Budgeted Expenditures & Transfers Out	2014 Budgeted over (under) 2013 Revised
Golf Course Enterprise	\$ 4,419,166	\$ 4,759,423	\$ 5,020,287	\$ 260,864
Sewer Enterprise	3,534,954	4,321,761	4,306,734	(15,027)
Stormwater Enterprise	2,445,596	4,390,271	3,251,838	(1,138,433)
Water Enterprise	959,538	1,410,290	1,154,062	(256,228)
Dental Self-Insurance	749,727	1,166,431	1,166,431	-
Property & Casualty Self-Ins	169,553	1,117,996	1,158,573	40,577
Retiree's Health Program	90,447	175,000	175,000	-
Worker's Compensation Self-Ins	1,301,234	1,259,126	1,327,107	67,981
<b>Total of Expenditures &amp; Transfers Out</b>	<b>\$ 13,670,215</b>	<b>\$ 18,600,298</b>	<b>\$ 17,560,032</b>	<b>\$ (1,040,266)</b>

- ❖ Expenditures are built from the lowest accounting level up to the fund summaries. This detail will be incorporated into the financial data and reports upon approval from the City Council. This level of detail provides the end user a method to track program expenditures.
- ❖ Salary increases for 2013 were averaged at 2.6 percent (2.6%) within the Proprietary Funds. Salary increases are projected for 2014 through 2018 at 3 percent (3%). Medical benefit costs were increased by 15 percent (15%) and no increase was projected for dental benefit costs for 2014 through 2018.
- ❖ Various sewer and stormwater projects are scheduled to be completed in 2013 with fewer projects planned for 2014. Property & Casualty Self-Insurance and Worker's Compensation Self-Insurance accounts for the changes to the Internal Service Funds based on using actuarial data.

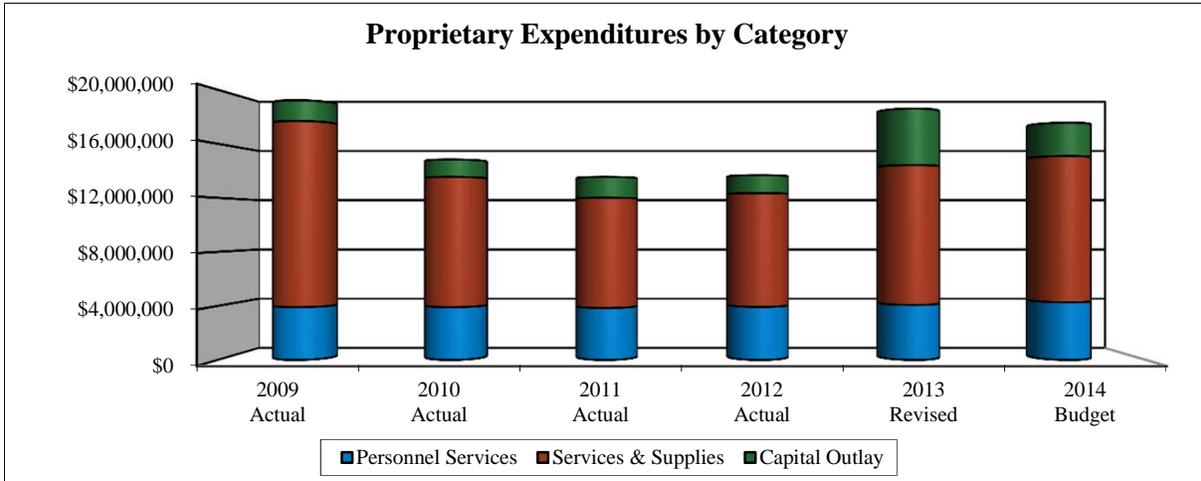




**NOTES AND ASSUMPTIONS**

**PROPRIETARY FUNDS (continued)**

**Expenditures and Transfers Out: (continued)**



**Changes in Fund Balance:**

Fund	2012 Fund Balance Actual	2013 Fund Balance Revised	2014 Fund Balance Budget	2014 Budgeted over (under) 2013 Revised
Golf Course Enterprise	\$ 9,769,555	\$ 9,638,355	\$ 9,493,564	\$ (144,791)
Sewer Enterprise	8,410,611	7,402,085	6,408,589	(993,496)
Stormwater Enterprise	9,403,286	7,529,548	6,787,190	(742,358)
Water Enterprise	1,528,368	1,262,651	1,255,225	(7,426)
Dental Self-Insurance	1,683,003	1,733,881	1,791,587	57,706
Property & Casualty Self-Ins	3,591,009	2,852,806	2,071,951	(780,855)
Retiree's Health Program	2,270,219	2,448,017	2,637,126	189,109
Worker's Compensation Self-Ins	4,545,781	3,507,651	2,396,777	(1,110,874)

Total of Expenditures & Transfers Out	\$ 41,201,832	\$ 36,374,994	\$ 32,842,009	\$ (3,532,985)
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Fund	2014 Budgeted Beginning Fund Balance	2014 Budgeted Revenues & Transfers In	2014 Budgeted Expenditures & Transfers Out	2014 Budgeted Ending Fund Balance
Golf Course Enterprise	\$ 9,638,355	\$ 4,875,496	\$ 5,020,287	\$ 9,493,564
Sewer Enterprise	7,402,085	3,313,238	4,306,734	6,408,589
Stormwater Enterprise	7,529,548	2,509,480	3,251,838	6,787,190
Water Enterprise	1,262,651	1,146,636	1,154,062	1,255,225
Dental Self-Insurance	1,733,881	1,224,137	1,166,431	1,791,587
Property & Casualty Self-Ins	2,852,806	377,718	1,158,573	2,071,951
Retiree's Health Program	2,448,017	364,109	175,000	2,637,126
Worker's Compensation Self-Ins	3,507,651	216,233	1,327,107	2,396,777

Total of Expenditures & Transfers Out	\$ 36,374,994	\$ 14,027,047	\$ 17,560,032	\$ 32,842,009
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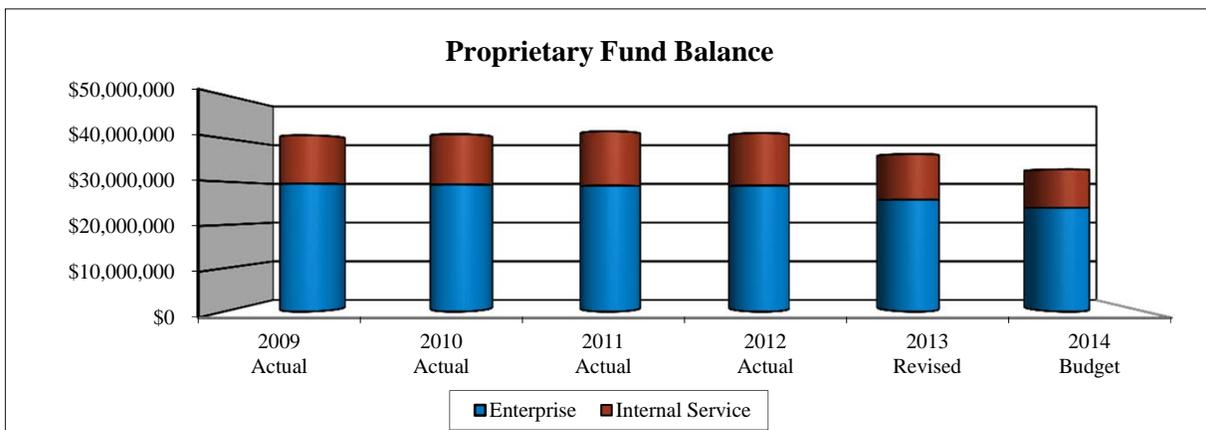


## NOTES AND ASSUMPTIONS

### PROPRIETARY FUNDS (continued)

#### Changes in Fund Balance: (continued)

- ❖ Fund Balance within the Proprietary Funds anticipates a decrease of \$4,826,838, a 11.7 percent (-11.7%) decrease for 2013 under 2012 a decrease of approximately 106 percent (106%) as a percent of expenditures. The Fund Balance for 2014 is projected to be down \$3,532,985 or a decrease of approximately 8.5 percent (-8.5%) as a percent of expenditures.
- ❖ Revenues within the Proprietary Funds are up in 2013 and 2014 mostly due to golf fees and interest income. Revenues for 2013 and 2014 reflect a reduced amount in self-insurance contributions but is expected to return to normal levels in 2015.
- ❖ Expenditures within the Proprietary Funds are up \$4,930,081 in 2013 by 36.1 percent (36.1%) primarily due to carry over of unspent project costs within the enterprise funds from 2012. For 2014, the expenditures are projected to be down from 2013 due to the completion of some enterprise projects in 2013.





## **GOVERNMENTAL FUNDS**

### **GENERAL FUND**

The General Fund accounts for all transactions of the City of Lakewood not accounted for in other funds. It is the City's primary operating fund. This fund represents an accounting for the City's ordinary operations financed from taxes and other general revenues and is the City's most significant fund in relation to overall expenditures.

### **SPECIAL REVENUE FUNDS**

Special Revenue Funds are established for the purpose of accounting for monies received by the City of Lakewood from specific revenue sources that are restricted or committed to expenditures for specified purposes.

### **CAPITAL PROJECTS FUNDS**

Capital Projects Funds are created to account for resources used for the acquisition and construction of major capital facilities and other capital assets other than those financed by Proprietary Funds and Trust Funds. These funds are established to maintain a separate accounting of specific capital projects as directed by City Council.



**GOVERNMENTAL FUNDS**  
**2012 - 2014 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES**

	<b>General Fund</b>			
	<b>2012</b>	<b>2013</b>	<b>2013</b>	<b>2014</b>
	<b>Actual</b>	<b>Budget</b>	<b>Revised</b>	<b>Budget</b>
<b>REVENUES</b>				
Property Tax	\$ 7,573,830	\$ 7,986,944	\$ 7,547,241	\$ 7,547,241
Sales Tax	50,860,692	51,914,064	52,386,513	53,591,403
General Use Tax	2,624,355	2,753,778	2,753,778	2,817,115
Building Material Use Tax	2,060,070	1,886,783	2,051,180	2,098,357
Motor Vehicle Use Tax	4,187,345	3,988,185	4,547,069	4,547,069
Specific Ownership Tax	565,590	573,583	583,800	597,227
Tobacco Products Tax	364,123	366,364	357,782	357,782
Business & Occupation Tax	2,355,526	2,142,379	2,445,113	2,501,351
Franchise Charges & Other Taxes	6,187,090	7,272,100	6,387,090	6,387,090
Hotel Accommodation Tax	-	-	-	-
Licenses & Permits	2,730,119	2,538,045	2,871,525	2,933,524
Intergovernmental Revenue	4,970,392	4,916,285	4,665,730	4,665,730
Charges for Services	10,528,756	10,770,705	10,795,654	10,825,015
Fines & Forfeits	1,421,983	1,551,152	1,260,015	1,280,015
Investment Income	215,455	484,200	443,717	501,245
All Other Revenues	1,554,286	1,419,737	1,419,737	1,429,391
	<u>98,199,612</u>	<u>100,564,304</u>	<u>100,515,944</u>	<u>102,079,555</u>
<b>EXPENDITURES</b>				
Mayor and City Council	441,144	474,120	475,724	482,057
City Manager's Office	1,856,242	2,096,175	2,108,296	2,373,507
City Attorney's Office	1,461,783	1,598,632	1,579,305	1,617,937
City Clerk's Office	724,665	827,099	831,721	836,518
Community Resources	15,422,741	17,008,671	16,633,509	17,061,864
Employee Relations	1,334,563	1,598,574	1,569,630	1,628,529
Finance	2,706,095	3,748,544	3,794,496	3,909,922
Information Technology	4,271,347	4,810,615	4,812,038	4,948,461
Municipal Court	2,710,692	2,916,122	2,910,478	3,007,862
Planning	1,387,131	1,503,238	1,665,266	1,823,269
Police	38,768,531	41,314,886	40,967,683	42,823,398
Public Works	14,236,889	15,789,192	16,213,124	16,277,381
Non-Departmental	5,173,199	5,560,488	5,744,488	5,749,328
	<u>90,495,022</u>	<u>99,246,356</u>	<u>99,305,758</u>	<u>102,540,033</u>
<b>OTHER FINANCING SOURCES (USES)</b>				
Operating Transfers In	20,665	16,189	20,665	20,665
Operating Transfers Out	(5,801,335)	(4,372,971)	(4,326,903)	(2,731,721)
	<u>(5,780,670)</u>	<u>(4,356,782)</u>	<u>(4,306,238)</u>	<u>(2,711,056)</u>
Total Other Financing Sources (Uses)	<u>(5,780,670)</u>	<u>(4,356,782)</u>	<u>(4,306,238)</u>	<u>(2,711,056)</u>
Excess (Deficiency) of Financial Sources over Financial Uses	1,923,920	(3,038,834)	(3,096,052)	(3,171,534)
<b>FUND BALANCES,</b>				
<b>BEGINNING OF YEAR</b>	<u>31,536,432</u>	<u>29,423,754</u>	<u>33,460,352</u>	<u>30,364,300</u>
<b>FUND BALANCES,</b>				
<b>END OF YEAR</b>	<u>\$ 33,460,352</u>	<u>\$ 26,384,920</u>	<u>\$ 30,364,300</u>	<u>\$ 27,192,766</u>
<b>Fund Balance as a Percent of Expenditures and Operating Transfers Out</b>	34.75%	25.46%	29.30%	25.83%



**GOVERNMENTAL FUNDS (continued)**  
**2012 - 2014 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)**

	<b>Special Revenue Funds</b>			
	<b>2012</b>	<b>2013</b>	<b>2013</b>	<b>2014</b>
	<b>Actual</b>	<b>Budget</b>	<b>Revised</b>	<b>Budget</b>
<b>REVENUES</b>				
Property Tax	\$ -	\$ -	\$ -	\$ -
Sales Tax	-	-	-	-
General Use Tax	-	-	-	-
Building Material Use Tax	-	-	-	-
Motor Vehicle Use Tax	-	-	-	-
Specific Ownership Tax	-	-	-	-
Tobacco Products Tax	-	-	-	-
Business & Occupation Tax	-	-	-	-
Franchise Charges & Other Taxes	-	-	-	-
Hotel Accommodation Tax	1,102,176	920,000	1,000,000	1,000,000
Licenses & Permits	-	-	-	-
Intergovernmental Revenue	14,336,967	11,249,536	18,091,290	16,280,496
Charges for Services	903,860	1,124,196	1,116,846	1,161,796
Fines & Forfeits	-	-	-	-
Investment Income	74,127	71,308	100,843	101,123
All Other Revenues	57,163	35,772	36,239	31,022
<b>Total Revenues</b>	<b>16,474,293</b>	<b>13,400,812</b>	<b>20,345,218</b>	<b>18,574,437</b>
<b>EXPENDITURES</b>				
Mayor and City Council	-	-	-	-
City Manager's Office	469,946	1,015,809	1,005,309	978,052
City Attorney's Office	-	-	-	-
City Clerk's Office	-	-	-	-
Community Resources	9,431,128	9,662,839	11,114,440	9,732,049
Employee Relations	-	-	-	-
Finance	(441,570)	36,494	36,063	37,645
Information Technology	-	-	-	-
Municipal Court	58,515	30,553	28,315	-
Planning	1,463,158	1,098,318	2,144,644	815,108
Police	2,932,466	2,150,962	2,340,533	2,485,328
Public Works	1,476,513	1,065,000	5,983,068	5,785,000
Non-Departmental	147,717	-	-	-
<b>Total Expenditures</b>	<b>15,537,873</b>	<b>15,059,975</b>	<b>22,652,372</b>	<b>19,833,182</b>
<b>OTHER FINANCING SOURCES (USES)</b>				
Operating Transfers In	1,045,296	1,005,002	1,035,225	1,068,752
Operating Transfers Out	-	-	-	-
<b>Total Other Financing Sources (Uses)</b>	<b>1,045,296</b>	<b>1,005,002</b>	<b>1,035,225</b>	<b>1,068,752</b>
Excess (Deficiency) of Financial Sources over Financial Uses	1,981,716	(654,161)	(1,271,929)	(189,993)
<b>FUND BALANCES, BEGINNING OF YEAR</b>				
	6,542,926	5,616,940	8,524,642	7,252,713
<b>FUND BALANCES, END OF YEAR</b>				
	\$ 8,524,642	\$ 4,962,779	\$ 7,252,713	\$ 7,062,720
<b>Fund Balance as a Percent of Expenditures and Operating Transfers Out</b>	54.86%	32.95%	32.02%	35.61%



**GOVERNMENTAL FUNDS (continued)**  
**2012 - 2014 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)**

	<b>Capital Projects Funds</b>			
	<b>2012</b>	<b>2013</b>	<b>2013</b>	<b>2014</b>
	<b>Actual</b>	<b>Budget</b>	<b>Revised</b>	<b>Budget</b>
<b>REVENUES</b>				
Property Tax	\$ -	\$ -	\$ -	\$ -
Sales Tax	9,674,585	9,739,427	9,964,823	10,194,014
General Use Tax	524,875	551,066	550,888	563,558
Building Material Use Tax	411,987	378,773	410,334	419,772
Motor Vehicle Use Tax	837,840	816,857	909,632	909,632
Specific Ownership Tax	-	-	-	-
Tobacco Products Tax	-	-	-	-
Business & Occupation Tax	-	-	-	-
Franchise Charges & Other Taxes	-	-	-	-
Hotel Accommodation Tax	-	-	-	-
Licenses & Permits	-	-	-	-
Intergovernmental Revenue	1,909,623	2,062,817	1,914,432	1,914,432
Charges for Services	1,875,463	1,840,000	1,886,288	2,063,603
Fines & Forfeits	-	-	-	-
Investment Income	203,044	115,699	180,711	137,904
All Other Revenues	110,543	207,500	497,000	200,000
<b>Total Revenues</b>	<b>15,547,960</b>	<b>15,712,139</b>	<b>16,314,108</b>	<b>16,402,915</b>
<b>EXPENDITURES</b>				
Mayor and City Council	-	-	-	-
City Manager's Office	165,747	190,000	190,000	190,000
City Attorney's Office	-	-	-	-
City Clerk's Office	-	-	-	-
Community Resources	814,925	3,790,843	2,277,671	4,726,602
Employee Relations	-	-	-	-
Finance	42,486	52,286	45,435	45,409
Information Technology	1,306,598	1,190,000	1,462,000	1,141,957
Municipal Court	-	-	-	-
Planning	168,235	190,000	190,000	130,000
Police	1,298	-	-	-
Public Works	11,189,459	14,775,213	19,800,654	13,970,087
Non-Departmental	3,490,124	2,345,682	2,709,444	2,251,383
<b>Total Expenditures</b>	<b>17,178,872</b>	<b>22,534,024</b>	<b>26,675,204</b>	<b>22,455,438</b>
<b>OTHER FINANCING SOURCES (USES)</b>				
Operating Transfers In	4,756,039	3,367,969	3,367,969	2,461,926
Operating Transfers Out	-	-	(76,291)	(798,957)
<b>Total Other Financing Sources (Uses)</b>	<b>4,756,039</b>	<b>3,367,969</b>	<b>3,291,678</b>	<b>1,662,969</b>
Excess (Deficiency) of Financial Sources over Financial Uses	3,125,127	(3,453,916)	(7,069,418)	(4,389,554)
<b>FUND BALANCES, BEGINNING OF YEAR</b>				
	16,926,094	11,102,829	20,051,221	12,981,803
<b>FUND BALANCES, END OF YEAR</b>				
	\$ 20,051,221	\$ 7,648,913	\$ 12,981,803	\$ 8,592,249
<b>Fund Balance as a Percent of Expenditures and Operating Transfers Out</b>	116.72%	33.94%	48.53%	36.95%



**GOVERNMENTAL FUNDS (continued)**  
**2012 - 2014 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)**

	<b>Total Governmental Funds</b>			
	<b>2012</b>	<b>2013</b>	<b>2013</b>	<b>2014</b>
	<b>Actual</b>	<b>Budget</b>	<b>Revised</b>	<b>Budget</b>
<b>REVENUES</b>				
Property Tax	\$ 7,573,830	\$ 7,986,944	\$ 7,547,241	\$ 7,547,241
Sales Tax	60,535,277	61,653,491	62,351,336	63,785,417
General Use Tax	3,149,230	3,304,844	3,304,666	3,380,673
Building Material Use Tax	2,472,057	2,265,556	2,461,514	2,518,129
Motor Vehicle Use Tax	5,025,185	4,805,042	5,456,701	5,456,701
Specific Ownership Tax	565,590	573,583	583,800	597,227
Tobacco Products Tax	364,123	366,364	357,782	357,782
Business & Occupation Tax	2,355,526	2,142,379	2,445,113	2,501,351
Franchise Charges & Other Taxes	6,187,090	7,272,100	6,387,090	6,387,090
Hotel Accommodation Tax	1,102,176	920,000	1,000,000	1,000,000
Licenses & Permits	2,730,119	2,538,045	2,871,525	2,933,524
Intergovernmental Revenue	21,216,982	18,228,638	24,671,452	22,860,658
Charges for Services	13,308,079	13,734,901	13,798,788	14,050,414
Fines & Forfeits	1,421,983	1,551,152	1,260,015	1,280,015
Investment Income	492,626	671,207	725,271	740,272
All Other Revenues	1,721,992	1,663,009	1,952,976	1,660,413
<b>Total Revenues</b>	<b>130,221,865</b>	<b>129,677,255</b>	<b>137,175,270</b>	<b>137,056,907</b>
<b>EXPENDITURES</b>				
Mayor and City Council	441,144	474,120	475,724	482,057
City Manager's Office	2,491,935	3,301,984	3,303,605	3,541,559
City Attorney's Office	1,461,783	1,598,632	1,579,305	1,617,937
City Clerk's Office	724,665	827,099	831,721	836,518
Community Resources	25,668,794	30,462,353	30,025,620	31,520,515
Employee Relations	1,334,563	1,598,574	1,569,630	1,628,529
Finance	2,307,011	3,837,324	3,875,994	3,992,976
Information Technology	5,577,945	6,000,615	6,274,038	6,090,418
Municipal Court	2,769,207	2,946,675	2,938,793	3,007,862
Planning	3,018,524	2,791,556	3,999,910	2,768,377
Police	41,702,295	43,465,848	43,308,216	45,308,726
Public Works	26,902,861	31,629,405	41,996,846	36,032,468
Non-Departmental	8,811,040	7,906,170	8,453,932	8,000,711
<b>Total Expenditures</b>	<b>123,211,767</b>	<b>136,840,355</b>	<b>148,633,334</b>	<b>144,828,653</b>
<b>OTHER FINANCING SOURCES (USES)</b>				
Operating Transfers In	5,822,000	4,389,160	4,423,859	3,551,343
Operating Transfers Out	(5,801,335)	(4,372,971)	(4,403,194)	(3,530,678)
<b>Total Other Financing Sources (Uses)</b>	<b>20,665</b>	<b>16,189</b>	<b>20,665</b>	<b>20,665</b>
Excess (Deficiency) of Financial Sources over Financial Uses	7,030,763	(7,146,911)	(11,437,399)	(7,751,081)
<b>FUND BALANCES, BEGINNING OF YEAR</b>				
	55,005,452	46,143,523	62,036,215	50,598,816
<b>FUND BALANCES, END OF YEAR</b>				
	\$ 62,036,215	\$ 38,996,612	\$ 50,598,816	\$ 42,847,735
<b>Fund Balance as a Percent of Expenditures and Operating Transfers Out</b>	48.09%	27.62%	33.06%	28.88%



## **SPECIAL REVENUE FUNDS**

Special Revenue Funds are established for the purpose of accounting for monies received by the City of Lakewood from specific revenue sources that are restricted or committed to expenditures for specified purposes. The City's Special Revenue Funds account for the following:

### **CONSERVATION TRUST FUND**

This fund is established as required by Section 31-25-220, Colorado Revised Statutes, 1973 to account for monies received from the State of Colorado for Conservation Trust Fund (lottery) and restricted for the purposes of planning, acquisition, development, and maintenance of new conservation sites or for capital improvements or maintenance for recreational purposes on public sites.

### **ECONOMIC DEVELOPMENT FUND**

The Economic Development Fund is established by Ordinance 85-54 to account for the City's hotel accommodation taxes which were approved by the voters in 1987 and restricted for the purpose of promoting economic development within the City.

### **GRANTS FUND**

The Grants Fund is established to maintain a separate accounting for Federal, State, and other qualified grants.

### **HERITAGE, CULTURE & THE ARTS FUND**

This fund is established to provide a full complement of heritage, cultural, and art activities to the general public on a continuing basis financed primarily through user charges, intergovernmental revenues restricted to these activities, and other financial resources assigned specifically for these purposes.

### **OPEN SPACE FUND**

This fund was established in 1987 to account for intergovernmental funds received from Jefferson County related to its Open Space Sales Tax Resolution approved by voters in 1980 and which restricts the use to open space purposes. Open space purposes include planning, development, construction, acquisition, and maintenance of park and recreation capital improvements.



**SPECIAL REVENUE FUNDS**  
**2012 - 2014 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES**

	<b>Conservation Trust Fund</b>			
	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
<b>REVENUES</b>				
Hotel Accommodation Tax	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenue	1,422,400	1,295,000	1,300,000	1,300,000
Charges for Services	-	-	-	-
Investment Income	10,492	4,510	10,981	8,824
All Other Revenues	-	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
Total Revenues	1,432,892	1,299,510	1,310,981	1,308,824
<b>EXPENDITURES</b>				
City Manager's Office	-	-	-	-
Community Resources	898,231	1,347,669	1,711,669	1,517,669
Finance	-	-	-	-
Municipal Court	-	-	-	-
Planning	-	-	-	-
Police	-	-	-	-
Public Works	-	-	-	-
Non-Departmental	-	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
Total Expenditures	898,231	1,347,669	1,711,669	1,517,669
<b>OTHER FINANCING SOURCES (USES)</b>				
Operating Transfers In	-	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
Total Other Financing Sources (Uses)	-	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
Excess (Deficiency) of Financial Sources over Financial Uses	534,661	(48,159)	(400,688)	(208,845)
<b>FUND BALANCES, BEGINNING OF YEAR</b>				
	<hr/>	<hr/>	<hr/>	<hr/>
	432,064	284,059	966,725	566,037
<b>FUND BALANCES, END OF YEAR</b>				
	<hr/>	<hr/>	<hr/>	<hr/>
	\$ 966,725	\$ 235,900	\$ 566,037	\$ 357,192
<b>Fund Balance as a Percent of Expenditures and Operating Transfers Out</b>				
	107.63%	17.50%	33.07%	23.54%



**SPECIAL REVENUE FUNDS (continued)**  
**2012 - 2014 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)**

<b>Economic Development Fund</b>				
	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
<b>REVENUES</b>				
Hotel Accommodation Tax	\$ 1,102,176	\$ 920,000	\$ 1,000,000	\$ 1,000,000
Intergovernmental Revenue	-	-	-	-
Charges for Services	66,300	52,000	52,000	52,000
Investment Income	40,756	40,000	52,663	53,676
All Other Revenues	-	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
Total Revenues	1,209,232	1,012,000	1,104,663	1,105,676
	<hr/>	<hr/>	<hr/>	<hr/>
<b>EXPENDITURES</b>				
City Manager's Office	380,137	1,015,809	1,005,309	978,052
Community Resources	-	-	-	-
Finance	-	-	-	-
Municipal Court	-	-	-	-
Planning	-	-	-	-
Police	-	-	-	-
Public Works	-	-	-	-
Non-Departmental	-	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
Total Expenditures	380,137	1,015,809	1,005,309	978,052
	<hr/>	<hr/>	<hr/>	<hr/>
<b>OTHER FINANCING SOURCES (USES)</b>				
Operating Transfers In	-	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
Total Other Financing Sources (Uses)	-	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
Excess (Deficiency) of Financial Sources over Financial Uses	829,095	(3,809)	99,354	127,624
	<hr/>	<hr/>	<hr/>	<hr/>
<b>FUND BALANCES, BEGINNING OF YEAR</b>	<u>2,909,683</u>	<u>2,892,299</u>	<u>3,738,778</u>	<u>3,838,132</u>
	<hr/>	<hr/>	<hr/>	<hr/>
<b>FUND BALANCES, END OF YEAR</b>	<u><u>\$ 3,738,778</u></u>	<u><u>\$ 2,888,490</u></u>	<u><u>\$ 3,838,132</u></u>	<u><u>\$ 3,965,756</u></u>
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Fund Balance as a Percent of Expenditures and Operating Transfers Out</b>	983.53%	284.35%	381.79%	405.47%



**SPECIAL REVENUE FUNDS (continued)**  
**2012 - 2014 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)**

	<b>Grants Fund</b>			
	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
<b>REVENUES</b>				
Hotel Accommodation Tax	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenue	7,338,374	5,621,150	12,206,140	10,336,931
Charges for Services	(29,888)	-	-	-
Investment Income	1,837	-	-	-
All Other Revenues	-	-	-	-
<b>Total Revenues</b>	<b>7,310,323</b>	<b>5,621,150</b>	<b>12,206,140</b>	<b>10,336,931</b>
<b>EXPENDITURES</b>				
City Manager's Office	89,809	-	-	-
Community Resources	1,234,775	1,276,317	1,709,580	1,342,603
Finance	(441,570)	36,494	36,063	37,645
Municipal Court	58,515	30,553	28,315	-
Planning	1,463,158	1,098,318	2,144,644	815,108
Police	2,932,466	2,150,962	2,340,533	2,485,328
Public Works	1,476,513	1,065,000	5,983,068	5,785,000
Non-Departmental	147,717	-	-	-
<b>Total Expenditures</b>	<b>6,961,383</b>	<b>5,657,644</b>	<b>12,242,203</b>	<b>10,465,684</b>
<b>OTHER FINANCING SOURCES (USES)</b>				
Operating Transfers In	-	-	-	-
<b>Total Other Financing Sources (Uses)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Excess (Deficiency) of Financial Sources over Financial Uses	348,940	(36,494)	(36,063)	(128,753)
<b>FUND BALANCES, BEGINNING OF YEAR</b>				
	(97,252)	371,021	251,688	215,625
<b>FUND BALANCES, END OF YEAR</b>				
	<u>\$ 251,688</u>	<u>\$ 334,527</u>	<u>\$ 215,625</u>	<u>\$ 86,872</u>
<b>Fund Balance as a Percent of Expenditures and Operating Transfers Out</b>	3.62%	5.91%	1.76%	0.83%



**SPECIAL REVENUE FUNDS (continued)**  
**2012 - 2014 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)**

<b>Heritage, Culture, and Arts Fund</b>				
	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
<b>REVENUES</b>				
Hotel Accommodation Tax	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenue	220,760	265,000	265,000	230,000
Charges for Services	860,936	1,072,196	1,064,846	1,109,796
Investment Income	-	-	-	-
All Other Revenues	57,113	24,950	25,417	20,200
<b>Total Revenues</b>	<b>1,138,809</b>	<b>1,362,146</b>	<b>1,355,263</b>	<b>1,359,996</b>
<b>EXPENDITURES</b>				
City Manager's Office	-	-	-	-
Community Resources	2,215,976	2,452,951	2,400,999	2,584,133
Finance	-	-	-	-
Municipal Court	-	-	-	-
Planning	-	-	-	-
Police	-	-	-	-
Public Works	-	-	-	-
Non-Departmental	-	-	-	-
<b>Total Expenditures</b>	<b>2,215,976</b>	<b>2,452,951</b>	<b>2,400,999</b>	<b>2,584,133</b>
<b>OTHER FINANCING SOURCES (USES)</b>				
Operating Transfers In	1,045,296	1,005,002	1,035,225	1,068,752
<b>Total Other Financing Sources (Uses)</b>	<b>1,045,296</b>	<b>1,005,002</b>	<b>1,035,225</b>	<b>1,068,752</b>
Excess (Deficiency) of Financial Sources over Financial Uses	(31,871)	(85,803)	(10,511)	(155,385)
<b>FUND BALANCES, BEGINNING OF YEAR</b>				
	461,633	324,888	429,762	419,251
<b>FUND BALANCES, END OF YEAR</b>				
	<u>\$ 429,762</u>	<u>\$ 239,085</u>	<u>\$ 419,251</u>	<u>\$ 263,866</u>
<b>Fund Balance as a Percent of Expenditures and Operating Transfers Out</b>	19.39%	9.75%	17.46%	10.21%



**SPECIAL REVENUE FUNDS (continued)**  
**2012 - 2014 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)**

	<b>Open Space Fund</b>			
	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
<b>REVENUES</b>				
Hotel Accommodation Tax	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenue	5,355,433	4,068,386	4,320,150	4,413,565
Charges for Services	6,512	-	-	-
Investment Income	21,042	26,798	37,199	38,623
All Other Revenues	50	10,822	10,822	10,822
<b>Total Revenues</b>	<b>5,383,037</b>	<b>4,106,006</b>	<b>4,368,171</b>	<b>4,463,010</b>
<b>EXPENDITURES</b>				
City Manager's Office	-	-	-	-
Community Resources	5,082,146	4,585,902	5,292,192	4,287,644
Finance	-	-	-	-
Municipal Court	-	-	-	-
Planning	-	-	-	-
Police	-	-	-	-
Public Works	-	-	-	-
Non-Departmental	-	-	-	-
<b>Total Expenditures</b>	<b>5,082,146</b>	<b>4,585,902</b>	<b>5,292,192</b>	<b>4,287,644</b>
<b>OTHER FINANCING SOURCES (USES)</b>				
Operating Transfers In	-	-	-	-
<b>Total Other Financing Sources (Uses)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Excess (Deficiency) of Financial Sources over Financial Uses	300,891	(479,896)	(924,021)	175,366
<b>FUND BALANCES, BEGINNING OF YEAR</b>	<b>2,836,798</b>	<b>1,744,673</b>	<b>3,137,689</b>	<b>2,213,668</b>
<b>FUND BALANCES, END OF YEAR</b>	<b>\$ 3,137,689</b>	<b>\$ 1,264,777</b>	<b>\$ 2,213,668</b>	<b>\$ 2,389,034</b>
<b>Fund Balance as a Percent of Expenditures and Operating Transfers Out</b>	<b>61.74%</b>	<b>27.58%</b>	<b>41.83%</b>	<b>55.72%</b>



**SPECIAL REVENUE FUNDS (continued)**  
**2012 - 2014 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)**

	<b>Total Special Revenue Funds</b>			
	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
<b>REVENUES</b>				
Hotel Accommodation Tax	\$ 1,102,176	\$ 920,000	\$ 1,000,000	\$ 1,000,000
Intergovernmental Revenue	14,336,967	11,249,536	18,091,290	16,280,496
Charges for Services	903,860	1,124,196	1,116,846	1,161,796
Investment Income	74,127	71,308	100,843	101,123
All Other Revenues	57,163	35,772	36,239	31,022
	<hr/>	<hr/>	<hr/>	<hr/>
Total Revenues	16,474,293	13,400,812	20,345,218	18,574,437
	<hr/>	<hr/>	<hr/>	<hr/>
<b>EXPENDITURES</b>				
City Manager's Office	469,946	1,015,809	1,005,309	978,052
Community Resources	9,431,128	9,662,839	11,114,440	9,732,049
Finance	(441,570)	36,494	36,063	37,645
Municipal Court	58,515	30,553	28,315	-
Planning	1,463,158	1,098,318	2,144,644	815,108
Police	2,932,466	2,150,962	2,340,533	2,485,328
Public Works	1,476,513	1,065,000	5,983,068	5,785,000
Non-Departmental	147,717	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
Total Expenditures	15,537,873	15,059,975	22,652,372	19,833,182
	<hr/>	<hr/>	<hr/>	<hr/>
<b>OTHER FINANCING SOURCES (USES)</b>				
Operating Transfers In	1,045,296	1,005,002	1,035,225	1,068,752
	<hr/>	<hr/>	<hr/>	<hr/>
Total Other Financing Sources (Uses)	1,045,296	1,005,002	1,035,225	1,068,752
	<hr/>	<hr/>	<hr/>	<hr/>
Excess (Deficiency) of Financial Sources over Financial Uses	1,981,716	(654,161)	(1,271,929)	(189,993)
	<hr/>	<hr/>	<hr/>	<hr/>
<b>FUND BALANCES, BEGINNING OF YEAR</b>				
	6,542,926	5,616,940	8,524,642	7,252,713
	<hr/>	<hr/>	<hr/>	<hr/>
<b>FUND BALANCES, END OF YEAR</b>				
	<u>\$ 8,524,642</u>	<u>\$ 4,962,779</u>	<u>\$ 7,252,713</u>	<u>\$ 7,062,720</u>
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Fund Balance as a Percent of Expenditures and Operating Transfers Out</b>	54.86%	32.95%	32.02%	35.61%



## **CAPITAL PROJECTS FUNDS**

Capital Projects Funds are created to account for resources used for the acquisition and construction of major capital facilities and other capital assets other than those financed by Proprietary Funds and Trust Funds. These funds are established to maintain a separate accounting of specific capital projects as directed by City Council. The City's Capital Projects Funds account for the following:

### **CAPITAL IMPROVEMENT FUND**

The purpose of the Capital Improvement Fund is to account for expenditures for the acquisition, construction, and improvements of capital assets. Revenue for this fund is primarily derived from one sixth of the City's sales and use taxes approved by voters and other intergovernmental revenues restricted for these purposes.

### **EQUIPMENT REPLACEMENT FUND**

The Equipment Replacement Fund is established to accumulate resources to finance the acquisition, construction, and improvements of vehicle, technology, and public, education, and government access equipment.



**CAPITAL PROJECTS FUNDS**  
**2012 - 2014 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES**

	<b>Capital Improvement Fund</b>			
	<b>2012</b>	<b>2013</b>	<b>2013</b>	<b>2014</b>
	<b>Actual</b>	<b>Budget</b>	<b>Revised</b>	<b>Budget</b>
<b>REVENUES</b>				
Sales Tax	\$ 9,674,585	\$ 9,739,427	\$ 9,964,823	\$ 10,194,014
General Use Tax	524,875	551,066	550,888	563,558
Building Material Use Tax	411,987	378,773	410,334	419,772
Motor Vehicle Use Tax	837,840	816,857	909,632	909,632
Intergovernmental Revenue	1,909,623	2,062,817	1,914,432	1,914,432
Charges for Services	-	-	-	-
Investment Income	203,044	115,699	180,711	137,904
All Other Revenues	7,391	57,500	200,000	50,000
	<u>13,569,345</u>	<u>13,722,139</u>	<u>14,130,820</u>	<u>14,189,312</u>
<b>Total Revenues</b>				
<b>EXPENDITURES</b>				
City Manager's Office	-	-	-	-
Community Resources	814,925	3,790,843	2,277,671	4,726,602
Finance	42,486	52,286	45,435	45,409
Information Technology	-	-	-	-
Planning	168,235	190,000	190,000	130,000
Police	1,298	-	-	-
Public Works	9,637,216	12,975,213	17,960,654	11,717,087
Non-Departmental	3,490,124	2,345,682	2,709,444	2,251,383
	<u>14,154,284</u>	<u>19,354,024</u>	<u>23,183,204</u>	<u>18,870,481</u>
<b>Total Expenditures</b>				
<b>OTHER FINANCING SOURCES (USES)</b>				
Operating Transfers In	4,568,070	3,180,000	3,145,000	1,520,000
Operating Transfers Out	-	-	(76,291)	(798,957)
	<u>4,568,070</u>	<u>3,180,000</u>	<u>3,068,709</u>	<u>721,043</u>
<b>Total Other Financing Sources (Uses)</b>				
Excess (Deficiency) of Financial Sources over Financial Uses	3,983,131	(2,451,885)	(5,983,675)	(3,960,126)
<b>FUND BALANCES, BEGINNING OF YEAR</b>				
	<u>12,354,475</u>	<u>7,895,141</u>	<u>16,337,606</u>	<u>10,353,931</u>
<b>FUND BALANCES, END OF YEAR</b>				
	<u>\$ 16,337,606</u>	<u>\$ 5,443,256</u>	<u>\$ 10,353,931</u>	<u>\$ 6,393,805</u>
<b>Fund Balance as a Percent of Expenditures and Operating Transfers Out</b>	115.43%	28.12%	44.66%	33.88%



**CAPITAL PROJECTS FUNDS**  
**2012 - 2014 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)**

	<b>Equipment Replacement Fund</b>			
	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
<b>REVENUES</b>				
Sales Tax	\$ -	\$ -	\$ -	\$ -
General Use Tax	-	-	-	-
Building Material Use Tax	-	-	-	-
Motor Vehicle Use Tax	-	-	-	-
Intergovernmental Revenue	-	-	-	-
Charges for Services	1,875,463	1,840,000	1,886,288	2,063,603
Investment Income	-	-	-	-
All Other Revenues	103,152	150,000	297,000	150,000
	<u>1,978,615</u>	<u>1,990,000</u>	<u>2,183,288</u>	<u>2,213,603</u>
Total Revenues	1,978,615	1,990,000	2,183,288	2,213,603
<b>EXPENDITURES</b>				
City Manager's Office	165,747	190,000	190,000	190,000
Community Resources	-	-	-	-
Finance	-	-	-	-
Information Technology	1,306,598	1,190,000	1,462,000	1,141,957
Planning	-	-	-	-
Police	-	-	-	-
Public Works	1,552,243	1,800,000	1,840,000	2,253,000
Non-Departmental	-	-	-	-
	<u>3,024,588</u>	<u>3,180,000</u>	<u>3,492,000</u>	<u>3,584,957</u>
Total Expenditures	3,024,588	3,180,000	3,492,000	3,584,957
<b>OTHER FINANCING SOURCES (USES)</b>				
Operating Transfers In	187,969	187,969	222,969	941,926
Operating Transfers Out	-	-	-	-
	<u>187,969</u>	<u>187,969</u>	<u>222,969</u>	<u>941,926</u>
Total Other Financing Sources (Uses)	187,969	187,969	222,969	941,926
Excess (Deficiency) of Financial Sources over Financial Uses	(858,004)	(1,002,031)	(1,085,743)	(429,428)
<b>FUND BALANCES, BEGINNING OF YEAR</b>				
	<u>4,571,619</u>	<u>3,207,688</u>	<u>3,713,615</u>	<u>2,627,872</u>
<b>FUND BALANCES, END OF YEAR</b>				
	<u>\$ 3,713,615</u>	<u>\$ 2,205,657</u>	<u>\$ 2,627,872</u>	<u>\$ 2,198,444</u>
<b>Fund Balance as a Percent of Expenditures and Operating Transfers Out</b>	122.78%	69.36%	75.25%	61.32%



## CAPITAL PROJECTS FUNDS

## 2012 - 2014 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)

	Total Capital Projects Funds			
	2012 Actual	2013 Budget	2013 Revised	2014 Budget
<b>REVENUES</b>				
Sales Tax	\$ 9,674,585	\$ 9,739,427	\$ 9,964,823	\$ 10,194,014
General Use Tax	524,875	551,066	550,888	563,558
Building Material Use Tax	411,987	378,773	410,334	419,772
Motor Vehicle Use Tax	837,840	816,857	909,632	909,632
Intergovernmental Revenue	1,909,623	2,062,817	1,914,432	1,914,432
Charges for Services	1,875,463	1,840,000	1,886,288	2,063,603
Investment Income	203,044	115,699	180,711	137,904
All Other Revenues	110,543	207,500	497,000	200,000
	<u>15,547,960</u>	<u>15,712,139</u>	<u>16,314,108</u>	<u>16,402,915</u>
<b>EXPENDITURES</b>				
City Manager's Office	165,747	190,000	190,000	190,000
Community Resources	814,925	3,790,843	2,277,671	4,726,602
Finance	42,486	52,286	45,435	45,409
Information Technology	1,306,598	1,190,000	1,462,000	1,141,957
Planning	168,235	190,000	190,000	130,000
Police	1,298	-	-	-
Public Works	11,189,459	14,775,213	19,800,654	13,970,087
Non-Departmental	3,490,124	2,345,682	2,709,444	2,251,383
	<u>17,178,872</u>	<u>22,534,024</u>	<u>26,675,204</u>	<u>22,455,438</u>
<b>OTHER FINANCING SOURCES (USES)</b>				
Operating Transfers In	4,756,039	3,367,969	3,367,969	2,461,926
Operating Transfers Out	-	-	(76,291)	(798,957)
	<u>4,756,039</u>	<u>3,367,969</u>	<u>3,291,678</u>	<u>1,662,969</u>
Excess (Deficiency) of Financial Sources over Financial Uses	3,125,127	(3,453,916)	(7,069,418)	(4,389,554)
<b>FUND BALANCES,</b>				
<b>BEGINNING OF YEAR</b>	<u>16,926,094</u>	<u>11,102,829</u>	<u>20,051,221</u>	<u>12,981,803</u>
<b>FUND BALANCES,</b>				
<b>END OF YEAR</b>	<u>\$20,051,221</u>	<u>\$ 7,648,913</u>	<u>\$12,981,803</u>	<u>\$ 8,592,249</u>
<b>Fund Balance as a Percent of Expenditures and Operating Transfers Out</b>				
	116.72%	33.94%	48.67%	38.26%



## **PROPRIETARY FUNDS**

### **ENTERPRISE FUNDS**

Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or where the City Council has decided that periodic determination of net income is appropriate for accountability purposes. The City has four qualified Enterprise Funds including Golf, Sewer, Stormwater, and Water.

### **INTERNAL SERVICE FUNDS**

Internal Service Funds are used to account for the financing of goods and services provided by one department or agency to other departments or agencies of the governmental unit, or to other governmental units, on a cost-reimbursement basis. The City's Internal Service Funds account for the following services: Dental Self-Insurance Fund, Property & Casualty Self-Insurance Fund, Retiree's Health Program Fund, and the Worker's Compensation Self-Insurance Fund.



**PROPRIETARY FUNDS**  
**2012 - 2014 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES**

	<b>Enterprise Funds</b>			
	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
<b>REVENUES</b>				
Charges for Services	\$ 11,107,277	\$ 11,163,531	\$ 11,494,907	\$ 11,738,842
Investment Income	98,664	91,801	95,257	93,608
Other Income	<u>181,560</u>	<u>12,400</u>	<u>12,400</u>	<u>12,400</u>
Total Revenues	<u>11,387,501</u>	<u>11,267,732</u>	<u>11,602,564</u>	<u>11,844,850</u>
<b>EXPENDITURES</b>				
Community Resources	4,419,166	4,816,854	4,743,936	5,004,800
Public Works	6,940,088	8,988,921	9,956,573	8,546,885
Non-Departmental	<u>-</u>	<u>181,236</u>	<u>181,236</u>	<u>181,236</u>
Total Expenditures	<u>11,359,254</u>	<u>13,987,011</u>	<u>14,881,745</u>	<u>13,732,921</u>
Excess (Deficiency) of Financial Sources over Financial Uses	28,247	(2,719,279)	(3,279,181)	(1,888,071)
<b>NET POSITION, BEGINNING OF YEAR</b>	<u>29,083,573</u>	<u>26,506,947</u>	<u>29,111,820</u>	<u>25,832,639</u>
<b>NET POSITION, END OF YEAR</b>	<u><u>\$ 29,111,820</u></u>	<u><u>\$ 23,787,668</u></u>	<u><u>\$ 25,832,639</u></u>	<u><u>\$ 23,944,568</u></u>
<b>Net Position as a Percent of Expenditures and Operating Transfers Out</b>	256.28%	170.07%	173.59%	174.36%



**PROPRIETARY FUNDS**  
**2012 - 2014 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)**

	<b>Internal Service Funds</b>			
	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
<b>REVENUES</b>				
Charges for Services	\$ 1,698,589	\$ 2,013,557	\$ 2,013,557	\$ 2,013,557
Investment Income	175,512	172,780	157,339	168,640
Other Income	-	-	-	-
	<u>1,874,101</u>	<u>2,186,337</u>	<u>2,170,896</u>	<u>2,182,197</u>
<b>Total Revenues</b>				
<b>EXPENDITURES</b>				
Community Resources	-	-	-	-
Public Works	-	-	-	-
Non-Departmental	2,310,961	3,730,485	3,718,553	3,827,111
	<u>2,310,961</u>	<u>3,730,485</u>	<u>3,718,553</u>	<u>3,827,111</u>
<b>Total Expenditures</b>				
Excess (Deficiency) of Financial Sources over Financial Uses	(436,860)	(1,544,148)	(1,547,657)	(1,644,914)
<b>NET POSITION,</b>				
<b>BEGINNING OF YEAR</b>	<u>12,526,872</u>	<u>11,027,235</u>	<u>12,090,012</u>	<u>10,542,355</u>
<b>NET POSITION,</b>				
<b>END OF YEAR</b>	<u>\$ 12,090,012</u>	<u>\$ 9,483,087</u>	<u>\$ 10,542,355</u>	<u>\$ 8,897,441</u>
<b>Net Position as a Percent of Expenditures and Operating Transfers Out</b>				
	523.16%	254.21%	283.51%	232.48%



**PROPRIETARY FUNDS**  
**2012 - 2014 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)**

	<b>Total Proprietary Funds</b>			
	<b>2012</b>	<b>2013</b>	<b>2013</b>	<b>2014</b>
	<b>Actual</b>	<b>Budget</b>	<b>Revised</b>	<b>Budget</b>
<b>REVENUES</b>				
Charges for Services	\$ 12,805,866	\$ 13,177,088	\$ 13,508,464	\$ 13,752,399
Investment Income	274,176	264,581	252,596	262,248
Other Income	181,560	12,400	12,400	12,400
	<u>13,261,602</u>	<u>13,454,069</u>	<u>13,773,460</u>	<u>14,027,047</u>
<b>Total Revenues</b>				
<b>EXPENDITURES</b>				
Community Resources	4,419,166	4,816,854	4,743,936	5,004,800
Public Works	6,940,088	8,988,921	9,956,573	8,546,885
Non-Departmental	2,310,961	3,911,721	3,899,789	4,008,347
	<u>13,670,215</u>	<u>17,717,496</u>	<u>18,600,298</u>	<u>17,560,032</u>
<b>Total Expenditures</b>				
Excess (Deficiency) of Financial Sources over Financial Uses	(408,613)	(4,263,427)	(4,826,838)	(3,532,985)
<b>NET POSITION,</b>				
<b>BEGINNING OF YEAR</b>	<u>41,610,445</u>	<u>37,534,182</u>	<u>41,201,832</u>	<u>36,374,994</u>
<b>NET POSITION,</b>				
<b>END OF YEAR</b>	<u>\$ 41,201,832</u>	<u>\$ 33,270,755</u>	<u>\$ 36,374,994</u>	<u>\$ 32,842,009</u>
<b>Net Position as a Percent of Expenditures and Operating Transfers Out</b>	301.40%	187.78%	195.56%	187.03%



## **ENTERPRISE FUNDS**

Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or where the City Council has decided that periodic determination of net income is appropriate for accountability purposes. The City has the following Enterprise Funds:

### **GOLF COURSE FUND**

The Golf Course Fund was established in 1990 to develop the Fox Hollow at Lakewood Golf Course, which opened in August 1993. An additional golf course, Homestead Golf Course, was completed in Summer 2002.

### **SEWER ENTERPRISE FUND**

The Lakewood Board of Water and Sewer Enterprise Fund was established as required by Chapter 13.04, Section 080 of the City of Lakewood Municipal Code, 1974 supplement, to account for sewer services provided to Lakewood residents on a user charge basis.

### **STORMWATER ENTERPRISE FUND**

The Stormwater Enterprise Fund was created by City Council adopting Ordinance O-98-28 to account for user fees collected from property owners to maintain existing storm water facilities, meet federal requirements for storm water quality, and to build new drainage facilities. All activities necessary to provide such services are accounted for in this fund.

### **WATER ENTERPRISE FUND**

The Lakewood Board of Water and Sewer Enterprise Fund was established as required by Chapter 13.04, Section 080 of the City of Lakewood Municipal Code, 1974 supplement, to account for water services provided to Lakewood residents on a user charge basis.



**ENTERPRISE FUNDS**  
**2012 - 2014 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES**

	<b>Golf Course Fund</b>			
	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
<b>REVENUES</b>				
Charges for Services	\$ 4,449,893	\$ 4,625,431	\$ 4,625,431	\$ 4,869,366
Investment Income	(1,167)	2,585	2,792	6,130
Other Income	856	-	-	-
<b>Total Revenues</b>	<b>4,449,582</b>	<b>4,628,016</b>	<b>4,628,223</b>	<b>4,875,496</b>
<b>EXPENDITURES</b>				
Community Resources	4,419,166	4,816,854	4,743,936	5,004,800
Public Works	-	-	-	-
Non-Departmental	-	15,487	15,487	15,487
<b>Total Expenditures</b>	<b>4,419,166</b>	<b>4,832,341</b>	<b>4,759,423</b>	<b>5,020,287</b>
Excess (Deficiency) of Financial Sources over Financial Uses	30,416	(204,325)	(131,200)	(144,791)
<b>NET POSITION, BEGINNING OF YEAR</b>	<b>9,739,139</b>	<b>9,717,056</b>	<b>9,769,555</b>	<b>9,638,355</b>
<b>NET POSITION, END OF YEAR</b>	<b>\$ 9,769,555</b>	<b>\$ 9,512,731</b>	<b>\$ 9,638,355</b>	<b>\$ 9,493,564</b>
<b>Net Position as a Percent of Expenditures and Operating Transfers Out</b>	221.07%	196.86%	202.51%	189.10%



**ENTERPRISE FUNDS**  
**2012 - 2014 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)**

	<b>Sewer Fund</b>			
	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
<b>REVENUES</b>				
Charges for Services	\$ 3,078,441	\$ 2,957,900	\$ 3,261,776	\$ 3,261,776
Investment Income	47,233	50,971	41,459	41,462
Other Income	192,906	10,000	10,000	10,000
<b>Total Revenues</b>	<u>3,318,580</u>	<u>3,018,871</u>	<u>3,313,235</u>	<u>3,313,238</u>
<b>EXPENDITURES</b>				
Community Resources	-	-	-	-
Public Works	3,534,954	4,246,631	4,266,394	4,251,367
Non-Departmental	-	55,367	55,367	55,367
<b>Total Expenditures</b>	<u>3,534,954</u>	<u>4,301,998</u>	<u>4,321,761</u>	<u>4,306,734</u>
Excess (Deficiency) of Financial Sources over Financial Uses	(216,374)	(1,283,127)	(1,008,526)	(993,496)
<b>NET POSITION, BEGINNING OF YEAR</b>	<u>8,626,985</u>	<u>7,692,133</u>	<u>8,410,611</u>	<u>7,402,085</u>
<b>NET POSITION, END OF YEAR</b>	<u>\$ 8,410,611</u>	<u>\$ 6,409,006</u>	<u>\$ 7,402,085</u>	<u>\$ 6,408,589</u>
<b>Net Position as a Percent of Expenditures and Operating Transfers Out</b>	237.93%	148.98%	171.27%	148.80%



**ENTERPRISE FUNDS**  
**2012 - 2014 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)**

	<b>Stormwater Fund</b>			
	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
<b>REVENUES</b>				
Charges for Services	\$ 2,466,837	\$ 2,480,000	\$ 2,480,000	\$ 2,480,000
Investment Income	40,434	21,976	36,533	29,480
Other Income	(642)	-	-	-
<b>Total Revenues</b>	<u>2,506,629</u>	<u>2,501,976</u>	<u>2,516,533</u>	<u>2,509,480</u>
<b>EXPENDITURES</b>				
Community Resources	-	-	-	-
Public Works	2,445,596	3,430,531	4,330,762	3,192,329
Non-Departmental	-	59,509	59,509	59,509
<b>Total Expenditures</b>	<u>2,445,596</u>	<u>3,490,040</u>	<u>4,390,271</u>	<u>3,251,838</u>
Excess (Deficiency) of Financial Sources over Financial Uses	61,033	(988,064)	(1,873,738)	(742,358)
<b>NET POSITION, BEGINNING OF YEAR</b>	<u>9,342,253</u>	<u>7,607,814</u>	<u>9,403,286</u>	<u>7,529,548</u>
<b>NET POSITION, END OF YEAR</b>	<u>\$ 9,403,286</u>	<u>\$ 6,619,750</u>	<u>\$ 7,529,548</u>	<u>\$ 6,787,190</u>
<b>Net Position as a Percent of Expenditures and Operating Transfers Out</b>	384.50%	189.68%	171.51%	208.72%



**ENTERPRISE FUNDS (continued)**  
**2012 - 2014 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)**

	Water Fund			
	2012 Actual	2013 Budget	2013 Revised	2014 Budget
<b>REVENUES</b>				
Charges for Services	\$ 1,112,106	\$ 1,100,200	\$ 1,127,700	\$ 1,127,700
Investment Income	12,164	16,269	14,473	16,536
Other Income	(11,560)	2,400	2,400	2,400
	<u>1,112,710</u>	<u>1,118,869</u>	<u>1,144,573</u>	<u>1,146,636</u>
Total Revenues				
<b>EXPENDITURES</b>				
Community Resources	-	-	-	-
Public Works	959,538	1,311,759	1,359,417	1,103,189
Non-Departmental	-	50,873	50,873	50,873
	<u>959,538</u>	<u>1,362,632</u>	<u>1,410,290</u>	<u>1,154,062</u>
Total Expenditures				
Excess (Deficiency) of Financial Sources over Financial Uses	153,172	(243,763)	(265,717)	(7,426)
<b>NET POSITION,</b>				
<b>BEGINNING OF YEAR</b>	<u>1,375,196</u>	<u>1,489,944</u>	<u>1,528,368</u>	<u>1,262,651</u>
<b>NET POSITION,</b>				
<b>END OF YEAR</b>	<u>\$ 1,528,368</u>	<u>\$ 1,246,181</u>	<u>\$ 1,262,651</u>	<u>\$ 1,255,225</u>
<b>Net Position as a Percent of Expenditures and Operating Transfers Out</b>	159.28%	91.45%	89.53%	108.77%



**ENTERPRISE FUNDS (continued)**  
**2012 - 2014 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)**

	<b>Total Enterprise Funds</b>			
	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
<b>REVENUES</b>				
Charges for Services	\$ 11,107,277	\$ 11,163,531	\$ 11,494,907	\$ 11,738,842
Investment Income	98,664	91,801	95,257	93,608
Other Income	181,560	12,400	12,400	12,400
	<u>11,387,501</u>	<u>11,267,732</u>	<u>11,602,564</u>	<u>11,844,850</u>
<b>Total Revenues</b>				
<b>EXPENDITURES</b>				
Community Resources	4,419,166	4,816,854	4,743,936	5,004,800
Public Works	6,940,088	8,988,921	9,956,573	8,546,885
Non-Departmental	-	181,236	181,236	181,236
	<u>11,359,254</u>	<u>13,987,011</u>	<u>14,881,745</u>	<u>13,732,921</u>
<b>Total Expenditures</b>				
Excess (Deficiency) of Financial Sources over Financial Uses	28,247	(2,719,279)	(3,279,181)	(1,888,071)
<b>NET POSITION,</b>				
<b>BEGINNING OF YEAR</b>	<u>29,083,573</u>	<u>26,506,947</u>	<u>29,111,820</u>	<u>25,832,639</u>
<b>NET POSITION,</b>				
<b>END OF YEAR</b>	<u>\$ 29,111,820</u>	<u>\$ 23,787,668</u>	<u>\$ 25,832,639</u>	<u>\$ 23,944,568</u>
<b>Net Position as a Percent of Expenditures and Operating Transfers Out</b>	256.28%	170.07%	173.59%	174.36%



## **INTERNAL SERVICE FUNDS**

Internal Service Funds are used to account for the financing of goods and services provided by one department or agency to other departments or agencies of the governmental unit, or to other governmental units, on a cost-reimbursement basis. The City's Internal Service Funds account for the following services:

### **DENTAL SELF-INSURANCE FUND**

This fund was established by Ordinance for employee medical and/or dental self-insurance purposes which include the payment of claims, administrative expenses, legal expenses, and payment for prevention efforts. On April 1, 2010, the self-insurance program for medical claims was discontinued.

### **PROPERTY & CASUALTY SELF-INSURANCE FUND**

This fund was established by Ordinance for the purpose of paying premiums, claims, judgments, settlements, legal fees, and any other self-insurance related program expenses. The City has chosen to use large self-insured retentions/deductibles for its property and casualty insurance program through the municipal insurance pool.

### **RETIREE'S HEALTH PROGRAM FUND**

The Retiree's Health Program Fund was established to account for all of the necessary activities of two benefit plans -- the Benefit Trust Plan, a defined contribution retirement plan that distributes a lump sum amount to eligible employees upon retirement, and the Pre-Funded Health Care Plan which distributes a monthly payment to eligible employees upon retirement to supplement insurance premiums.

### **WORKER'S COMPENSATION SELF-INSURANCE FUND**

This fund was established by Ordinance for worker's compensation self-insurance purposes, which include the payment of claims, administrative expenses, employee compensation, and funding a loss control program.



**INTERNAL SERVICE FUNDS**  
**2012 - 2014 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES**

	<b>Dental Self-Insurance Fund</b>			
	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
<b>REVENUES</b>				
Charges for Services	\$ 878,589	\$ 1,193,557	\$ 1,193,557	\$ 1,193,557
Investment Income	20,809	25,947	23,752	30,580
	<u>899,398</u>	<u>1,219,504</u>	<u>1,217,309</u>	<u>1,224,137</u>
Total Revenues				
<b>EXPENDITURES</b>				
Non-Departmental	<u>749,727</u>	<u>1,166,431</u>	<u>1,166,431</u>	<u>1,166,431</u>
Total Expenditures	<u>749,727</u>	<u>1,166,431</u>	<u>1,166,431</u>	<u>1,166,431</u>
Excess (Deficiency) of Financial Sources over Financial Uses	149,671	53,073	50,878	57,706
<b>NET POSITION, BEGINNING OF YEAR</b>	<u>1,533,332</u>	<u>1,583,661</u>	<u>1,683,003</u>	<u>1,733,881</u>
<b>NET POSITION, END OF YEAR</b>	<u><u>\$ 1,683,003</u></u>	<u><u>\$ 1,636,734</u></u>	<u><u>\$ 1,733,881</u></u>	<u><u>\$ 1,791,587</u></u>
<b>Net Position as a Percent of Expenditures and Operating Transfers Out</b>	224.48%	140.32%	148.65%	153.60%



**INTERNAL SERVICE FUNDS (continued)**  
**2012 - 2014 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)**

	<b>Property &amp; Casualty Self-Insurance Fund</b>			
	<b>2012</b>	<b>2013</b>	<b>2013</b>	<b>2014</b>
	<b>Actual</b>	<b>Budget</b>	<b>Revised</b>	<b>Budget</b>
<b>REVENUES</b>				
Charges for Services	\$ 335,000	\$ 335,000	\$ 335,000	\$ 335,000
Investment Income	53,939	33,048	44,793	42,718
	<hr/>	<hr/>	<hr/>	<hr/>
Total Revenues	388,939	368,048	379,793	377,718
	<hr/>	<hr/>	<hr/>	<hr/>
<b>EXPENDITURES</b>				
Non-Departmental	169,553	1,359,532	1,117,996	1,158,573
	<hr/>	<hr/>	<hr/>	<hr/>
Total Expenditures	169,553	1,359,532	1,117,996	1,158,573
	<hr/>	<hr/>	<hr/>	<hr/>
Excess (Deficiency) of Financial Sources over Financial Uses	219,386	(991,484)	(738,203)	(780,855)
	<hr/>	<hr/>	<hr/>	<hr/>
<b>NET POSITION,</b>				
<b>BEGINNING OF YEAR</b>	<hr/>	<hr/>	<hr/>	<hr/>
	3,371,623	2,400,701	3,591,009	2,852,806
	<hr/>	<hr/>	<hr/>	<hr/>
<b>NET POSITION,</b>				
<b>END OF YEAR</b>	<hr/>	<hr/>	<hr/>	<hr/>
	\$ 3,591,009	\$ 1,409,217	\$ 2,852,806	\$ 2,071,951
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Net Position as a Percent of Expenditures and Operating Transfers Out</b>	2,117.93%	103.65%	255.17%	178.84%



**INTERNAL SERVICE FUNDS (continued)**  
**2012 - 2014 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)**

	<b>Retiree's Health Program Fund</b>			
	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
<b>REVENUES</b>				
Charges for Services	\$ 320,000	\$ 320,000	\$ 320,000	\$ 320,000
Investment Income	26,519	36,415	32,798	44,109
Total Revenues	<u>346,519</u>	<u>356,415</u>	<u>352,798</u>	<u>364,109</u>
<b>EXPENDITURES</b>				
Non-Departmental	<u>90,447</u>	<u>175,000</u>	<u>175,000</u>	<u>175,000</u>
Total Expenditures	<u>90,447</u>	<u>175,000</u>	<u>175,000</u>	<u>175,000</u>
Excess (Deficiency) of Financial Sources over Financial Uses	256,072	181,415	177,798	189,109
<b>NET POSITION, BEGINNING OF YEAR</b>	<u>2,014,147</u>	<u>2,190,447</u>	<u>2,270,219</u>	<u>2,448,017</u>
<b>NET POSITION, END OF YEAR</b>	<u><u>\$ 2,270,219</u></u>	<u><u>\$ 2,371,862</u></u>	<u><u>\$ 2,448,017</u></u>	<u><u>\$ 2,637,126</u></u>
<b>Net Position as a Percent of Expenditures and Operating Transfers Out</b>	2,510.00%	1,355.35%	1,398.87%	1,506.93%



**INTERNAL SERVICE FUNDS (continued)**  
**2012 - 2014 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)**

<b>Worker's Compensation Self-Insurance Fund</b>				
	<b>2012</b>	<b>2013</b>	<b>2013</b>	<b>2014</b>
	<b>Actual</b>	<b>Budget</b>	<b>Revised</b>	<b>Budget</b>
<b>REVENUES</b>				
Charges for Services	\$ 165,000	\$ 165,000	\$ 165,000	\$ 165,000
Investment Income	74,245	77,370	55,996	51,233
	<u>239,245</u>	<u>242,370</u>	<u>220,996</u>	<u>216,233</u>
Total Revenues				
<b>EXPENDITURES</b>				
Non-Departmental	1,301,234	1,029,522	1,259,126	1,327,107
	<u>1,301,234</u>	<u>1,029,522</u>	<u>1,259,126</u>	<u>1,327,107</u>
Total Expenditures				
Excess (Deficiency) of Financial Sources over Financial Uses	(1,061,989)	(787,152)	(1,038,130)	(1,110,874)
<b>NET POSITION,</b>				
<b>BEGINNING OF YEAR</b>	<u>5,607,770</u>	<u>4,852,426</u>	<u>4,545,781</u>	<u>3,507,651</u>
<b>NET POSITION,</b>				
<b>END OF YEAR</b>	<u>\$ 4,545,781</u>	<u>\$ 4,065,274</u>	<u>\$ 3,507,651</u>	<u>\$ 2,396,777</u>
<b>Net Position as a Percent of Expenditures and Operating Transfers Out</b>	349.34%	394.87%	278.58%	180.60%



**INTERNAL SERVICE FUNDS (continued)**  
**2012 - 2014 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)**

	<b>Total Internal Service Funds</b>			
	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
<b>REVENUES</b>				
Charges for Services	\$ 1,698,589	\$ 2,013,557	\$ 2,013,557	\$ 2,013,557
Investment Income	175,512	172,780	157,339	168,640
	<u>1,874,101</u>	<u>2,186,337</u>	<u>2,170,896</u>	<u>2,182,197</u>
<b>Total Revenues</b>	<u>1,874,101</u>	<u>2,186,337</u>	<u>2,170,896</u>	<u>2,182,197</u>
<b>EXPENDITURES</b>				
Non-Departmental	<u>2,310,961</u>	<u>3,730,485</u>	<u>3,718,553</u>	<u>3,827,111</u>
	<u>2,310,961</u>	<u>3,730,485</u>	<u>3,718,553</u>	<u>3,827,111</u>
<b>Total Expenditures</b>	<u>2,310,961</u>	<u>3,730,485</u>	<u>3,718,553</u>	<u>3,827,111</u>
Excess (Deficiency) of Financial Sources over Financial Uses	(436,860)	(1,544,148)	(1,547,657)	(1,644,914)
<b>NET POSITION, BEGINNING OF YEAR</b>	<u>12,526,872</u>	<u>11,027,235</u>	<u>12,090,012</u>	<u>10,542,355</u>
<b>NET POSITION, END OF YEAR</b>	<u>\$ 12,090,012</u>	<u>\$ 9,483,087</u>	<u>\$ 10,542,355</u>	<u>\$ 8,897,441</u>
<b>Net Position as a Percent of Expenditures and Operating Transfers Out</b>	523.16%	254.21%	283.51%	232.48%



# STRATEGIC PLAN



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## STRATEGIC PLAN

The Strategic Plan is updated annually and submitted to City Council for review and approval along with the annual budget. The City Council and the City's Management Team review, confirm, and set the overall direction, plan, and policies for the City. A City Council planning session is done annually at the beginning of each calendar year with the outcome of a Mission Statement, City Council's Commitment to Citizens, and the Core Community Values that drives the City's activities, expectations, and results-benefits.

The Strategic Plan:

- ❖ The Plan is a multi-year financial plan that looks at four years of historical data, current year budget, and five years of future projections. Based on emerging issues and trends, the Plan directs the resources to meet specific and achievable goals. City Council has adopted a policy of maintaining not less than a specified minimum fund balance, as a percent to expenditures plus operating transfers out. For most funds, this minimum fund balance is not less than five percent (5%). The exceptions to the five percent (5%) minimum is the General Fund, not less than ten percent (10%), Capital Improvement Fund, not less than three percent (3%), and Grants Fund, not less than zero percent (0%).
- ❖ Priorities and key issues for the new budget period are articulated.
- ❖ The policy direction and priorities of the City Council are encompassed.
- ❖ The major changes in priorities or service levels from the current period and the factors leading to those changes are summarized.
- ❖ City Council and the City's Management Team are enabled to make funding decisions for services and capital requests in a more predictable manner.
- ❖ Major financial factors and trends affecting the budget are identified and summarized.
- ❖ Financial summary data on the future revenues and expenditures in the City is provided.
- ❖ A basis for development of future budgets is provided.
- ❖ A balanced budget is maintained in accordance with the City Charter and Colorado law for the current year plus next year's budget.
- ❖ City Council is informed of shortfalls in projected revenues that are insufficient to cover projected expenditures.

The City Council is able to use the document to make decisions based on a combination of options:

- Reduce or increase projected operating and/or capital expenses by a critical review of departmental based budgets
- Identify services offered to the citizens and closely monitor program successes
- Increase revenue by increasing fees and/or initiate a tax increase requiring voters' approval
- Reduce or increase reserve dollars and/or the percent of reserves in relation to expenditures plus operating transfers out
- Adjust the assumptions used in the forecast model



## **FIVE-YEAR ASSUMPTIONS (2014-2018)**

### **GENERAL ASSUMPTIONS**

- ❖ City Council has directed staff to work toward a minimum fund balance of five percent (5%) as compared to expenditures plus operating transfers out for most funds except the General Fund is to maintain a minimum fund balance of not less than ten percent (10%). The General Fund projections for 2013 through 2018 indicate that given revenue estimates and current spending levels, the City will maintain a fund balance above 10 percent (10%) through 2016 but falls short beginning in 2017. This will be monitored closely as dollars appropriated are not completely spent in any given year, resulting in a potentially higher fund balance than projected which carries over into future years.
- ❖ The City takes a very conservative approach to revenue projections for the budget year and for all forecasted years. Revenues from new retail developments are only added when the probability of completion is extremely high; therefore, any new developments that might come along have not been included in these projections.
- ❖ The General Fund balance includes a three percent (3%) TABOR Emergency Reserve and a contingency appropriation for the Library's lease payments should it fail to make its building payments (to-date all payments have been made and future payments are expected to be made.) The Library's final payment is due in 2013.
- ❖ The City continues to receive significant Grant dollars for streets, sidewalks, traffic safety, public safety, parks, and community services. Some of the grants received are Justice Assistance Grant, Community Development Block Grant, Federal TEA-21, Auto Theft Task Force, 911 Authority, Scientific and Cultural Facilities District, Environmental Protection Agency, and Head Start. These grants allow the City to continue and expand existing programs as well as add new program functions to promote sustainability.
- ❖ Capital Projects are projected out for five years allowing the funding to be established for given projects at given time intervals. This allows the City and the City Council to better plan for upcoming projects needed, required, or requested by the citizens. Many of the capital projects receive grant funding toward a given project and requires that the City provide some matching funds. This allows the City to best leverage and utilize available funding.
- ❖ No new programs have been added for 2013 through 2018; however, in 2013, snow removal on private property for pedestrian access has been added near the light rail stations.



## **FIVE-YEAR ASSUMPTIONS (2014-2018) (continued)**

### **LONG-TERM PLANS (2014-2018)**

- ❖ The following is a list of some of the significant plans for 2014-2018.
  - Development related to the St. Anthony Hospital campus and related development from the recent annexation of approximately 600 acres at the Federal Center
  - Coordinate projects and protect the City's interests arising out of the construction of the Regional Transportation District's (RTD) West Corridor Light Rail line
  - Coordinate Rooney Valley design and construction within Lakewood and between Lakewood and the Town of Morrison
  - Implement capital building and facility improvements that support sustainability
  - Implement technology replacement to improve productivity, communication, transparency, and data storage and retrieval
  - Focus on long-term community sustainability by promoting positive change throughout City actions, partnerships, and education
  - Enhance transportation through improvements to streets, roadways, bike paths, sidewalks, traffic signals, and pedestrian signals
  - Evaluate the possibility of regionalizing various public safety initiatives

### **REVENUE ASSUMPTIONS**

- ❖ Overall, the City of Lakewood has experienced a generally stable economy over the past year. Revenue projections for 2013 and 2014 assumes a modest increase to sales and use tax revenues. Conservative forecasts were established using either the Denver-Boulder-Greeley Consumer Price Index (CPI) growth rate, the City Council Rate of two percent (2%), and unique adjustments based on known new factors. The City Council Rate of two percent (2%) is derived from the review of historical trends and current evaluation of economic factors utilizing the Colorado State Economic Forecast.
- ❖ The City's property tax mill levy will remain at the current rate of 4.711 mills. This rate cannot be increased without a vote of the citizens. Property tax revenue is projected to remain at the 2012 levels for 2013 and 2014. The City is experiencing a reduction in assessed values. Bi-annual reassessments of property are conducted during odd years and payable during the following even years. A small increase is anticipated for years 2015 through 2018. Due to the property valuation trends that are being reported in the news, this revenue stream will be closely monitored and adjusted as the need arises.



## **FIVE-YEAR ASSUMPTIONS (2014-2018) (continued)**

### **REVENUE ASSUMPTIONS (continued)**

- ❖ A large portion of the City's revenues are subject to TABOR revenue limitations. The Stevinson/Denver West annexations are perpetually exempt from TABOR revenue limitations as approved by the voters. In November 2005, the voters approved an exemption of the one percent (1%) sales and use tax rate increase from TABOR. Also, in November 2006, the voters approved an exemption from TABOR of Open Space revenues and grants for streets, public safety, parks, recreation, and cultural opportunities. The 2014 through 2018 revenue projections assumes no TABOR refund.
- ❖ In 2012, City Council adopted Ordinance O-2012-15, effective October 1, 2012, which is a change in how foods are being taxed. This change in taxation deletes the City sales tax on food for immediate consumption, defines soft drinks and candy, begins taxing soft drinks and candy, and aligns the City's taxation of food with that of the State of Colorado. The differences in the taxation of food between the City and the State of Colorado were confusing to consumers and difficult for retailers to administer effectively. This ordinance simplifies the taxation within the City.
- ❖ Revenues within the Special Revenue Funds show a significant increase in 2013 due to carry over dollars from 2012 grants. It is anticipated for 2014 through 2018 that only new dollars are forecasted and that all available 2013 spending will be made. The Enterprise Funds for 2014 through 2018 reflect modest increases primarily due to anticipated user fees increases. Internal Service Funds show a significant decrease in 2013 Revised and 2014 Budget due to a reduction in self-insurance contributions and back to normal levels beginning in 2015. These funds are restricted and used for specific purposes and not available for general use.
- ❖ Other revenues except Charges for Services, Investment Income, and All Other Revenues are based either on the forecasted CPI growth rate or the City Council Rate of two percent (2%). Fees built into Charges for Services within the General Fund for Family Services and for General Recreation anticipate full capacity for all classes/programs. Should the revenues not come in as anticipated, the expenditures will be reduced accordingly. Investment Income is forecasted based on historical and anticipated yields for the two-year treasury bond. The City considers the ten year average of the two year treasury bond constant maturity index. The expected yield is then applied to the applicable reserves. All other revenues are based on known significant factors.



## FIVE-YEAR ASSUMPTIONS (2014-2018) (continued)

### EXPENDITURE ASSUMPTIONS

- ❖ The City's primary expenditure increase is in the cost of personnel. A salary increase of 3 percent (3.0%) is planned for 2014 through 2018. Medical benefits are expected to increase by 15 percent (15%) per year and no increase is expected for Dental benefits.
- ❖ All vacant positions are budgeted as if filled for the full year. Positions that become vacant in the future will require the approval of the City Manager prior to being filled. Two new full-time positions, a Provisional Planner and a Senior Plans Examiner, were added to the General Fund in 2013 and one new full-time position, a Development Project Liaison, was added to the General Fund in 2014. One part-time position in the General Fund and two part-time positions in the Golf Course Fund were converted to full-time positions in 2013. No new positions are budgeted for 2015 through 2018.
- ❖ For the most part, within the General Fund all other line items remain unchanged from the prior year, unless a specific budget exception has been granted for additional funding. Excluding personnel, the departments have a base that is equal to the most recent approved budget. If additional funding is required, a budget exception request is made. All of the budget exceptions are reviewed by a core budget review group consisting of members from the City Manager's Office, Finance Department, and Employee Relations Department to determine if the request is approved or denied.
- ❖ Special Revenue Funds, Capital Projects Funds, Enterprise Funds, and Internal Service Funds are not part of the budget exception process. Each individual fund within these are assigned a fund manager and the fund manager is responsible for identifying the projects to be funded all the while maintaining the required fund balance for that fund.
- ❖ General Fund transfers of \$3,000,000 in 2013 and an additional \$1,400,000 in 2014 are being made to the Capital Improvement Fund for improvements to the Civic Center Plaza, garage, and drive aisle.
- ❖ Capital Improvement Fund will transfer \$605,000 in 2014 to the Equipment Replacement Fund for software and system upgrades and Citywide replacement of printers, scanners, personal computers, and servers.
- ❖ A revenue system replacement was made and went live in May 2013. The City will be leasing the GenTax® software solution for approximately \$425,000 per year. This software replaces a system that was 28 years old.
- ❖ Capital costs are based on the current Capital Improvement and Preservation Plan but include many smaller projects not specifically identified within the Capital Improvement and Preservation Plan.

*The following schedules reflect the 10 year look at the following fund types:*

General Fund  
Special Revenue Funds  
Capital Projects Funds  
Enterprise Funds  
Internal Service Funds  
All Funds Summary



## GENERAL FUND

	2009 Actual	2010 Actual	2011 Actual	2012 Actual
<b>REVENUES</b>				
Property Tax	\$ 8,017,422	\$ 8,039,443	\$ 7,986,944	\$ 7,573,830
Sales Tax	45,516,310	46,629,393	48,457,915	50,860,692
General Use Tax	2,301,257	2,470,286	2,753,778	2,624,355
Building Material Use Tax	3,328,773	2,229,571	2,061,472	2,060,070
Motor Vehicle Use Tax	3,774,967	3,528,841	3,751,489	4,187,345
Specific Ownership Tax	611,463	571,499	541,358	565,590
Tobacco Products Tax	375,387	373,052	366,364	364,123
Business & Occupation Tax	1,741,197	1,909,019	2,142,379	2,355,526
Franchise Charges & Other Taxes	6,200,758	6,699,177	7,061,942	6,187,090
Licenses & Permits	3,520,571	2,928,913	2,739,114	2,730,119
Intergovernmental Revenue	5,518,617	5,347,029	5,097,802	4,970,392
Charges for Services	9,566,828	9,948,859	10,365,425	10,528,756
Fines & Forfeits	1,483,426	1,434,599	1,520,956	1,421,983
Investment Income	616,340	274,025	661,954	215,455
All Other Revenues	1,583,877	1,515,480	1,296,229	1,554,286
Total Revenues	<u>94,157,193</u>	<u>93,899,186</u>	<u>96,805,121</u>	<u>98,199,612</u>
<b>EXPENDITURES</b>				
Mayor and City Council	513,685	484,112	437,414	441,144
City Manager's Office	1,928,720	1,809,200	1,918,818	1,856,242
City Attorney's Office	1,501,946	1,462,165	1,445,238	1,461,783
City Clerk's Office	728,565	726,555	680,531	724,665
Community Resources	14,948,186	14,560,388	15,244,786	15,422,741
Employee Relations	1,175,975	1,209,531	1,318,000	1,334,563
Finance	2,812,646	2,750,451	2,686,839	2,706,095
Information Technology	3,892,278	3,918,116	4,412,719	4,271,347
Municipal Court	2,457,062	2,484,012	2,509,849	2,710,692
Planning	1,224,248	1,039,908	1,179,384	1,387,131
Police	37,742,837	37,949,069	38,423,248	38,768,531
Public Works	13,720,768	13,646,163	14,089,992	14,236,889
Non-Departmental	6,558,692	5,960,159	6,031,164	5,173,199
Total Expenditures	<u>89,205,608</u>	<u>87,999,829</u>	<u>90,377,982</u>	<u>90,495,022</u>
<b>OTHER FINANCING SOURCES (USES)</b>				
Operating Transfers In	256,443	308,320	16,189	20,665
Operating Transfers Out	(4,810,192)	(2,156,565)	(3,655,258)	(5,801,335)
Total Other Financing Sources (Uses)	<u>(4,553,749)</u>	<u>(1,848,245)</u>	<u>(3,639,069)</u>	<u>(5,780,670)</u>
Excess (Deficiency) of Financial Sources over Financial Uses	397,836	4,051,112	2,788,070	1,923,920
<b>FUND BALANCES, BEGINNING OF YEAR</b>				
	<u>24,299,414</u>	<u>24,697,250</u>	<u>28,748,362</u>	<u>31,536,432</u>
<b>FUND BALANCES, END OF YEAR</b>				
	<u>\$ 24,697,250</u>	<u>\$ 28,748,362</u>	<u>\$ 31,536,432</u>	<u>\$ 33,460,352</u>
<b>Fund Balance as a Percent of Expenditures and Operating Transfers Out</b>				
	26.27%	31.89%	33.54%	34.75%



## GENERAL FUND (continued)

2013 Revised	2014 Budget	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast
\$ 7,547,241	\$ 7,547,241	\$ 7,698,186	\$ 7,698,186	\$ 7,852,150	\$ 7,852,150
52,386,513	53,591,403	54,877,597	55,975,149	57,094,652	58,236,545
2,753,778	2,817,115	2,884,726	2,942,421	3,001,269	3,061,294
2,051,180	2,098,357	2,140,324	2,183,130	2,226,793	2,271,329
4,547,069	4,547,069	4,638,010	4,730,770	4,825,385	4,921,893
583,800	597,227	611,560	623,791	636,267	648,992
357,782	357,782	357,782	357,782	357,782	357,782
2,445,113	2,501,351	2,561,383	2,612,611	2,664,863	2,718,160
6,387,090	6,387,090	6,387,090	6,387,090	6,387,090	6,387,090
2,871,525	2,933,524	3,003,225	3,063,290	3,124,556	3,187,048
4,665,730	4,665,730	4,665,730	4,665,730	4,665,730	4,665,730
10,795,654	10,825,015	10,873,215	10,920,129	10,969,552	11,021,727
1,260,015	1,280,015	1,272,015	1,272,015	1,272,015	1,272,015
443,717	501,245	501,975	506,103	419,177	211,435
1,419,737	1,429,391	1,439,696	1,448,490	1,457,460	1,466,609
<u>100,515,944</u>	<u>102,079,555</u>	<u>103,912,514</u>	<u>105,386,687</u>	<u>106,954,741</u>	<u>108,279,799</u>
475,724	482,057	492,784	504,852	518,429	533,703
2,108,296	2,373,507	2,431,811	2,493,588	2,559,189	2,629,006
1,579,305	1,617,937	1,655,889	1,696,383	1,739,687	1,786,101
831,721	836,518	860,487	886,039	913,338	942,573
16,633,509	17,061,864	17,431,287	17,824,471	18,243,900	18,692,321
1,569,630	1,628,529	1,683,866	1,743,408	1,807,619	1,877,020
3,794,496	3,909,922	4,020,050	4,138,392	4,265,850	4,403,436
4,812,038	4,948,461	5,069,395	5,198,561	5,336,828	5,485,179
2,910,478	3,007,862	3,100,605	3,199,339	3,304,675	3,417,324
1,665,266	1,823,269	1,880,221	1,941,820	2,007,871	2,078,866
40,967,683	42,823,398	44,175,730	45,626,884	47,179,145	48,843,333
16,213,124	16,277,381	16,557,554	16,857,066	17,177,973	17,522,591
5,744,488	5,749,328	7,572,644	7,700,044	7,784,702	7,893,683
<u>99,305,758</u>	<u>102,540,033</u>	<u>106,932,323</u>	<u>109,810,847</u>	<u>112,839,206</u>	<u>116,105,136</u>
20,665	20,665	20,665	-	-	-
(4,326,903)	(2,731,721)	(1,362,434)	(1,394,068)	(1,426,651)	(1,460,211)
<u>(4,306,238)</u>	<u>(2,711,056)</u>	<u>(1,341,769)</u>	<u>(1,394,068)</u>	<u>(1,426,651)</u>	<u>(1,460,211)</u>
(3,096,052)	(3,171,534)	(4,361,578)	(5,818,228)	(7,311,116)	(9,285,548)
<u>33,460,352</u>	<u>30,364,300</u>	<u>27,192,766</u>	<u>22,831,188</u>	<u>17,012,960</u>	<u>9,701,844</u>
<u>\$ 30,364,300</u>	<u>\$ 27,192,766</u>	<u>\$ 22,831,188</u>	<u>\$ 17,012,960</u>	<u>\$ 9,701,844</u>	<u>\$ 416,296</u>
29.30%	25.83%	21.08%	15.30%	8.49%	0.35%



## SPECIAL REVENUE FUNDS

	2009 Actual	2010 Actual	2011 Actual	2012 Actual
<b>REVENUES</b>				
Hotel Accommodation Tax	\$ 900,179	\$ 890,059	\$ 926,884	\$ 1,102,176
Intergovernmental Revenue	12,889,514	16,792,599	16,876,529	14,336,967
Charges for Services	1,129,386	972,480	1,035,769	903,860
Investment Income	81,469	135,230	108,182	74,127
All Other Revenues	84,562	36,307	18,559	57,163
<b>Total Revenues</b>	<b>15,085,110</b>	<b>18,826,675</b>	<b>18,965,923</b>	<b>16,474,293</b>
<b>EXPENDITURES</b>				
City Manager's Office	503,371	875,648	595,525	469,946
Community Resources	10,740,075	8,384,776	9,065,692	9,431,128
Finance	26,321	22,044	495,088	(441,570)
Municipal Court	39,480	40,651	47,598	58,515
Planning	1,624,115	852,879	1,035,605	1,463,158
Police	1,786,525	3,733,475	3,134,997	2,932,466
Public Works	2,868,723	3,491,740	3,474,584	1,476,513
Non-Departmental	-	402,636	553,984	147,717
<b>Total Expenditures</b>	<b>17,588,610</b>	<b>17,803,849</b>	<b>18,403,073</b>	<b>15,537,873</b>
<b>OTHER FINANCING SOURCES (USES)</b>				
Operating Transfers In	908,166	949,829	965,976	1,045,296
Operating Transfers Out	(162,930)	(290,701)	-	-
<b>Total Other Financing Sources (Uses)</b>	<b>745,236</b>	<b>659,128</b>	<b>965,976</b>	<b>1,045,296</b>
Excess (Deficiency) of Financial Sources over Financial Uses	(1,758,264)	1,681,954	1,528,826	1,981,716
<b>FUND BALANCES, BEGINNING OF YEAR</b>				
	5,090,410	3,332,146	5,014,100	6,542,926
<b>FUND BALANCES, END OF YEAR</b>				
	\$ 3,332,146	\$ 5,014,100	\$ 6,542,926	\$ 8,524,642
<b>Fund Balance as a Percent of Expenditures and Operating Transfers Out</b>	18.77%	27.71%	35.55%	54.86%



## SPECIAL REVENUE FUNDS (continued)

2013 Revised	2014 Budget	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast
\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
18,091,290	16,280,496	10,418,875	10,537,224	10,623,600	10,711,704
1,116,846	1,161,796	1,161,796	1,161,796	1,161,796	1,161,796
100,843	101,123	114,261	140,883	166,442	192,162
36,239	31,022	31,022	31,022	31,022	31,022
<u>20,345,218</u>	<u>18,574,437</u>	<u>12,725,954</u>	<u>12,870,925</u>	<u>12,982,860</u>	<u>13,096,684</u>
1,005,309	978,052	990,684	1,004,271	1,018,919	1,034,746
11,114,440	9,732,049	9,474,835	9,624,244	9,799,694	9,895,185
36,063	37,645	39,286	41,064	42,993	45,090
28,315	-	-	-	-	-
2,144,644	815,108	816,058	817,061	818,121	828,244
2,340,533	2,485,328	2,203,388	2,253,388	2,253,388	2,253,388
5,983,068	5,785,000	485,000	485,000	485,000	485,000
-	-	-	-	-	-
<u>22,652,372</u>	<u>19,833,182</u>	<u>14,009,251</u>	<u>14,225,028</u>	<u>14,418,115</u>	<u>14,541,653</u>
1,035,225	1,068,752	1,099,465	1,131,099	1,163,682	1,197,242
-	-	-	-	-	-
<u>1,035,225</u>	<u>1,068,752</u>	<u>1,099,465</u>	<u>1,131,099</u>	<u>1,163,682</u>	<u>1,197,242</u>
(1,271,929)	(189,993)	(183,832)	(223,004)	(271,573)	(247,727)
<u>8,524,642</u>	<u>7,252,713</u>	<u>7,062,720</u>	<u>6,878,888</u>	<u>6,655,884</u>	<u>6,384,311</u>
<u>\$ 7,252,713</u>	<u>\$ 7,062,720</u>	<u>\$ 6,878,888</u>	<u>\$ 6,655,884</u>	<u>\$ 6,384,311</u>	<u>\$ 6,136,584</u>
32.02%	35.61%	49.10%	46.79%	44.28%	42.20%



## CAPITAL PROJECTS FUNDS

	2009 Actual	2010 Actual	2011 Actual	2012 Actual
<b>REVENUES</b>				
Sales Tax	\$ 8,942,270	\$ 9,168,047	\$ 9,407,809	\$ 9,674,585
General Use Tax	464,540	494,569	551,066	524,875
Building Material Use Tax	651,164	443,301	412,255	411,987
Motor Vehicle Use Tax	755,863	706,427	750,690	837,840
Intergovernmental Revenue	1,413,929	1,926,695	1,912,046	1,909,623
Charges for Services	814,276	1,769,950	1,787,977	1,875,463
Investment Income	441,544	406,178	257,833	203,044
All Other Revenues	269,394	187,557	206,804	110,543
<b>Total Revenues</b>	<b>13,752,980</b>	<b>15,102,724</b>	<b>15,286,480</b>	<b>15,547,960</b>
<b>EXPENDITURES</b>				
City Manager's Office	209,864	198,218	233,041	165,747
Community Resources	1,385,803	2,121,010	805,459	814,925
Finance	53,517	54,167	55,878	42,486
Information Technology	973,543	731,086	702,422	1,306,598
Planning	39,786	269,863	49,433	168,235
Police	1,992,160	395,232	1,282	1,298
Public Works	7,925,840	11,508,202	11,918,224	11,189,459
Non-Departmental	7,460,521	3,667,642	3,689,949	3,490,124
<b>Total Expenditures</b>	<b>20,041,034</b>	<b>18,945,420</b>	<b>17,455,688</b>	<b>17,178,872</b>
<b>OTHER FINANCING SOURCES (USES)</b>				
Capital Lease/Loan Proceeds	6,130,000	-	-	-
Operating Transfers In	4,858,660	2,301,029	2,621,482	4,756,039
Operating Transfers Out	(642,268)	(761,508)	-	-
<b>Total Other Financing Sources (Uses)</b>	<b>10,346,392</b>	<b>1,539,521</b>	<b>2,621,482</b>	<b>4,756,039</b>
Excess (Deficiency) of Financial Sources over Financial Uses	4,058,338	(2,303,175)	452,274	3,125,127
<b>FUND BALANCES, BEGINNING OF YEAR</b>				
	<b>14,718,657</b>	<b>18,776,995</b>	<b>16,473,820</b>	<b>16,926,094</b>
<b>FUND BALANCES, END OF YEAR</b>				
	<b>\$ 18,776,995</b>	<b>\$ 16,473,820</b>	<b>\$ 16,926,094</b>	<b>\$ 20,051,221</b>
<b>Fund Balance as a Percent of Expenditures and Operating Transfers Out</b>	90.78%	83.59%	96.97%	116.72%



## CAPITAL PROJECTS FUNDS (continued)

2013 Revised	2014 Budget	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast
\$ 9,964,823	\$ 10,194,014	\$ 10,712,670	\$ 10,926,923	\$ 11,145,461	\$ 11,368,370
550,888	563,558	577,084	588,625	600,398	612,406
410,334	419,772	428,168	436,731	445,465	454,375
909,632	909,632	927,825	946,381	965,309	984,615
1,914,432	1,914,432	1,914,432	1,914,432	1,914,432	1,914,432
1,886,288	2,063,603	1,938,035	1,961,636	1,987,467	2,014,590
180,711	137,904	68,355	27,454	33,563	29,433
497,000	200,000	200,000	200,000	200,000	200,000
<u>16,314,108</u>	<u>16,402,915</u>	<u>16,766,569</u>	<u>17,002,182</u>	<u>17,292,095</u>	<u>17,578,221</u>
190,000	190,000	190,000	190,000	190,000	190,000
2,277,671	4,726,602	780,843	780,843	780,843	670,000
45,435	45,409	47,387	49,529	51,853	54,381
1,462,000	1,141,957	187,969	187,969	187,969	187,969
190,000	130,000	130,000	130,000	130,000	130,000
-	-	-	-	-	-
19,800,654	13,970,087	18,288,054	13,541,981	13,955,151	14,699,406
2,709,444	2,251,383	2,296,152	2,334,355	2,373,322	2,413,068
<u>26,675,204</u>	<u>22,455,438</u>	<u>21,920,405</u>	<u>17,214,677</u>	<u>17,669,138</u>	<u>18,344,824</u>
-	-	-	-	-	-
3,367,969	2,461,926	307,969	307,969	307,969	307,969
(76,291)	(798,957)	(45,000)	(45,000)	(45,000)	(45,000)
<u>3,291,678</u>	<u>1,662,969</u>	<u>262,969</u>	<u>262,969</u>	<u>262,969</u>	<u>262,969</u>
(7,069,418)	(4,389,554)	(4,890,867)	50,474	(114,074)	(503,634)
<u>20,051,221</u>	<u>12,981,803</u>	<u>8,592,249</u>	<u>3,701,382</u>	<u>3,751,856</u>	<u>3,637,782</u>
<u>\$ 12,981,803</u>	<u>\$ 8,592,249</u>	<u>\$ 3,701,382</u>	<u>\$ 3,751,856</u>	<u>\$ 3,637,782</u>	<u>\$ 3,134,148</u>
48.53%	36.95%	16.85%	21.74%	20.54%	17.04%



## ENTERPRISE FUNDS

	2009 Actual	2010 Actual	2011 Actual	2012 Actual
<b>REVENUES</b>				
Charges for Services	\$ 9,750,016	\$ 10,137,515	\$ 10,390,142	\$ 11,107,277
Investment Income	278,306	214,837	121,171	98,664
All Other Revenues	<u>(118,050)</u>	<u>719,270</u>	<u>79,202</u>	<u>181,560</u>
Total Revenues	<u>9,910,272</u>	<u>11,071,622</u>	<u>10,590,515</u>	<u>11,387,501</u>
<b>EXPENDITURES</b>				
Community Resources	4,565,419	4,500,860	4,359,649	4,419,166
Public Works	6,270,728	6,441,374	6,561,522	6,940,088
Non-Departmental	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Expenditures	<u>10,836,147</u>	<u>10,942,234</u>	<u>10,921,171</u>	<u>11,359,254</u>
<b>OTHER FINANCING SOURCES (USES)</b>				
Operating Transfers In	-	-	67,800	-
Operating Transfers Out	<u>(389,259)</u>	<u>(332,785)</u>	<u>-</u>	<u>-</u>
Total Other Financing Sources (Uses)	<u>(389,259)</u>	<u>(332,785)</u>	<u>67,800</u>	<u>-</u>
Excess (Deficiency) of Financial Sources over Financial Uses	(1,315,134)	(203,397)	(262,856)	28,247
<b>NET POSITION, BEGINNING OF YEAR</b>	<u>30,864,960</u>	<u>29,549,826</u>	<u>29,346,429</u>	<u>29,083,573</u>
<b>NET POSITION, END OF YEAR</b>	<u>\$ 29,549,826</u>	<u>\$ 29,346,429</u>	<u>\$ 29,083,573</u>	<u>\$ 29,111,820</u>
<b>Net Position as a Percent of Expenditures and Operating Transfers Out</b>	263.24%	260.28%	266.30%	256.28%



ENTERPRISE FUNDS (continued)

2013 Revised	2014 Budget	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast
\$ 11,494,907	\$ 11,738,842	\$ 11,936,081	\$ 12,143,182	\$ 12,360,637	\$ 12,588,966
95,257	93,608	93,489	89,645	81,679	84,748
12,400	12,400	12,400	12,400	12,400	12,400
<u>11,602,564</u>	<u>11,844,850</u>	<u>12,041,970</u>	<u>12,245,227</u>	<u>12,454,716</u>	<u>12,686,114</u>
4,743,936	5,004,800	5,031,316	5,061,218	5,146,679	5,239,197
9,956,573	8,546,885	8,728,490	9,722,326	8,579,266	8,850,278
181,236	181,236	181,236	181,236	181,236	181,236
<u>14,881,745</u>	<u>13,732,921</u>	<u>13,941,042</u>	<u>14,964,780</u>	<u>13,907,181</u>	<u>14,270,711</u>
-	-	-	-	-	-
<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
(3,279,181)	(1,888,071)	(1,899,072)	(2,719,553)	(1,452,465)	(1,584,597)
<u>29,111,820</u>	<u>25,832,639</u>	<u>23,944,568</u>	<u>22,045,496</u>	<u>19,325,943</u>	<u>17,873,478</u>
<u>\$ 25,832,639</u>	<u>\$ 23,944,568</u>	<u>\$ 22,045,496</u>	<u>\$ 19,325,943</u>	<u>\$ 17,873,478</u>	<u>\$ 16,288,881</u>
173.59%	174.36%	158.13%	129.14%	128.52%	114.14%



## INTERNAL SERVICE FUNDS

	2009 Actual	2010 Actual	2011 Actual	2012 Actual
<b>REVENUES</b>				
Charges for Services	\$ 9,251,789	\$ 3,994,285	\$ 3,120,503	\$ 1,698,589
Intergovernmental	-	-	185,909	-
Investment Income	409,208	355,934	235,796	175,512
Total Revenues	<u>9,660,997</u>	<u>4,350,219</u>	<u>3,542,208</u>	<u>1,874,101</u>
<b>EXPENDITURES</b>				
Non-Departmental	<u>8,382,791</u>	<u>3,888,557</u>	<u>2,622,401</u>	<u>2,310,961</u>
Total Expenditures	<u>8,382,791</u>	<u>3,888,557</u>	<u>2,622,401</u>	<u>2,310,961</u>
Excess (Deficiency) of Financial Sources over Financial Uses	1,278,206	461,662	919,807	(436,860)
<b>NET POSITION, BEGINNING OF YEAR</b>	<u>9,867,197</u>	<u>11,145,403</u>	<u>11,607,065</u>	<u>12,526,872</u>
<b>NET POSITION, END OF YEAR</b>	<u>\$ 11,145,403</u>	<u>\$ 11,607,065</u>	<u>\$ 12,526,872</u>	<u>\$ 12,090,012</u>
<b>Net Position as a Percent of Expenditures and Operating Transfers Out</b>	132.96%	298.49%	477.69%	523.16%



INTERNAL SERVICE FUNDS (continued)

2013 Revised	2014 Budget	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast
\$ 2,013,557	\$ 2,013,557	\$ 3,713,557	\$ 3,713,557	\$ 3,713,557	\$ 3,713,557
-	-	-	-	-	-
<u>157,339</u>	<u>168,640</u>	<u>175,691</u>	<u>216,807</u>	<u>254,332</u>	<u>286,677</u>
<u>2,170,896</u>	<u>2,182,197</u>	<u>3,889,248</u>	<u>3,930,364</u>	<u>3,967,889</u>	<u>4,000,234</u>
<u>3,718,553</u>	<u>3,827,111</u>	<u>3,941,364</u>	<u>4,061,620</u>	<u>4,188,210</u>	<u>4,321,479</u>
<u>3,718,553</u>	<u>3,827,111</u>	<u>3,941,364</u>	<u>4,061,620</u>	<u>4,188,210</u>	<u>4,321,479</u>
(1,547,657)	(1,644,914)	(52,116)	(131,256)	(220,321)	(321,245)
<u>12,090,012</u>	<u>10,542,355</u>	<u>8,897,441</u>	<u>8,845,325</u>	<u>8,714,069</u>	<u>8,493,748</u>
<u>\$ 10,542,355</u>	<u>\$ 8,897,441</u>	<u>\$ 8,845,325</u>	<u>\$ 8,714,069</u>	<u>\$ 8,493,748</u>	<u>\$ 8,172,503</u>
283.51%	232.48%	224.42%	214.55%	202.80%	189.11%



## ALL FUNDS SUMMARY

	2009 Actual	2010 Actual	2011 Actual	2012 Actual
<b>REVENUES</b>				
Property Tax	\$ 8,017,422	\$ 8,039,443	\$ 7,986,944	\$ 7,573,830
Sales Tax	54,458,580	55,797,440	57,865,724	60,535,277
General Use Tax	2,765,797	2,964,855	3,304,844	3,149,230
Building Material Use Tax	3,979,937	2,672,872	2,473,727	2,472,057
Motor Vehicle Use Tax	4,530,830	4,235,268	4,502,179	5,025,185
Specific Ownership Tax	611,463	571,499	541,358	565,590
Tobacco Products Tax	375,387	373,052	366,364	364,123
Business & Occupation Tax	1,741,197	1,909,019	2,142,379	2,355,526
Franchise Charges & Other Taxes	6,200,758	6,699,177	7,061,942	6,187,090
Hotel Accomodation Tax	900,179	890,059	926,884	1,102,176
Licenses & Permits	3,520,571	2,928,913	2,739,114	2,730,119
Intergovernmental Revenue	19,822,060	24,066,323	24,072,286	21,216,982
Charges for Services	30,512,295	26,823,089	26,699,816	26,113,945
Fines & Forfeits	1,483,426	1,434,599	1,520,956	1,421,983
Investment Income	1,826,867	1,386,204	1,384,936	766,802
All Other Revenues	1,819,783	2,458,614	1,600,794	1,903,552
Total Revenues	142,566,552	143,250,426	145,190,247	143,483,467
<b>EXPENDITURES</b>				
Mayor and City Council	513,685	484,112	437,414	441,144
City Manager's Office	2,641,955	2,883,066	2,747,384	2,491,935
City Attorney' Office	1,501,946	1,462,165	1,445,238	1,461,783
City Clerk's Office	728,565	726,555	680,531	724,665
Community Resources	31,639,483	29,567,034	29,475,586	30,087,960
Employee Relations	1,175,975	1,209,531	1,318,000	1,334,563
Finance	2,892,484	2,826,662	3,237,805	2,307,011
Information Technology	4,865,821	4,649,202	5,115,141	5,577,945
Municipal Court	2,496,542	2,524,663	2,557,447	2,769,207
Planning	2,888,149	2,162,650	2,264,422	3,018,524
Police	41,521,522	42,077,776	41,559,527	41,702,295
Public Works	30,786,059	35,087,479	36,044,322	33,842,949
Non-Departmental	22,402,004	13,918,994	12,897,498	11,122,001
Total Expenditures	146,054,190	139,579,889	139,780,315	136,881,982
<b>OTHER FINANCING SOURCES (USES)</b>				
Capital Lease/Loan Proceeds	6,130,000	-	-	-
Operating Transfers In	6,023,269	3,559,178	3,671,447	5,822,000
Operating Transfers Out	(6,004,649)	(3,541,559)	(3,655,258)	(5,801,335)
Total Other Financing Sources (Uses)	6,148,620	17,619	16,189	20,665
Excess (Deficiency) of Financial Sources over Financial Uses	2,660,982	3,688,156	5,426,121	6,622,150
<b>FUND BALANCES/NET POSITION, BEGINNING OF YEAR</b>	84,840,638	87,501,620	91,189,776	96,615,897
<b>FUND BALANCES/NET POSITION, END OF YEAR</b>	\$ 87,501,620	\$ 91,189,776	\$ 96,615,897	\$ 103,238,047
<b>Fund Balance/Net Position as a Percent of Expenditures and Operating Transfers Out</b>	57.54%	63.71%	67.36%	72.35%



2013 Revised	2014 Budget	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast
\$ 7,547,241	\$ 7,547,241	\$ 7,698,186	\$ 7,698,186	\$ 7,852,150	\$ 7,852,150
62,351,336	63,785,417	65,590,267	66,902,072	68,240,113	69,604,915
3,304,666	3,380,673	3,461,810	3,531,046	3,601,667	3,673,700
2,461,514	2,518,129	2,568,492	2,619,861	2,672,258	2,725,704
5,456,701	5,456,701	5,565,835	5,677,151	5,790,694	5,906,508
583,800	597,227	611,560	623,791	636,267	648,992
357,782	357,782	357,782	357,782	357,782	357,782
2,445,113	2,501,351	2,561,383	2,612,611	2,664,863	2,718,160
6,387,090	6,387,090	6,387,090	6,387,090	6,387,090	6,387,090
1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
2,871,525	2,933,524	3,003,225	3,063,290	3,124,556	3,187,048
24,671,452	22,860,658	16,999,037	17,117,386	17,203,762	17,291,866
27,307,252	27,802,813	29,622,684	29,900,300	30,193,009	30,500,636
1,260,015	1,280,015	1,272,015	1,272,015	1,272,015	1,272,015
977,867	1,002,520	953,771	980,892	955,193	804,455
1,965,376	1,672,813	1,683,118	1,691,912	1,700,882	1,710,031
<u>150,948,730</u>	<u>151,083,954</u>	<u>149,336,255</u>	<u>151,435,385</u>	<u>153,652,301</u>	<u>155,641,052</u>
475,724	482,057	492,784	504,852	518,429	533,703
3,303,605	3,541,559	3,612,495	3,687,859	3,768,108	3,853,752
1,579,305	1,617,937	1,655,889	1,696,383	1,739,687	1,786,101
831,721	836,518	860,487	886,039	913,338	942,573
34,769,556	36,525,315	32,718,281	33,290,776	33,971,116	34,496,703
1,569,630	1,628,529	1,683,866	1,743,408	1,807,619	1,877,020
3,875,994	3,992,976	4,106,723	4,228,985	4,360,696	4,502,907
6,274,038	6,090,418	5,257,364	5,386,530	5,524,797	5,673,148
2,938,793	3,007,862	3,100,605	3,199,339	3,304,675	3,417,324
3,999,910	2,768,377	2,826,279	2,888,881	2,955,992	3,037,110
43,308,216	45,308,726	46,379,118	47,880,272	49,432,533	51,096,721
51,953,419	44,579,353	44,059,098	40,606,373	40,197,390	41,557,275
12,353,721	12,009,058	13,991,396	14,277,255	14,527,470	14,809,466
<u>167,233,632</u>	<u>162,388,685</u>	<u>160,744,385</u>	<u>160,276,952</u>	<u>163,021,850</u>	<u>167,583,803</u>
-	-	-	-	-	-
4,423,859	3,551,343	1,428,099	1,439,068	1,471,651	1,505,211
(4,403,194)	(3,530,678)	(1,407,434)	(1,439,068)	(1,471,651)	(1,505,211)
<u>20,665</u>	<u>20,665</u>	<u>20,665</u>	<u>-</u>	<u>-</u>	<u>-</u>
(16,264,237)	(11,284,066)	(11,387,465)	(8,841,567)	(9,369,549)	(11,942,751)
<u>103,238,047</u>	<u>86,973,810</u>	<u>75,689,744</u>	<u>64,302,279</u>	<u>55,460,712</u>	<u>46,091,163</u>
<u>\$ 86,973,810</u>	<u>\$ 75,689,744</u>	<u>\$ 64,302,279</u>	<u>\$ 55,460,712</u>	<u>\$ 46,091,163</u>	<u>\$ 34,148,412</u>
50.67%	45.62%	39.66%	34.30%	28.02%	20.20%

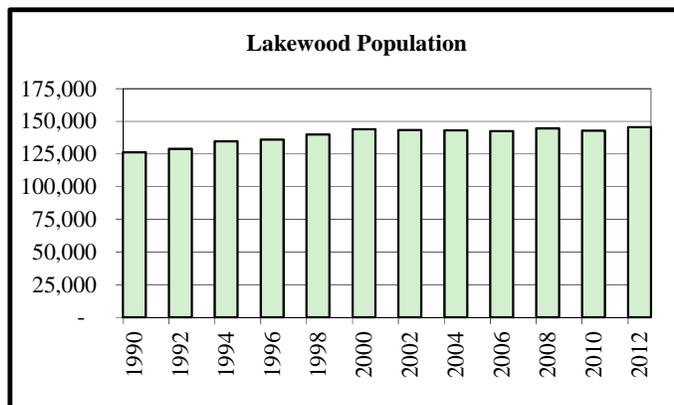


### DEMOGRAPHICS

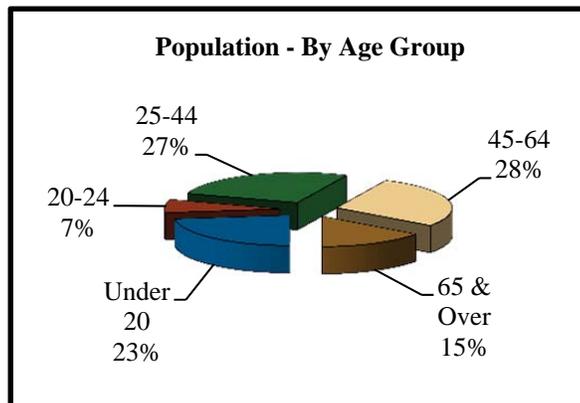
#### Lakewood Population Forecasts and Growth Rate

	1990	2000	2010	2020	2030	% Change 2000-2010
<b>Lakewood</b>	<b>126,481</b>	<b>144,126</b>	<b>142,980</b>	<b>N/A</b>	<b>N/A</b>	<b>-0.80%</b>
Jefferson County	438,430	527,056	534,543	575,088	616,453	1.42%
Denver Metro Area	1,622,980	2,109,282	2,489,661	3,214,386	3,619,697	18.03%
Colorado	3,294,394	4,301,261	5,029,196	5,915,922	6,888,181	16.92%

Source: Colorado Department of Local Affairs



Source: Colorado Department of Local Affairs



Source: U.S. Census Bureau, 2010 Census





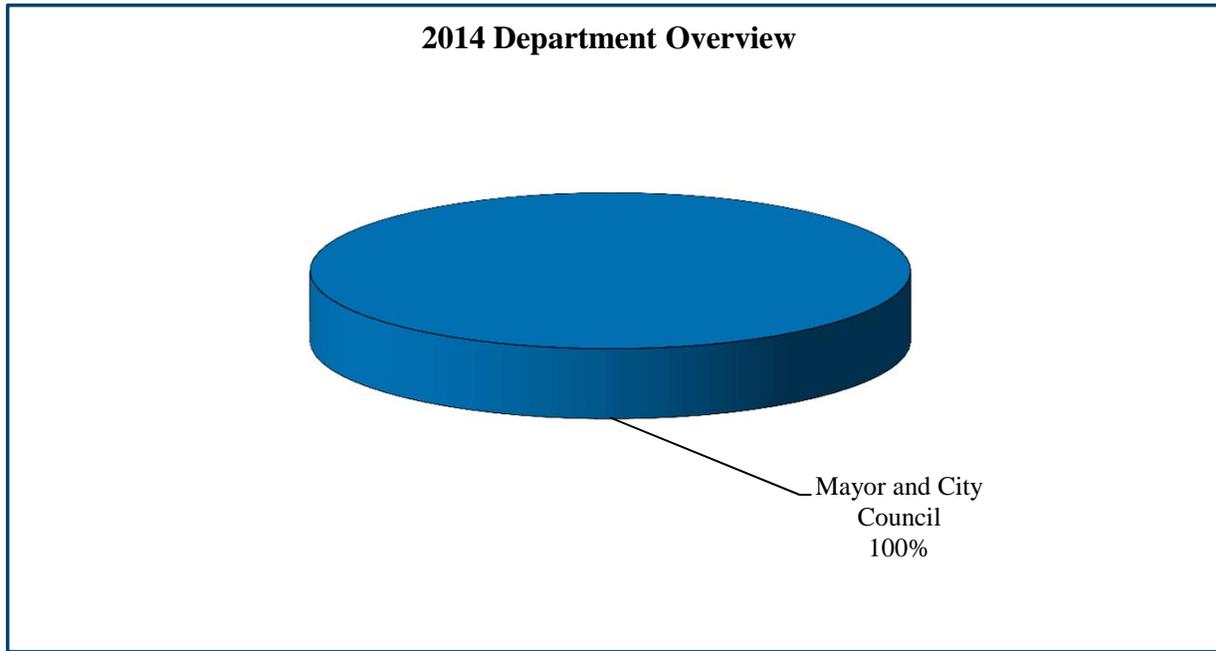
# **OPERATING SUMMARIES**



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# MAYOR AND CITY COUNCIL



	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
Mayor and City Council	\$ 441,144	\$ 474,120	\$ 475,724	\$ 482,057
<b>TOTAL:</b>	<b>\$ 441,144</b>	<b>\$ 474,120</b>	<b>\$ 475,724</b>	<b>\$ 482,057</b>
<b>Percent to All Funds</b>	0.32%	0.31%	0.28%	0.30%



# MAYOR AND CITY COUNCIL

(303) 987-7040

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



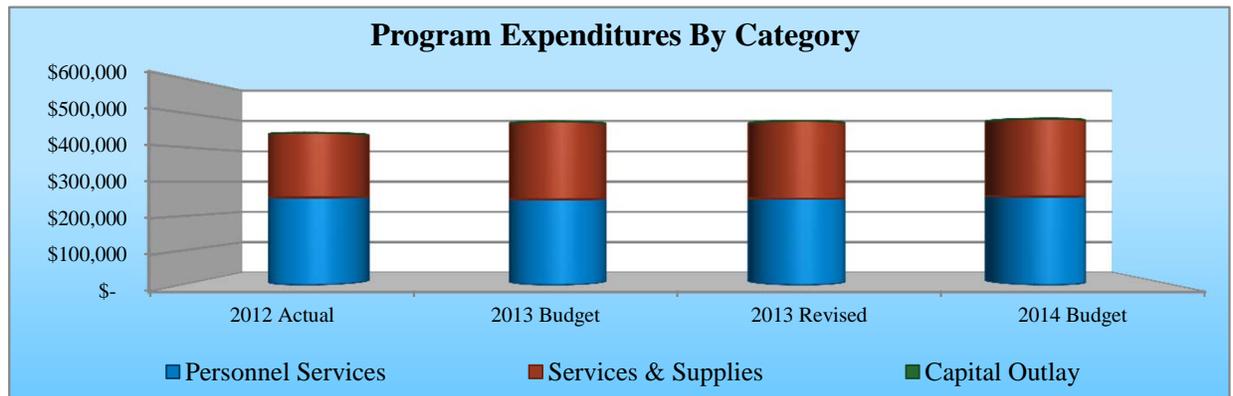


**Department:** Mayor and City Council

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

**Department Expenditures By Category**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Personnel Services	\$ 254,001	\$ 248,494	\$ 250,098	\$ 256,431
Services & Supplies	\$ 187,143	\$ 225,626	\$ 225,626	\$ 225,626
Capital Outlay	\$ -	\$ -	\$ -	\$ -
<b>TOTAL:</b>	\$ 441,144	\$ 474,120	\$ 475,724	\$ 482,057



**Department Expenditures By Fund**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
General Fund	\$ 441,144	\$ 474,120	\$ 475,724	\$ 482,057
<b>TOTAL:</b>	\$ 441,144	\$ 474,120	\$ 475,724	\$ 482,057



**Full-Time Positions**

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

	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Revised</b>	<b>2014 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 Positions Stated as FTE</b>	-	-	-	-

\*Positions are not included in Citywide staffing counts

**Budget Variances**

❖ None



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## City of Lakewood

### City Council Mission Statement, Commitment to Citizens & Core Community Values 2013

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#### **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 twice 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 Swearing In*

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

- ◆ Mayor Murphy gave the 2013 State-of-the-City report in a community forum partnership with the Lakewood-West Colfax Business Improvement District and Alameda Corridor Business Improvement District.



*Mayor Murphy delivers 2013 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)

- ◆ During 2013, the City Council passed changes to the smoking ordinance to address health concerns regarding tobacco smoke while allowing businesses to make decisions about smoking on their outdoor patio areas and also adopted the new Zoning Ordinance, concluding three years of work in order to address new technologies, changes in the marketplace, and changes in business practices while maintaining the unique character of Lakewood's neighborhoods.
- ◆ The City Council and the City of Lakewood are extremely proud to have partnered with the Regional Transportation District (RTD) on the opening of the West Rail Line and seven very successful light rail station grand openings. Efforts along the West Line are still ongoing as part of the West Line Corridor Collaborative (formerly West Corridor Working Group) joining Lakewood, Denver, U.S. General Services Administration (GSA), RTD, and housing professionals to facilitate progress along the 12 mile length of the West Corridor.

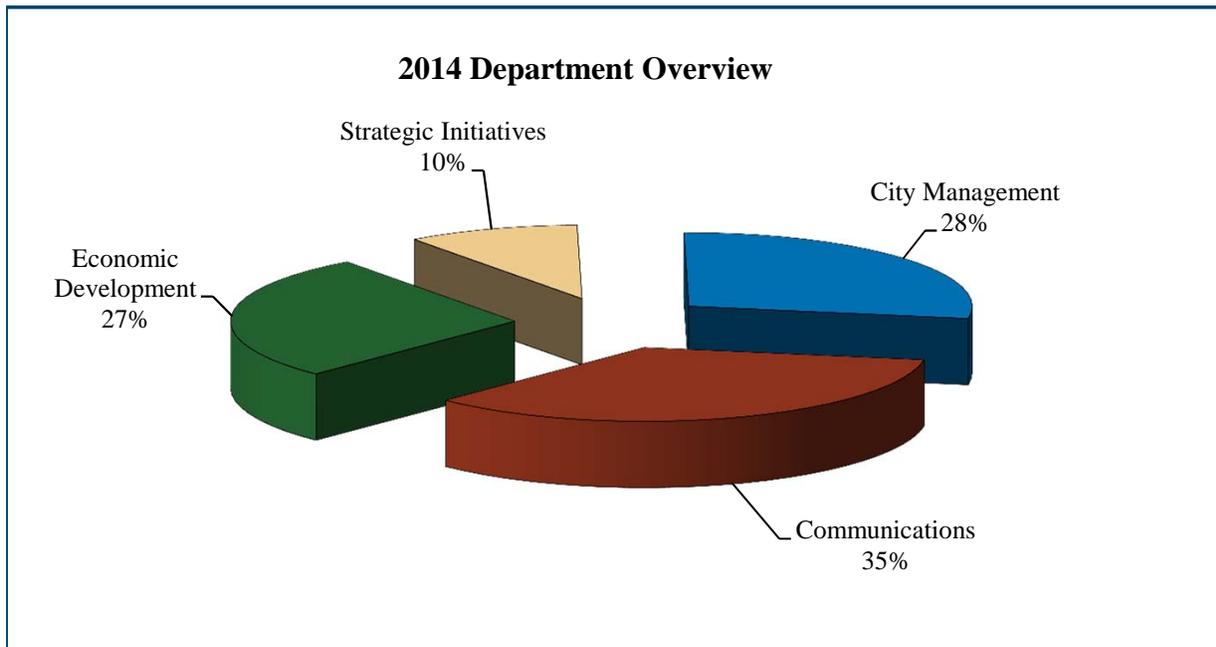




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# CITY MANAGER'S OFFICE



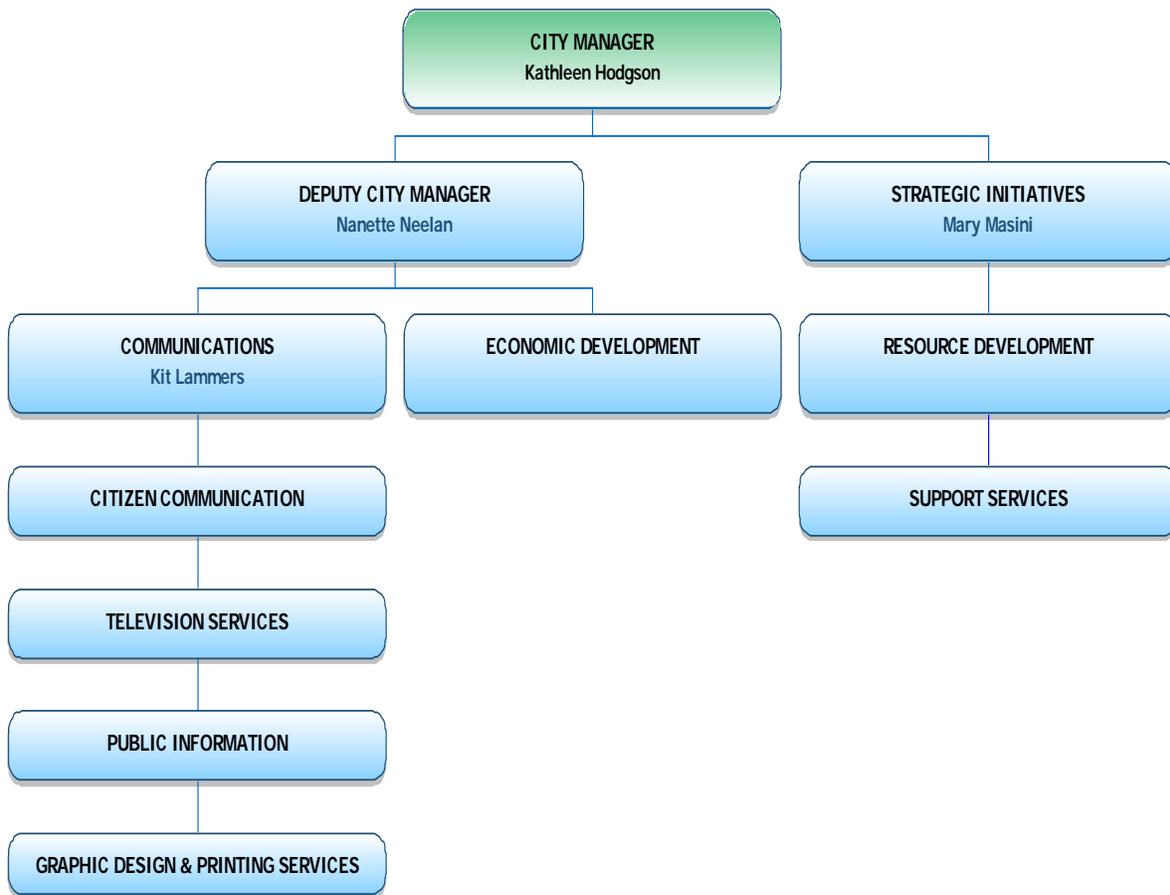
	2012 Actual	2013 Budget	2013 Revised	2014 Budget
City Management	\$ 863,562	\$ 864,781	\$ 765,041	\$ 990,133
Communications	\$ 1,130,726	\$ 1,329,123	\$ 1,197,125	\$ 1,226,356
Economic Development	\$ 497,647	\$ 1,108,080	\$ 1,005,309	\$ 978,052
Strategic Initiatives	\$ -	\$ -	\$ 336,130	\$ 347,018
<b>TOTAL:</b>	<b>\$ 2,491,935</b>	<b>\$ 3,301,984</b>	<b>\$ 3,303,605</b>	<b>\$ 3,541,559</b>
<b>Percent to All Funds</b>	1.82%	2.14%	1.98%	2.18%



# CITY MANAGER'S OFFICE

(303) 987-7050

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



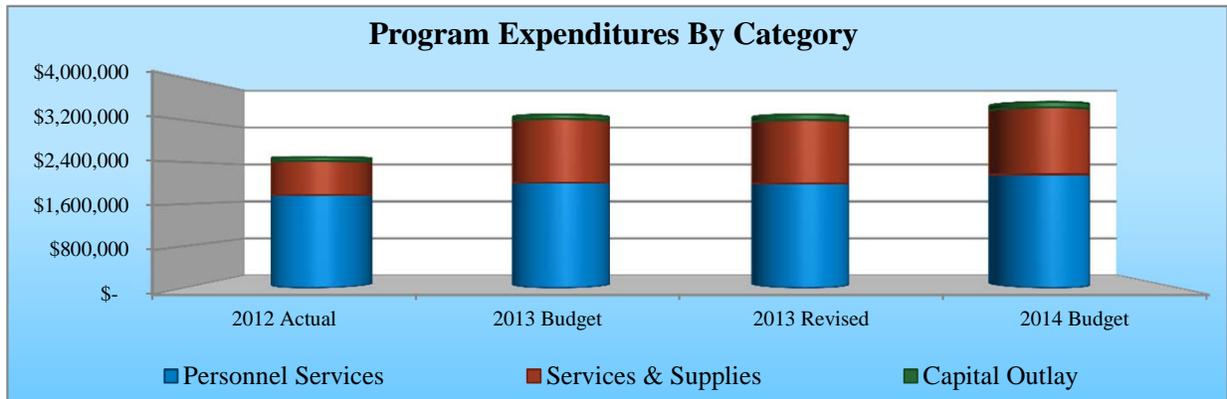


**Department: City Manager's Office**

**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**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Personnel Services	\$ 1,770,724	\$ 2,006,187	\$ 1,992,808	\$ 2,165,762
Services & Supplies	\$ 649,467	\$ 1,212,797	\$ 1,207,797	\$ 1,272,797
Capital Outlay	\$ 71,744	\$ 83,000	\$ 103,000	\$ 103,000
<b>TOTAL:</b>	<b>\$ 2,491,935</b>	<b>\$ 3,301,984</b>	<b>\$ 3,303,605</b>	<b>\$ 3,541,559</b>



**Department Expenditures By Fund**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
General Fund	\$ 1,828,541	\$ 2,003,904	\$ 2,108,296	\$ 2,373,507
Economic Development	\$ 497,647	\$ 1,108,080	\$ 1,005,309	\$ 978,052
Equipment Replacement	\$ 165,747	\$ 190,000	\$ 190,000	\$ 190,000
<b>TOTAL:</b>	<b>\$ 2,491,935</b>	<b>\$ 3,301,984</b>	<b>\$ 3,303,605</b>	<b>\$ 3,541,559</b>

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

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
City Manager	1.00	1.00	1.00	1.00
Deputy City Manager	0.92	1.00	1.00	1.00
Business Analyst II	0.11	0.50	0.41	-
Business Specialist	1.00	1.00	1.00	1.00
Business Support Specialist	1.00	1.00	1.00	1.00
Citizen Outreach Specialist	0.08	-	1.00	1.00
Communications Specialist	0.66	1.00	1.00	1.00
Development Project Liaison	-	-	-	1.00
Economic Development Specialist	1.04	2.00	2.00	2.00
Exec Asst to Mayor & CM	1.00	1.00	1.00	1.00
GIS Specialist	0.38	-	-	-
Manager of Communications	1.00	1.00	1.00	1.00
Manager of Strategic Initiatives	-	-	1.00	1.00
Multi Media Technician	1.00	1.00	1.00	1.00
Print Shop Operator	1.00	1.00	1.00	1.00
Public Information Officer I	1.00	1.00	1.00	1.00
Public Information Officer II	1.50	2.00	1.00	1.00
Resource Development Specialist	-	-	2.00	2.00
Resource Development Supervisor	-	-	1.00	1.00
Supervisor of Graphic & Print Services	0.96	1.00	1.00	1.00
Sustainability Coordinator	0.69	1.00	-	-
Sustainability Manager	0.31	-	-	-
Television Production Specialist	1.00	1.00	1.00	1.00
<b>Total Full-Time Positions (FTE):</b>	<b>15.65</b>	<b>17.50</b>	<b>20.41</b>	<b>21.00</b>
<b>Part-Time Hours</b>	<b>2,656</b>	<b>3,843</b>	<b>3,447</b>	<b>3,447</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>16.93</b>	<b>19.35</b>	<b>22.07</b>	<b>22.66</b>

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

- ◆ 2013 Budget vs. 2012 Actual is up \$235,463 due to vacant positions that were filled and anticipated salary and benefit increases.

❖ **Services & Supplies**

- ◆ 2013 Budget vs. 2012 Actual is up \$563,330 due to conservative spending and cost savings in the operation of the print shop.
- ◆ 2013 Revised vs. 2013 Budget is up \$65,000 in order to fund two ongoing critical services within the City Management budget, the citizen survey and legislative lobbying efforts.



## 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 communication with the public by providing resources for direct communication to the public
- ◆ GOAL: Provide a responsive and accountable service for follow-up on resident concerns and questions

### ❖ FISCAL RESPONSIBILITY

- ◆ GOAL: Establish and maintain an effective and coordinated citywide approach for seeking grants and corporate contributions and sponsorships

### ❖ 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



## Core Values / Goals (continued)

### ❖ 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
- ◆ GOAL: Develop, implement, and manage new or special initiatives and programs

### ❖ COMMUNITY SUSTAINABILITY

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

## 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.

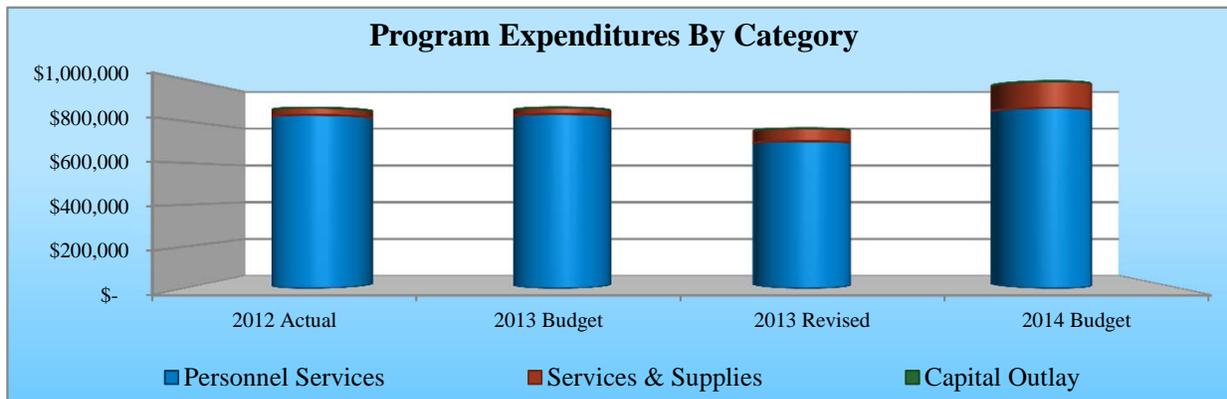


**Program:** City Management  
**Department:** City Manager's Office  
**Division:** City Management

**Purpose:** The City Manager's Office provides the executive management, leadership, guidance, and support for the City government upholding 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; and apprises 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

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Personnel Services	\$ 829,371	\$ 833,581	\$ 703,091	\$ 863,183
Services & Supplies	\$ 34,191	\$ 31,200	\$ 61,950	\$ 126,950
Capital Outlay	\$ -	\$ -	\$ -	\$ -
<b>TOTAL:</b>	\$ 863,562	\$ 864,781	\$ 765,041	\$ 990,133



### Department Expenditures By Fund

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
General Fund	\$ 863,562	\$ 864,781	\$ 765,041	\$ 990,133
<b>TOTAL:</b>	\$ 863,562	\$ 864,781	\$ 765,041	\$ 990,133



**Full-Time Positions**

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

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
City Manager	1.00	1.00	1.00	1.00
Deputy City Manager	0.92	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
Citizen Outreach Specialist	0.08	-	1.00	1.00
Development Project Liaison	-	-	-	1.00
Exec Asst to Mayor & CM	1.00	1.00	1.00	1.00
<b>Total Full-Time Positions (FTE):</b>	4.50	4.50	5.50	6.50
<b>Part-Time Hours</b>	1,806	2,720	-	-
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	5.37	5.81	5.50	6.50

**Budget Variances**

❖ **Personnel Services**

- ◆ 2013 Revised vs. 2013 Budget is down \$130,490 primarily due to moving the former City Manager's pension cost to the Non-Departmental budget and offset by salary and benefit increases.
- ◆ 2014 Budget vs. 2013 Revised is up \$160,092 primarily due to a new position, Development Project Liaison, being added plus anticipated annual salary and benefit increases.

❖ **Services & Supplies**

- ◆ 2014 Budget vs. 2013 Revised is up \$65,000 in order to fund two ongoing critical services within the City Management budget, the citizen survey and legislative lobbying efforts.

**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.

- ◆ **GOAL: Provide a responsive and accountable service for follow-up on resident concerns and**

**Activity:** Information and communication are coordinated to residents and council.



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

**Expectation:** All responses are accurate, timely, and professional when dealing with residents.

**Result-Benefit:** The value of open and honest communication is upheld to the public in a coordinated response among City departments in a timely fashion.

♦ **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 and communicated with City staff and elected representatives.

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



*Civic Center*

♦ **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.



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

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

---

**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 to City Council prior to September 15th of each year.

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

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

**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.

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

---

**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.

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

**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.

◆ **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 and as a guide for recommendations to increase 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.

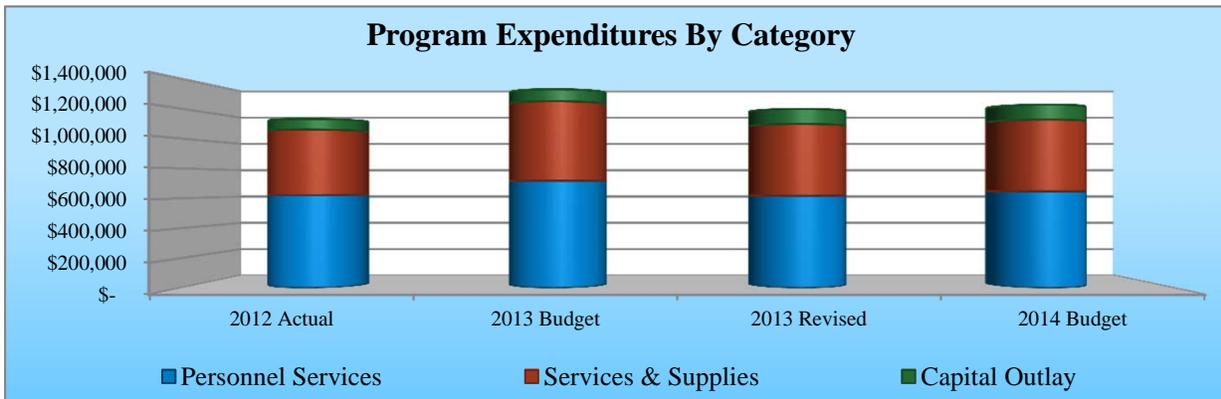


**Program:** Communications  
**Department:** City Manager's Office  
**Division:** Communications

**Purpose:** The Communications Division in the City Manager's Office is responsible for public information through a variety of avenues including our award-winning website, local and national media, print and graphic media, and programming for KLTN Channel 8. Cable franchise management and the in-house print shop also falls under communications. The Division continues to look for new avenues to reach and engage the public using electronic formats such as social media, interactive forums, and electronic newsletters.

### Department Expenditures By Category

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Personnel Services	\$ 621,385	\$ 717,926	\$ 616,678	\$ 645,909
Services & Supplies	\$ 438,155	\$ 531,197	\$ 480,447	\$ 480,447
Capital Outlay	\$ 71,186	\$ 80,000	\$ 100,000	\$ 100,000
<b>TOTAL:</b>	\$ 1,130,726	\$ 1,329,123	\$ 1,197,125	\$ 1,226,356



### Department Expenditures By Fund

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
General Fund	\$ 964,979	\$ 1,139,123	\$ 1,007,125	\$ 1,036,356
Equipment Replacement	\$ 165,747	\$ 190,000	\$ 190,000	\$ 190,000
<b>TOTAL:</b>	\$ 1,130,726	\$ 1,329,123	\$ 1,197,125	\$ 1,226,356



**Full-Time Positions**

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

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Manager of Communications	1.00	1.00	1.00	1.00
Communications Specialist	0.66	1.00	1.00	1.00
Print Shop Operator	1.00	1.00	1.00	1.00
Public Information Officer I	1.00	1.00	1.00	1.00
Public Information Officer II	1.50	2.00	1.00	1.00
Supervisor of Graphic & Print Services	0.96	1.00	1.00	1.00
Television Production Specialist	1.00	1.00	1.00	1.00
<b>Total Full-Time Positions (FTE):</b>	<b>7.12</b>	<b>8.00</b>	<b>7.00</b>	<b>7.00</b>
<b>Part-Time Hours</b>	<b>1,806</b>	<b>2,720</b>	<b>2,324</b>	<b>2,324</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>7.99</b>	<b>9.31</b>	<b>8.12</b>	<b>8.12</b>

**Budget Variances**

❖ **Personnel Services**

- ♦ 2013 Budget vs. 2012 Actual is up \$96,541 due to a vacant position that was filled.
- ♦ 2013 Revised vs. 2013 Budget is down \$101,248 due to a position that transitioned to a different division within the department.

❖ **Services & Supplies**

- ♦ 2013 Budget vs. 2012 Actual is up \$93,042 because of lower than anticipated costs in 2012 for print shop operations.
- ♦ 2013 Revised vs. 2013 Budget is down \$50,750 due to consolidating operations to the City Management budget.

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

- ♦ **GOAL: Promote communication with the public by providing resources for direct communication to the public**

**Activity:** All available resources are utilized to promote communication with the public including government-access television programming, publication of a citywide newsletter, management of the City's new website, which was completely rebuilt and redesigned to provide visitors better access to information, and use of social media tools.



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

**Expectation:** Lakewood residents will receive accurate information on issues that might affect 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 residents include the production of six annual issues of "Looking @ Lakewood," delivered to 75,000+ addresses in the City; the 24-hour-a-day programming on KLTv8; on-demand information available anytime on Lakewood.org, and the provision of a "Civics 101" class for residents.



*KLTv8 Studio*

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

**Activity:** The Communications Division serves as a checkpoint in the organization for the review of information being provided to the public through print, electronic, and website content administration.

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

**Result-Benefit:** Staff writes, reviews and edits all newsletters, articles, advertisements, and other publications that are 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.

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

**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. This includes everything from business cards to budget documents. The other ten percent (10%) is bid and contracted out by the professional staff of the print shop.



### **General Comments**

Communications is now shown as a separate division covering KLTv8, the website, public information, graphic design, and the print shop. This was done to better align the budget with the current organizational structure. The Communications Division is always looking for new opportunities to educate and inform Lakewood residents through media, print, and electronic methods. Communications most recently created a City Facebook page to keep residents updated on events.



**Program:** Economic Development

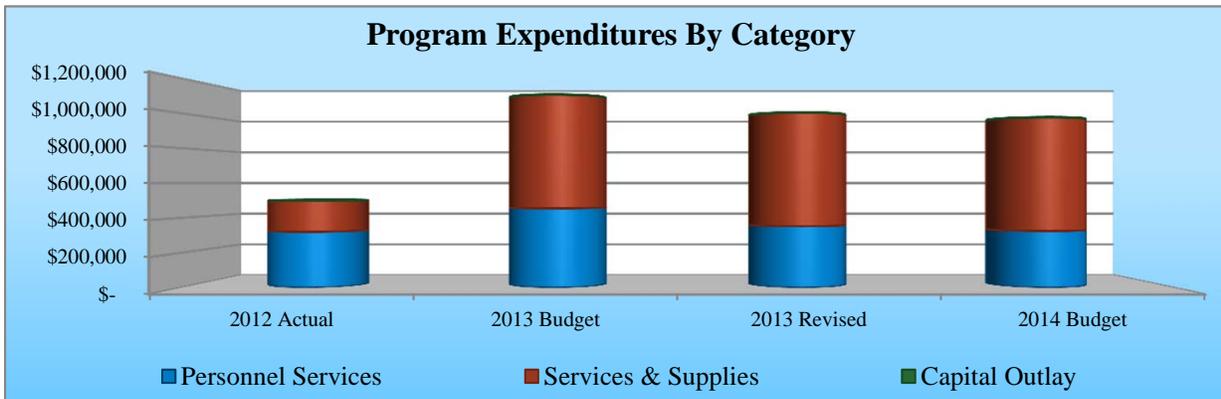
**Department:** City Manager's Office

**Division:** Economic Development

**Purpose:** The Economic Development (ED) 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**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Personnel Services	\$ 319,968	\$ 454,680	\$ 351,909	\$ 324,652
Services & Supplies	\$ 177,121	\$ 650,400	\$ 650,400	\$ 650,400
Capital Outlay	\$ 558	\$ 3,000	\$ 3,000	\$ 3,000
<b>TOTAL:</b>	<b>\$ 497,647</b>	<b>\$ 1,108,080</b>	<b>\$ 1,005,309</b>	<b>\$ 978,052</b>



**Program Expenditures By Fund**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Economic Development	\$ 497,647	\$ 1,108,080	\$ 1,005,309	\$ 978,052
<b>TOTAL:</b>	<b>\$ 497,647</b>	<b>\$ 1,108,080</b>	<b>\$ 1,005,309</b>	<b>\$ 978,052</b>



**Full-Time Positions**

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

	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
Business Analyst II	0.11	0.50	0.41	-
Business Support Specialist	0.50	0.50	0.50	0.50
Economic Development Specialist	1.04	2.00	2.00	2.00
GIS Specialist	0.38	-	-	-
Multi Media Technician	1.00	1.00	1.00	1.00
Sustainability Coordinator	0.69	1.00	-	-
Sustainability Manager	0.31	-	-	-
<b>Total Full-Time Positions (FTE):</b>	<b>4.03</b>	<b>5.00</b>	<b>3.91</b>	<b>3.50</b>
<b>Part-Time Hours</b>	<b>850</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>4.44</b>	<b>5.54</b>	<b>4.45</b>	<b>4.04</b>

**Budget Variances**

❖ **Personnel Services**

- ◆ 2013 Budget vs. 2012 Actual is up \$134,712 due to a vacant position throughout 2012.
- ◆ 2013 Revised vs. 2013 Budget is down \$102,771 as a result of shifting personnel to other departments.

❖ **Services & Supplies**

- ◆ 2013 Budget vs. 2012 Actual is up \$473,279 due to conservative spending during 2012 and fully budgeted for 2013.



## Goals / Activities / Expectations / Results-Benefits

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

**Activity:** The ED team uses various tools to compile data. With the assistance of other City departments, ED 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 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.

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

**Activity:** The ED 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 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 team will focus on primary employers and small businesses.



*Economic Development staff meets with local small business owners*

**Result-Benefit:** The ED team is currently working with several Lakewood employers to retain and expand their Lakewood operations including increased capital investment and employment.

**Activity:** The ED team partners with the State Office of Economic Development and International Trade (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 team actively recruits qualified prospects by providing information and marketing the City's competitive advantages.

**Result-Benefit:** In 2013, prospects' interests ranged from locating entire business operations, land development, business assistance, financial assistance, workforce and planning, and permitting assistance.

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

**Activity:** ED will continue to help small business owners attain knowledge and skills that will help establish and grow local businesses with long term sustainability. From initial start-up consultations to business visits modeled after the primary employer BRE program, ED will gather feedback from business owners, improve information sharing, and support our locally owned and operated business sector.



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

**Expectation:** Improved communication and support will help establish a foundation for success from start-up to growth.

**Result-Benefit:** The improved focus on small business is designed to help our new and existing businesses perform better. It should result in fewer closures, decreased real estate turnover, lower unemployment in the City, stronger small businesses, improve two way communication with City policymakers, and will leverage existing small business resources.

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

**Activity:** The ED 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 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 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: Build relationships to support the City's economic development goals**

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



*ED worked closely with our partners including the West Colfax Community Association and RTD to host the grand opening festivities of the West Rail Line*

**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, the Alameda Gateway Community Association, the 40 West Arts District, Union Corridor Professionals Group, the South Lakewood Business Association, Jefferson County Economic Development Corporation, and others. ED also continued supporting business education programs and participated in the 2013 Sustainability Awards.



## General Comments

The ED 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 and has two years of success to show for it. The W Rail line opened with great fanfare in April 2013 with great support by the residents and City staff. ED continues to work to leverage and maximize the investment. Lakewood companies, as a whole, have weathered the economic downturn without significant decreases in employment.

Small businesses continue to be a major focus of the ED 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 team continues to explore development, redevelopment, and business attraction initiatives along major corridors and further develop opportunities stemming from the Citywide rezoning and the West Rail Line.



*Mayor Murphy cuts the ribbon with former Mayors Steve Burkholder and Linda Morton, RTD Executive Director Phil Washington and Lakewood City Council on April 26, 2013 as the West Rail Line grand opening festivities officially commenced.*



**Program:** Strategic Initiatives

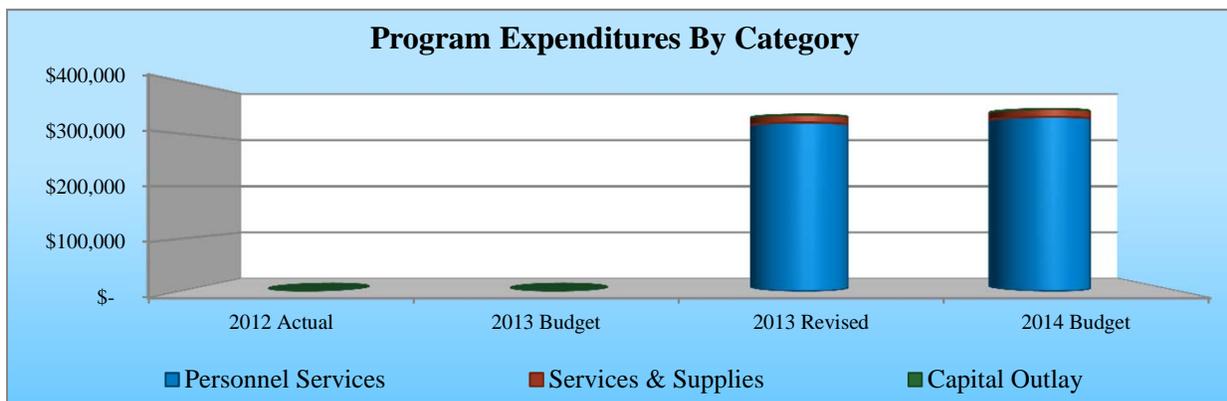
**Department:** City Manager's Office

**Division:** Strategic Initiatives

**Purpose:** Strategic Initiatives Division supports the creation of resource management strategies through program and partnership development and collaboration. Citywide coordination and support is also provided through the Resource Development Program to ensure a strategic approach in seeking alternative resources.

### Department Expenditures By Category

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Personnel Services	\$ -	\$ -	\$ 321,130	\$ 332,018
Services & Supplies	\$ -	\$ -	\$ 15,000	\$ 15,000
Capital Outlay	\$ -	\$ -	\$ -	\$ -
<b>TOTAL:</b>	\$ -	\$ -	\$ 336,130	\$ 347,018



### Department Expenditures By Fund

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
General Fund	\$ -	\$ -	\$ 336,130	\$ 347,018
<b>TOTAL:</b>	\$ -	\$ -	\$ 336,130	\$ 347,018



**Full-Time Positions**

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

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Manager of Strategic Initiatives	-	-	1.00	1.00
Resource Development Specialist	-	-	2.00	2.00
Resource Development Supervisor	-	-	1.00	1.00
<b>Total Full-Time Positions (FTE):</b>	0.00	0.00	4.00	4.00
<b>Part-Time Hours</b>	-	-	-	-
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	-	-	4.00	4.00

**Budget Variances**

❖ **Personnel Services**

- ◆ 2013 Revised vs. 2013 Budget is up \$321,130 due to reallocating personnel from Community Resources in order to establish and manage the Strategic Initiatives program.

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

- ◆ **GOAL: Establish and maintain an effective and coordinated Citywide approach for seeking grants and corporate contributions and sponsorships**

**Activity:** A process and timeline for expanding the Resource Development Program concept Citywide will be implemented.

**Expectation:** The expansion of the Resource Development Program will be completed by year-end 2013.

**Result-Benefit:** Greater comprehensive, strategic, and coordinated efforts are implemented that increase success.

**Activity:** Cross-departmental guidelines and strategies for Resource Development activities are refined and implemented.

**Expectation:** Staff provides clear communication and reporting guidelines for departments related to grant and corporate and sponsorship solicitations.

**Result-Benefit:** Increased alternative resources are secured.

**Activity:** Partnerships with corporations, small businesses, foundations, schools, local non-profit, and community organizations are facilitated.

**Expectation:** Cross-program education and development leads to increased awareness of shared goals, resources, and knowledge.



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

**Result-Benefit:** Effectiveness and efficiency of community programs are enhanced through partnership development.

♦ **GOAL: Develop, implement, and manage new or special initiatives and programs**

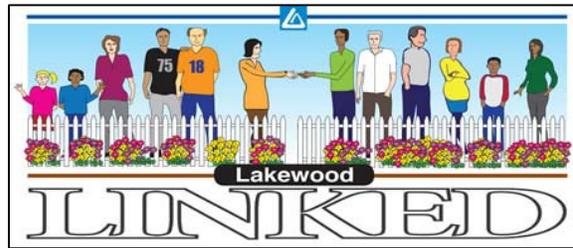
**Activity:** Fiscal sustainability of strategic initiatives are identified and evaluated and methods to support long-term fiscal viability are developed.

**Expectation:** Strategic initiatives with the highest level of fiscal responsibility are developed and implemented.

**Result-Benefit:** Sound financial management strategies will be implemented.

**Activity:** The Lakewood Linked concept within the Lakewood community will be developed.

**Expectation:** The Lakewood Linked work group of community and staff representatives will identify resources that strengthen neighborhoods and respond to needs.



**Result-Benefit:** Community awareness of resources is increased.

**Activity:** Staff will partner with Nextdoor.com to increase neighborhood communication.

**Expectation:** Additional Lakewood neighborhood groups sign-up with Nextdoor.com.

**Result-Benefit:** Greater community collaboration is demonstrated.

**Activity:** The Division develops the community Snow Pals program.

**Expectation:** A core of volunteers is secured to provide shoveling services.

**Result-Benefit:** Citizens are provided with snow removal services.

**General Comments**

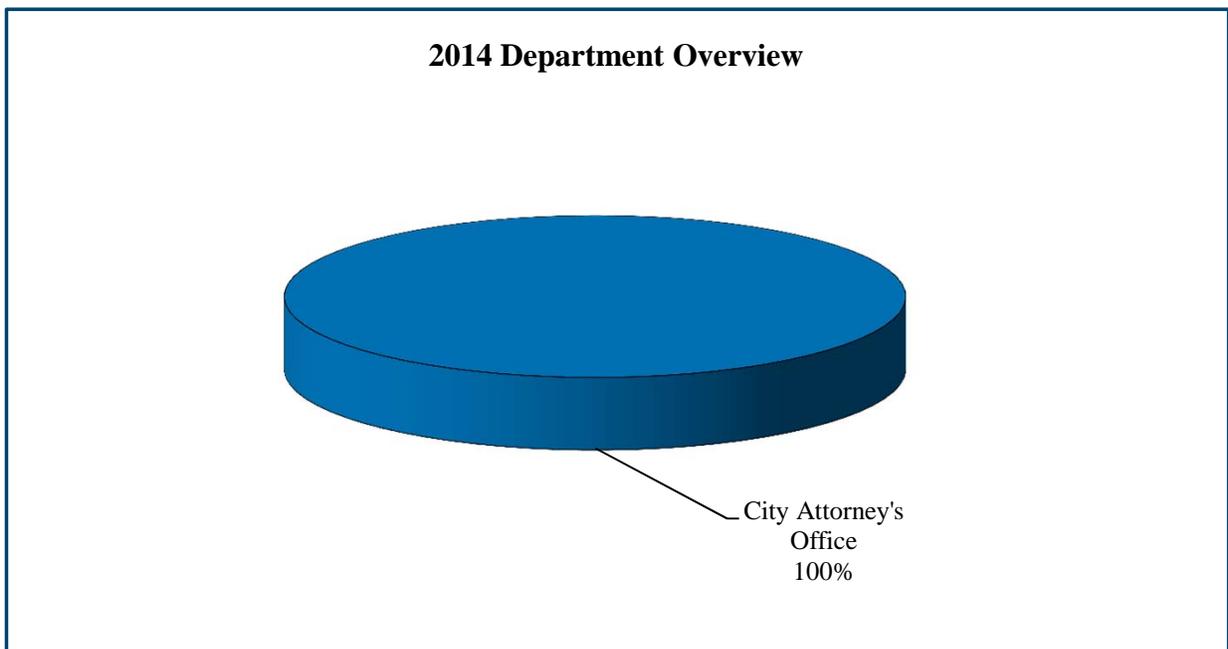
The Resource Development Program moved from Community Resources Department into the City Manager’s Office in August 2012. The program has historically sought opportunities through alternative resources to support programs and projects in Community Resources. The concept of the Resource Development Program will be expanded to include other City Departments to create a strategic approach in seeking alternative resources.



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# CITY ATTORNEY'S OFFICE



	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
City Attorney's Office	\$ 1,461,783	\$ 1,598,632	\$ 1,579,305	\$ 1,617,937
<b>TOTAL:</b>	<b>\$ 1,461,783</b>	<b>\$ 1,598,632</b>	<b>\$ 1,579,305</b>	<b>\$ 1,617,937</b>
<b>Percent to All Funds</b>	1.07%	1.03%	0.94%	1.00%



# 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.

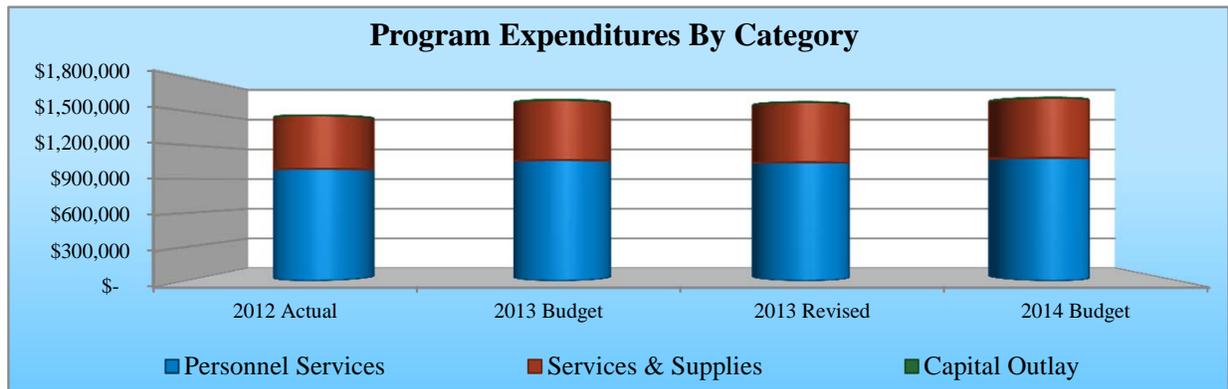
**Purpose--General Legal:** The City Attorney's Office serves as the legal counsel for the City, providing legal services to the City Council, the City Manager, all City Departments, and all Boards and Commissions. The City Attorney represents the City in all civil litigation matters, including those 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**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Personnel Services	\$ 990,385	\$ 1,067,299	\$ 1,047,972	\$ 1,086,604
Services & Supplies	\$ 471,398	\$ 531,333	\$ 531,333	\$ 531,333
Capital Outlay	\$ -	\$ -	\$ -	\$ -
<b>TOTAL:</b>	\$ 1,461,783	\$ 1,598,632	\$ 1,579,305	\$ 1,617,937



**Department Expenditures By Fund**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
General Fund	\$ 1,461,783	\$ 1,598,632	\$ 1,579,305	\$ 1,617,937
<b>TOTAL:</b>	\$ 1,461,783	\$ 1,598,632	\$ 1,579,305	\$ 1,617,937

**Full-Time Positions**

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

	2012 Actual	2013 Budget	2013 Revised	2014 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	0.84	1.00	1.00	1.00
Legal Investigator	2.93	3.00	3.00	3.00
Legal Office Support Administrator	0.98	1.00	1.00	1.00
Municipal Prosecutor	3.00	3.00	3.00	3.00
<b>Total Full-Time Positions (FTE):</b>	10.75	11.00	11.00	11.00
<b>Part-Time Hours</b>	265	1,040	1,040	1,040
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	10.88	11.50	11.50	11.50

**Budget Variances**

❖ None

**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:

	2011 Actual	2012 Actual	2013 Estimate	2014 Estimate
Traffic Tickets	15,625	13,089	12,738	12,738
Penal Tickets	5,155	4,769	4,617	4,617
Traffic & Penal Trials	997	1,006	900	900

◆ **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, 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 Department's 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: The City Attorney's Office will continue to assist City departments in reducing costs through the preparation of resource materials on recurring legal issues.**

**Activity:** The first version of a guide to responding to Open Records requests has been presented to the City Clerk's Office and when finalized will also be made available to appropriate personnel in other departments. Guides explaining when items can be approved administratively, when Council action is required, and when to use an ordinance as opposed to a resolution will also be prepared.



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

**Expectation:** The 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:** The scope and format of the manual has changed significantly since the project began, but a new Policies and Procedures Manual should be ready for adoption in 2013.

**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 soliciting proposals for the development of the northwest corner of the Denver Federal Center**

**Activity:** Having retained specialized legal counsel to help prepare a Request for Qualifications from developers, City staff will continue to define the scope of the project and to identify and select other necessary consultants.

**Expectation:** A team will be assembled and property conveyed to developer(s) perhaps before the end of 2013.

**Result-Benefit:** With the onset of light rail service in April 2013, the time seems right to gauge the development community's interest in this important project.

❖ **QUALITY LIVING ENVIRONMENT**

◆ **GOAL: Provide the City Council and administration with the advice and counsel necessary for a decision on whether to implement or prohibit the retail sale of "adult" use or recreational marijuana within the City**

**Activity:** The City Attorney will complete research and analysis of Amendment 64, state legislation and regulations, and other developments, and advise City Council of the risks and benefits of the various local options available to the City.

**Expectation:** City Council will take action in 2013, either to license or to ban retail marijuana establishments.

**Result-Benefit:** City Council will act with the health, welfare, and safety of the entire community in mind.



### **General Comments**

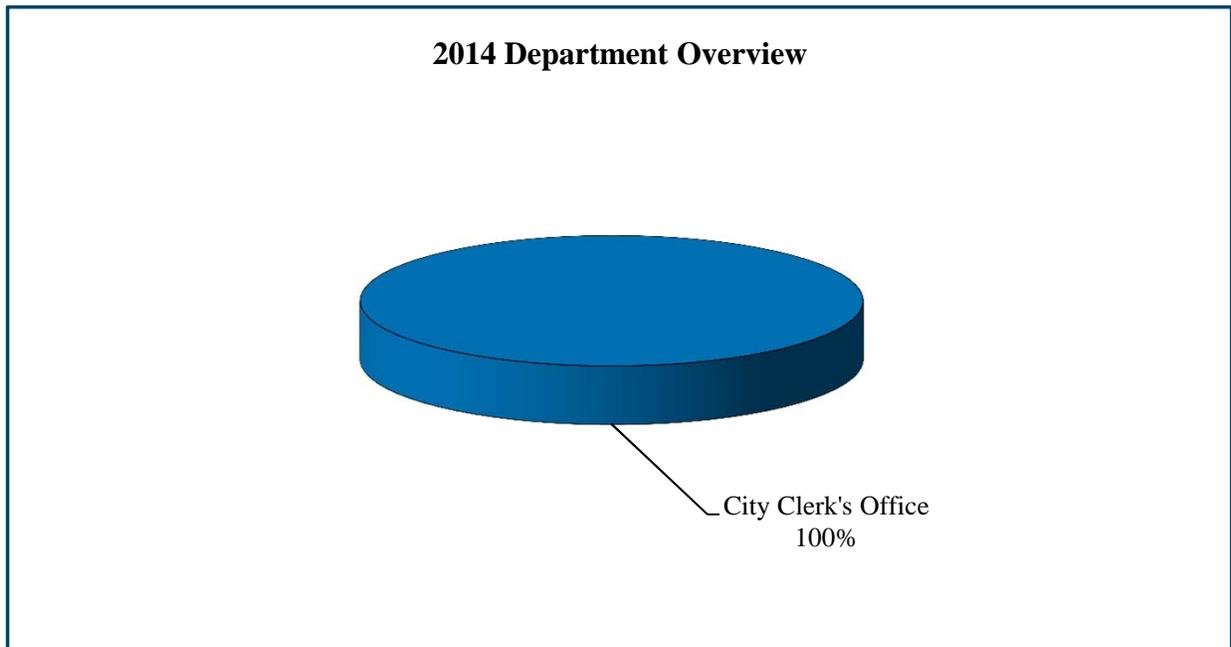
The 2013 Revised Budget reflects no adjustments over the 2012 Budget. In recent years, small transfers have been made from the "outside legal" line item to the "general legal" line item because a relatively small amount of pending litigation resulted in a surplus in the outside legal budget, while the general legal line item was taxed by several major ongoing projects. With a trial on the 2090 S. Wright Street quiet title action expected before the end of 2013 and a new complex and expensive lawsuit expected against the Police Department, 2014 may be the year when a budget exception is needed to add funds to the outside legal line item. Meanwhile, the City Attorney's Office remains fully staffed, and we continue to look for efficiencies and other ways of controlling and reducing the cost of legal service to the City.



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# CITY CLERK'S OFFICE



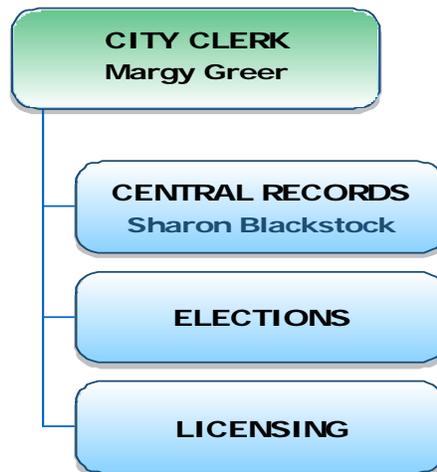
	2012 Actual	2013 Budget	2013 Revised	2014 Budget
City Clerk's Office	\$ 724,665	\$ 827,099	\$ 831,721	\$ 836,518
<b>TOTAL:</b>	<b>\$ 724,665</b>	<b>\$ 827,099</b>	<b>\$ 831,721</b>	<b>\$ 836,518</b>
<b>Percent to All Funds</b>	0.53%	0.54%	0.50%	0.52%



# CITY CLERK'S OFFICE

(303) 987-7080

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





## Department: City Clerk's Office

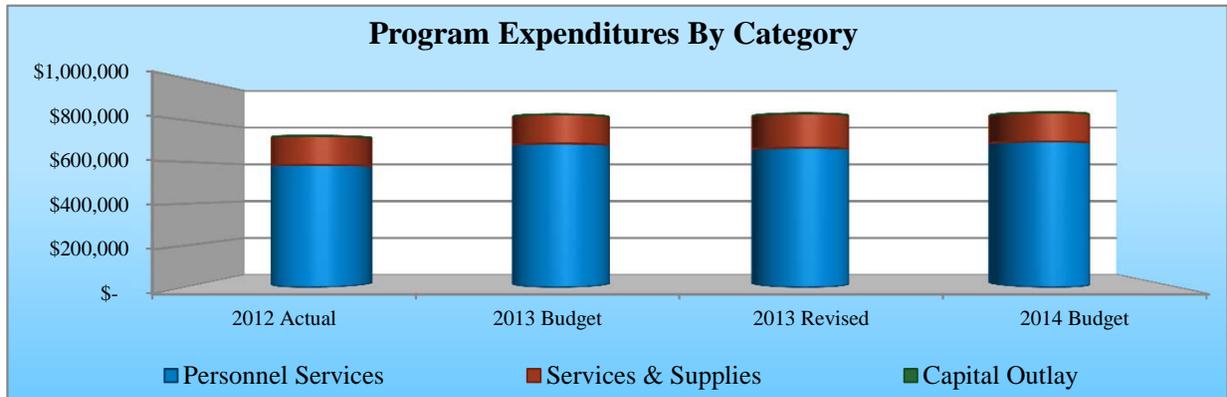
**Mission Statement:** The Lakewood City Clerk's Office will provide the highest quality of service by maintaining excellent professional standards, competence and expertise in the administration of elections, voter registration, licensing, permitting, management of public records, and service to City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

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Personnel Services	\$ 585,666	\$ 687,817	\$ 667,430	\$ 697,219
Services & Supplies	\$ 138,999	\$ 139,282	\$ 164,291	\$ 139,299
Capital Outlay	\$ -	\$ -	\$ -	\$ -
<b>TOTAL:</b>	\$ 724,665	\$ 827,099	\$ 831,721	\$ 836,518



**Department Expenditures By Fund**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
General Fund	\$ 724,665	\$ 827,099	\$ 831,721	\$ 836,518
<b>TOTAL:</b>	\$ 724,665	\$ 827,099	\$ 831,721	\$ 836,518

**Full-Time Positions**

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

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
City Clerk	1.00	1.00	1.00	1.00
Administrative Assistant	0.23	1.00	1.00	1.00
Business Support Specialist	1.62	2.00	2.00	2.00
Central Records Administrator	0.62	-	-	-
Central Records Manager	0.23	1.00	1.00	1.00
Central Records Technician	0.50	1.00	1.00	1.00
City Clerk Admin Technician	0.77	-	-	-
Imaging Technician	0.96	1.00	0.74	-
Liquor Licensing Specialist	1.00	1.00	1.00	1.00
Office Support Specialist	0.85	1.00	1.00	1.00
Records Analyst	-	-	0.26	1.00
<b>Total Full-Time Positions (FTE):</b>	7.78	9.00	9.00	9.00
<b>Part-Time Hours</b>	1,825	1,810	1,810	1,810
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	8.66	9.87	9.87	9.87

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

- ♦ 2013 Budget vs. 2012 Actual is up \$102,151 due to under spending on the Electronics Records Management (ERM) project consulting services to be completed in 2013; no election held in 2012 but will be held in 2013; and reclassification of one position in 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 25 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 2013, the City Clerk's Office, once again, 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 12 new liquor licenses, 15 transfers of ownership, 5 modifications of premises, 5 changes of corporate structure, and 31 special events permits are processed annually. Other licenses issued annually: 3 arcades, 3 adult businesses, 450 dogs, 16 pawnbrokers, 14 medical marijuana businesses, and 1 Christmas tree lot. Permits issued annually: 29 block party, 18 parade, 16 oversize moving, and 0 fireworks display. Passport applications received annually: 1,400. The City maintains 8,100 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 650 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 participate in a regular training program 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 37 City Council meetings, 9 Lakewood Liquor and Fermented Malt Beverage Licensing Authority meetings, 29 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.

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**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.

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**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 40 members serving on the City's seven regulatory boards and commissions and the 30 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 tapes are stored off-site.

**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 400 gigabytes (GB) of data, including over 5 million files. Approximately 100 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. Laserfiche workflow will be used to improve internal processes & routing of documents between departments.

**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 2013. The ERM team has begun addressing several ongoing training and policy development needs identified by the assessment.

**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 departmental liaisons and 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. Laserfiche workflow will help streamline processes and import many documents into the imaging system without the need to scan.

**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 over 40 shredding consoles throughout City offices for collection and future destruction of confidential materials.

### **General Comments**

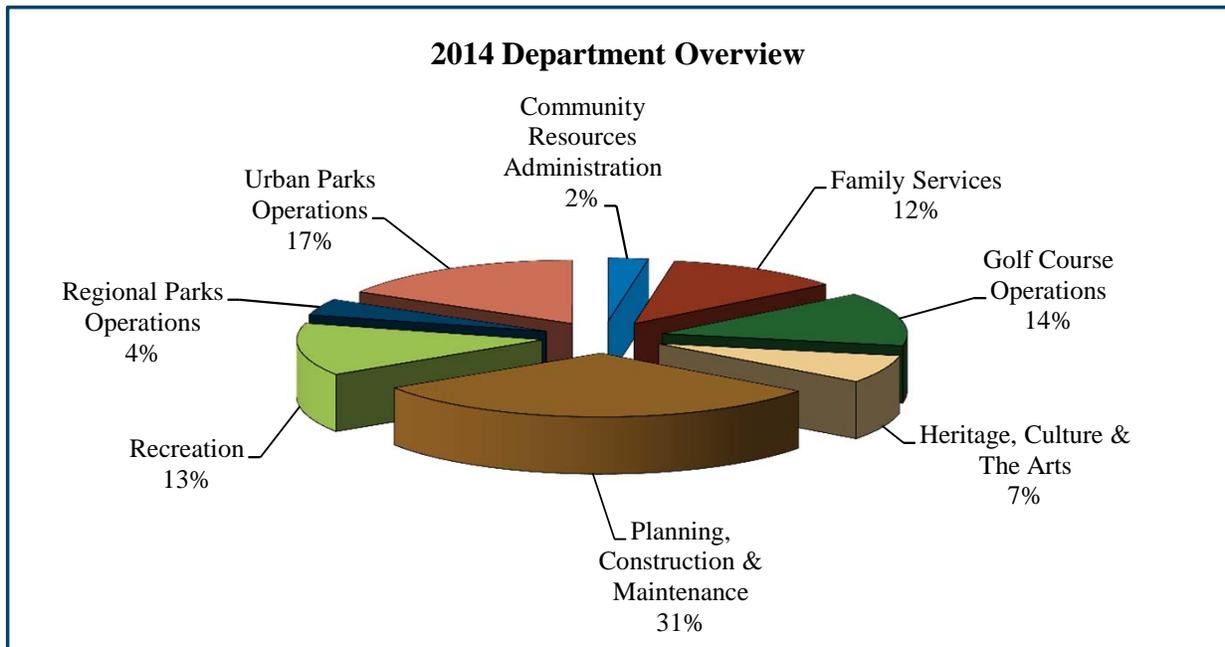
- ❖ Utilization of the website and Laserfiche has provided easy access to agendas, minutes, resolutions, ordinances, the Municipal Code, City contracts, and similar records to a greater number of people.
- ❖ Due to the repeated changes in legislation regarding medical marijuana, voter registration, elections, 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 5-year process of inventorying and assessing all of the City's electronic records will be completed in 2013. The project has identified many ongoing training and policy needs that are being addressed in 2013 by the ERM Team and City Clerk's Office staff.



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# COMMUNITY RESOURCES



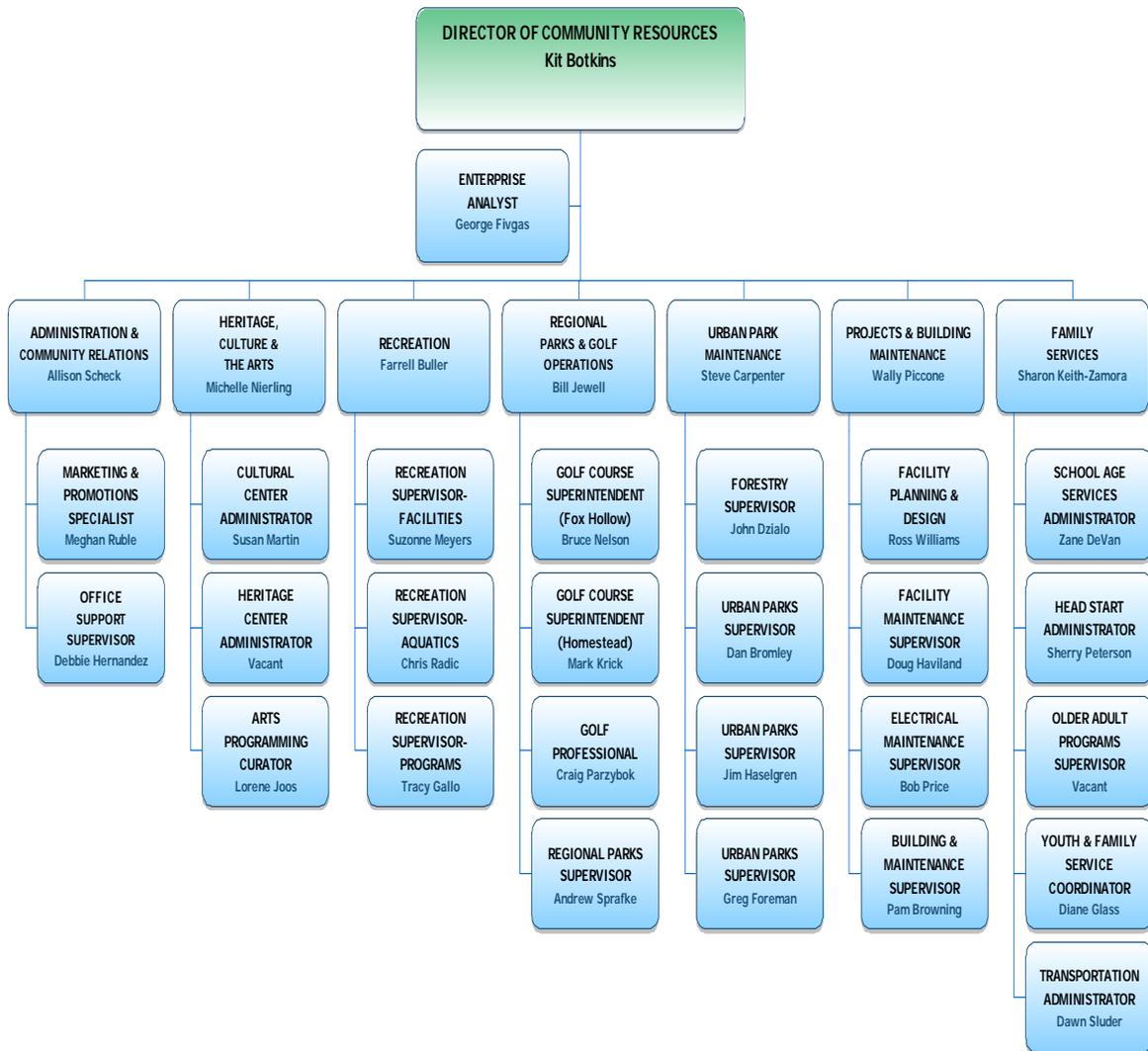
	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Community Resources Administration	\$ 861,147	\$ 1,041,549	\$ 826,409	\$ 970,272
Family Services	\$ 3,768,410	\$ 4,379,935	\$ 4,653,993	\$ 4,272,559
Golf Course Operations	\$ 4,419,166	\$ 4,816,854	\$ 4,743,936	\$ 5,004,800
Heritage, Culture & The Arts	\$ 2,215,976	\$ 2,452,951	\$ 2,400,999	\$ 2,584,133
Planning, Construction & Maintenance	\$ 7,241,403	\$ 10,140,496	\$ 9,351,048	\$ 11,223,639
Recreation	\$ 4,573,802	\$ 4,807,825	\$ 4,724,000	\$ 4,863,442
Regional Parks Operations	\$ 1,613,010	\$ 1,564,385	\$ 1,936,066	\$ 1,520,319
Urban Parks Operations	\$ 5,395,046	\$ 6,075,212	\$ 6,133,105	\$ 6,086,151
<b>TOTAL:</b>	<b>\$ 30,087,960</b>	<b>\$ 35,279,207</b>	<b>\$ 34,769,556</b>	<b>\$ 36,525,315</b>
<b>Percent to All Funds</b>	21.98%	22.83%	20.79%	22.49%



# COMMUNITY RESOURCES

(303) 987-7800

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



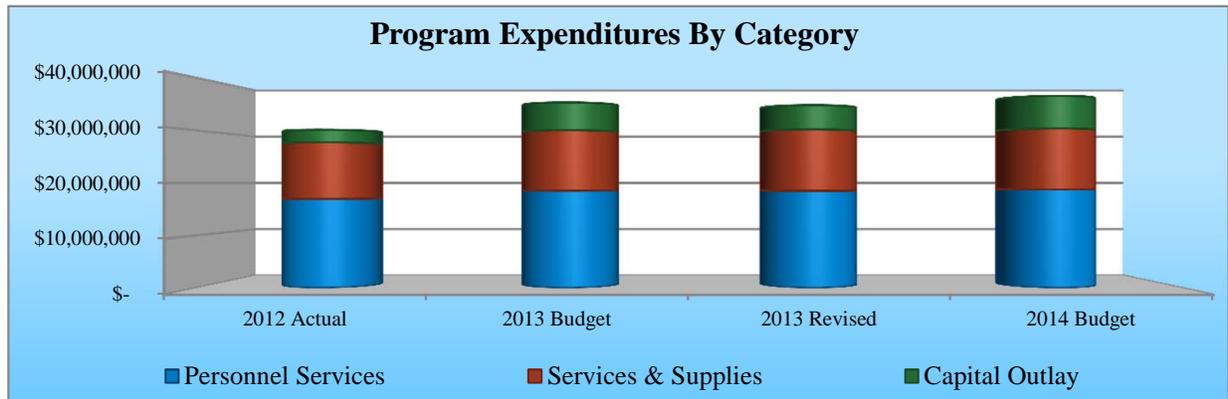


**Department: Community Resources**

**Mission Statement:** Enhance the well-being and quality of life of Lakewood's diverse community by providing exceptional park, recreation, family and cultural services and facilities.

**Department Expenditures By Category**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Personnel Services	\$ 16,947,142	\$ 18,516,922	\$ 18,485,506	\$ 18,755,105
Services & Supplies	\$ 10,775,108	\$ 11,503,354	\$ 11,677,609	\$ 11,592,981
Capital Outlay	\$ 2,365,710	\$ 5,258,931	\$ 4,606,441	\$ 6,177,229
<b>TOTAL:</b>	<b>\$ 30,087,960</b>	<b>\$ 35,279,207</b>	<b>\$ 34,769,556</b>	<b>\$ 36,525,315</b>



**Department Expenditures By Fund**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
General Fund	\$ 15,422,741	\$ 17,008,671	\$ 16,633,509	\$ 17,061,864
Capital Improvement Fund	\$ 814,925	\$ 3,790,843	\$ 2,277,671	\$ 4,726,602
Conservation Trust Fund	\$ 898,231	\$ 1,347,669	\$ 1,711,669	\$ 1,517,669
Golf Course Enterprise Fund	\$ 4,419,166	\$ 4,816,854	\$ 4,743,936	\$ 5,004,800
Grants Fund	\$ 1,234,775	\$ 1,276,317	\$ 1,709,580	\$ 1,342,603
Heritage Culture & Arts Fund	\$ 2,215,976	\$ 2,452,951	\$ 2,400,999	\$ 2,584,133
Open Space Fund	\$ 5,082,146	\$ 4,585,902	\$ 5,292,192	\$ 4,287,644
<b>TOTAL:</b>	<b>\$ 30,087,960</b>	<b>\$ 35,279,207</b>	<b>\$ 34,769,556</b>	<b>\$ 36,525,315</b>

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

	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
Director of Community Resources	1.00	1.00	1.00	1.00
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	4.00	4.00	4.00	4.00
Assistant Golf Course Professional	2.00	2.00	2.36	4.00
Asst Golf Course Superintendent	1.00	1.00	1.00	1.00
Building & Maintenance Supervisor	1.00	1.00	1.00	1.00
Building & Repair Technician	1.00	1.00	1.00	1.00
Building Maintenance Specialist	7.00	7.00	7.00	7.00
Bus Driver	3.65	4.00	4.00	4.00
Business & Enrollment Coordinator	1.00	1.00	1.00	1.00
Business Specialist	2.97	3.00	3.00	3.00
Business Support Specialist	3.00	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	-	-
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	0.96	1.00	1.00	1.00
Cultural Programs Coordinator	1.00	1.00	1.00	1.00
Custodian	0.46	1.00	1.00	1.00
Custodian II	1.00	1.00	1.00	1.00
Early Childhood Education Supervisor	0.97	1.00	1.00	1.00
Early Learning Mentor Coach	1.49	2.00	-	-
Electrical Maintenance Supervisor	1.00	1.00	1.00	1.00
Electrician I	1.75	2.00	2.00	2.00
Electrician II	0.99	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	0.83	1.00	1.00	1.00
Facility Specialist	2.57	3.00	4.00	4.00
Family Services Manager	1.00	1.00	1.00	1.00
Family Support Team Coordinator	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
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	0.76	-	-	-
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	1.97	2.00	2.00	2.00
Golf Course Mechanic	1.98	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
Greenhouse Lead Person	0.77	1.00	1.00	1.00
Greenhouse 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.*

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Head Start Administrator	0.42	1.00	1.00	1.00
Head Start Classroom Coordinator	1.06	-	2.00	2.00
Head Start Co-Teacher	1.00	1.00	1.00	1.00
Head Start Family Support Worker	1.84	2.00	2.00	2.00
Head Start Teacher	1.35	1.81	1.00	1.00
Health & Disabilities Coordinator	0.96	1.00	1.00	1.00
Heritage Center Administrator	1.00	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
Lead Substitute Teacher	-	-	0.18	1.00
Maintenance Worker	0.04	-	-	-
Marketing & Promotions Specialist	0.60	1.00	1.00	1.00
Marketing/Community Relations Adm	-	-	1.00	1.00
Media and Administrative Technician	0.98	1.00	1.00	1.00
Museum Curator	0.75	1.00	1.00	1.00
Museum Stores Coordinator	0.84	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	1.00	1.00	1.00	1.00
Older Adult Nutrition Prog Coord	1.00	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	6.80	7.00	6.21	6.00
Parks Maintenance Specialist II	16.68	17.00	17.00	17.00
Performing Arts & Youth Coordinator	-	-	1.00	1.00
Planner II	1.00	1.00	1.00	1.00
Plumber	0.89	1.00	1.00	1.00
Pool Manager	2.94	3.00	3.00	3.00
Preschool Assistant II	1.96	2.00	2.00	2.00
Preschool Site Coordinator II	0.99	1.00	1.00	1.00
Program Specialist I	1.00	1.00	1.00	1.00
Program Specialist II	3.00	3.00	3.00	3.00
Projects and Maintenance Manager	1.00	1.00	1.00	1.00
Recreation Coordinator	2.75	3.00	2.82	2.00
Recreation Manager	1.00	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	0.99	1.00	1.00	1.00
Regional Parks/Golf Course Manager	1.00	1.00	1.00	1.00
Resource Development Manager	1.00	1.00	-	-

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

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Resource Development Specialist	1.77	2.00	-	-
Resource Development Supervisor	0.86	1.00	-	-
Right-of-Way Specialist	1.00	1.00	1.00	1.00
RISE Coordinator	1.00	1.00	1.00	1.00
School Age & Support Svcs Sup	1.00	1.00	1.00	1.00
Second Assistant Superintendent	0.23	1.00	1.00	1.00
Senior Support Services Specialist	1.50	1.00	1.00	1.00
Substitute Coordinator	0.96	1.00	0.82	-
Theatre Production Assistant	1.00	1.00	1.00	1.00
Theatre Production Coordinator	1.00	1.00	1.00	1.00
Therapist	1.90	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	3.79	4.00
Visitor Center Specialist	-	1.00	1.00	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
Website Technician	-	-	1.00	1.00
Youth Programmer	0.82	1.00	1.00	1.00
Youth Programs Liaison Coordinator	-	-	0.18	1.00
<b>Total Full-Time Positions (FTE):</b>	<b>171.00</b>	<b>176.81</b>	<b>174.36</b>	<b>176.00</b>
<b>Part-Time Hours</b>	<b>387,475</b>	<b>418,656</b>	<b>411,060</b>	<b>409,060</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>357.29</b>	<b>378.09</b>	<b>371.99</b>	<b>372.66</b>

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

- ♦ 2013 Budget vs. 2012 Actual is up \$1,569,780 due to anticipated salary and benefit increases, several vacancies not filled in 2012 and budgeting to fill all available positions in 2013 as well as meeting the 4% savings target in 2012.

❖ **Services & Supplies**

- ♦ 2013 Budget vs. 2012 Actual is up \$728,246 due to carefully monitoring program expenses to meet the 4% savings goal in 2012 and budgeting to expend all current allocations in 2013, actual rent payments at Fox Hollow and Homestead being less than budgeted for in 2012, additional grant funding received for a 2013 project, and increased marketing expenses offset by revenue.



## Budget Variances (continued)

### ❖ Capital Outlay

- ◆ 2013 Budget vs. 2012 Actual is up \$2,893,221 due to planning, engineering, and design of the Civic Center Plaza and Drive Lane project, projects yet to be completed, depreciation being less in 2012 than budgeted in 2013, and capital equipment and capital improvements spending being reduced in 2012 due to overall budget limitations.
- ◆ 2013 Revised vs. 2013 Budget is down \$652,490 due to expenditures for capital projects being less than anticipated.
- ◆ 2014 Budget vs. 2013 Revised is up \$1,570,788 due to the anticipated purchase of two 15-passenger vans in support of the Lakewood Rides Program, and the anticipated approval of budget exceptions for the Civic Center Plaza and Drive Lane project in 2014 and the Lakewood Cultural Center improvements.

## 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**

### ❖ PHYSICAL & TECHNOLOGICAL INFRASTRUCTURE

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

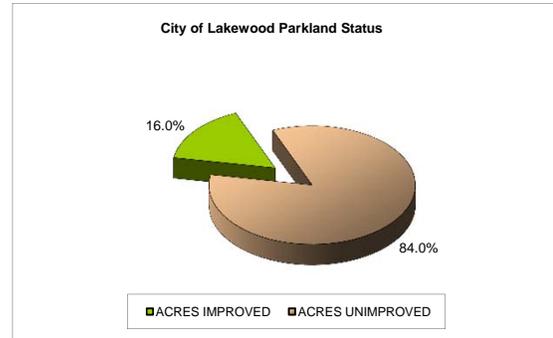
### ❖ QUALITY LIVING ENVIRONMENT

- ◆ **GOAL: Be responsive to change by employing effective resource management strategies**



**DEPARTMENT PARK SUMMARY**

YEAR	2014	
NUMBER OF PARKS	99	
TOTAL ACRES OF PARKS	7,154.1	
ACRES IMPROVED	1,142.9	16.0%
ACRES UNIMPROVED	6,011.2	84.0%



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
	2014	2014	2014		2014	2014	2014
ADDENBROOKE PARK (Jackson Park)	111.4	72.0	39.4	LAKEWOOD PARK	21.4	21.4	0.0
ANDERSON POND	4.7	1.0	3.7	LAKEWOOD-SISTER CITY PARK	20.3	5.3	15.0
AVIATION CLUB	3.1	3.1	0.0	LASLEY PARK	10.0	10.0	0.0
B.C.LAKE PARK/SODA LAKE	2,623.9	510.6	2,113.3	LOCHMOOR PARK	0.3	0.3	0.0
BALSAM POND PARK	4.1	0.0	4.1	LOVELAND TRAIL	23.0	0.0	23.0
BEAR CREEK GREENBELT	378.8	27.9	350.9	LOWER COYOTE GULCH(Hutch #58)	13.9	0.0	13.9
BEECH PARK	18.0	8.0	10.0	MAIN RESERVOIR	72.3	5.0	67.3
BELLOWS PARK	10.6	2.0	8.6	MCNABB PARK	0.3	0.0	0.3
BELMAR PARK	132.5	35.0	97.5	MEADOWLARK PARK	2.1	1.9	0.2
BLUE STAR MEMORIAL PARK	1.0	0.5	0.5	MOLHOLM PARK	2.4	2.4	0.0
BONFILS-STANTON PARK	12.8	5.0	7.8	MOM'S HILL	1.0	0.0	1.0
BONVUE PARK	1.3	1.2	0.1	MORSE PARK	20.1	20.1	0.0
CARMODY PARK	34.0	28.5	5.5	MOUNTAINSIDE PARK	6.5	0.5	6.0
CHARLES WHITLOCK CENTER	11.8	9.8	2.0	MOUNTAIR PARK	9.7	9.7	0.0
CHESTER PORTSMOUTH PARK	12.8	10.8	2.0	NEWLAND PARK	0.5	5.0	-4.5
COTTONWOOD PARK	16.0	9.2	6.8	O'KANE PARK	28.8	25.5	3.3
COYOTE GULCH PARK	44.6	9.0	35.6	OVERLOOK AT BC PARKSITE	12.3	0.0	12.3
CROWN HILL PARK	230.5	12.5	218.0	PETERSON PARK	2.3	0.0	2.3
DANIEL'S PARK	12.8	12.8	0.0	RAMPART PARK	0.9	0.9	0.0
DRY GULCH TRAIL	10.4	0.0	10.4	RAVINE OPEN SPACE	56.7	0.0	56.7
EAST RESERVOIR	43.9	0.0	43.9	RAY ROSS PARK	12.0	11.8	0.2
FOOTHILLS PARK	6.0	5.8	0.2	SANCTUARY PARK	8.9	2.5	6.4
FORSBERG PARK	20.2	0.0	20.2	SANDERSON GULCH	3.7	0.7	3.0
FOUNDERS PARK	3.0	3.0	0.0	SLOAN'S LAKE DRAINWAY	2.0	0.5	1.5
GARY R. MCDONNELL PARK	15.8	14.0	1.8	SMITH RESERVOIR	68.2	2.0	66.2
GLEN CREIGHTON PARK	0.3	0.3	0.0	SOUTH CODY PARK	1.5	1.5	0.0
GLENNON DALE PARK	8.0	0.0	8.0	SOUTH SHERIDAN FIELDS & PARK	16.8	7.8	9.0
GLENNON HEIGHTS PARK	6.0	5.8	0.2	SOUTH SIMMS PARK	4.0	4.0	0.0
GRAHAM PARK	5.5	1.0	4.5	SUNSET PARK	16.7	3.5	13.2
GREEN GABLES PARK	12.6	12.0	0.6	SURFSIDE POOL	1.1	1.1	0.0
GREEN MOUNTAIN CENTER	8.1	6.4	1.7	SUTHERLAND SHIRE PARK	6.0	5.0	1.0
HERITAGE HILL PARK	15.7	0.0	15.7	TAFT PARK	1.3	1.0	0.3
HERITAGE FILE # 8	1.9	0.0	1.9	TAMARISK Tract D	7.9	0.0	7.9
HILLTOP PARK	0.7	0.7	0.0	THUNDER VALLEY	85.1	38.5	46.6
HODGSON PARK	3.1	3.1	0.0	TRIANGLE PARK	0.3	0.3	0.0
HOLBROOK PARK	10.1	9.8	0.3	TWO CREEKS PARKSITE	3.2	0.0	3.2
HUTCHINSON PARK	44.0	0.3	43.7	UNION RIDGE PARK	21.4	5.0	16.4
IDLEWILD PARK	1.2	1.2	0.0	UNION SQUARE PARK	13.9	7.0	6.9
IRON SPRING EAST (HUTCHINSON FILING 54)	13.3	0.0	13.3	UTE TRAIL AND LOWER RAVINES	39.5	0.5	39.0
IRON SPRING PARK	117.5	30.8	86.7	WALKER-BRANCH PARK	13.2	13.2	0.0
JACKSON PARK	4.0	4.0	0.0	WASHINGTON HEIGHTS PARK	19.5	8.4	11.1
JAMES J. RICHEY PARK	5.3	5.3	0.0	WELCHESTER PARK	20.0	1.0	19.0
JEFFERSON GREEN PARK	5.2	5.2	0.0	WESTBOROUGH PARK	2.5	2.5	0.0
JEWELL PARK	7.7	6.0	1.7	WESTGATE PARK	5.6	5.6	0.0
KENDRICK LAKE PARK	57.0	12.5	44.5	WESTLAND PARK	1.0	1.0	0.0
KENT KNUTSON PARK	3.5	3.5	0.0	WESTSTAR	9.4	0.0	9.4
LAKEWOOD ESTATES PARK	3.5	3.4	0.1	WILLIAM FREDERICK HAYDEN PARK	2,325.6	5.0	2,320.6
LAKEWOOD GULCH (Westland Dist.)	2.3	0.0	2.3	WILSON DRAINAGEWAY	5.5	1.5	4.0
LAKEWOOD LINK RECREATION CENTER	9.5	9.0	0.5	WILSON PROPERTY	13.8	0.0	13.8
				WRIGHT STREET SITE	10.0	2.0	8.0
<b>TOTAL</b>	<b>7,154.1</b>	<b>1,142.9</b>	<b>6,011.2</b>				



**Program:** Community Resources Administration

**Department:** Community Resources

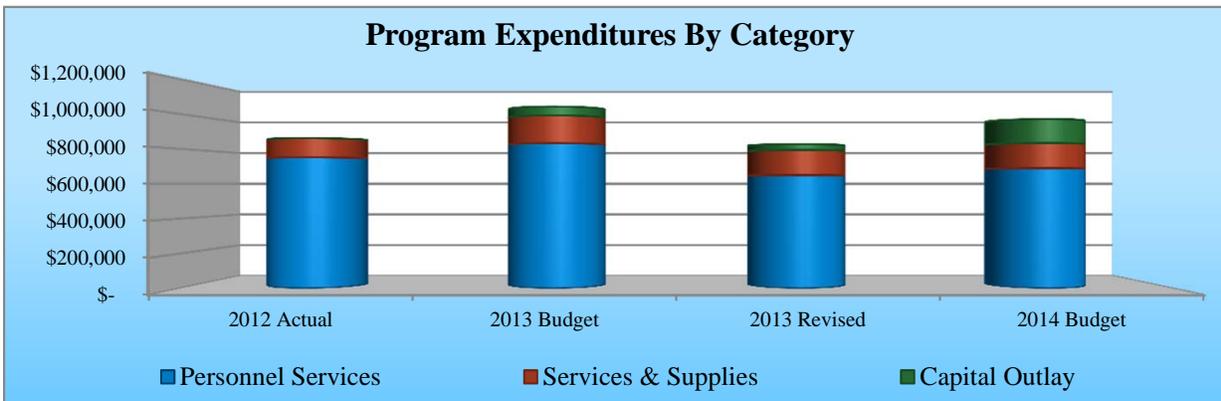
**Division:** Administration

**Purpose:** The Administration and Community Relations 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 public relations support is provided to the seven divisions within the Department.



**Program Expenditures By Category**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Personnel Services	\$ 751,418	\$ 832,585	\$ 649,445	\$ 689,308
Services & Supplies	\$ 109,729	\$ 158,964	\$ 143,964	\$ 143,964
Capital Outlay	\$ -	\$ 50,000	\$ 33,000	\$ 137,000
<b>TOTAL:</b>	\$ 861,147	\$ 1,041,549	\$ 826,409	\$ 970,272



**Program Expenditures By Fund**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
General Fund	\$ 861,147	\$ 1,041,549	\$ 824,684	\$ 848,772
Grants Fund	\$ -	\$ -	\$ 1,725	\$ 121,500
<b>TOTAL:</b>	\$ 861,147	\$ 1,041,549	\$ 826,409	\$ 970,272

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

	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
Director of Community Resources	1.00	1.00	1.00	1.00
Advertising and Media Specialist	0.10	0.10	0.10	0.10
Business Specialist	0.49	0.50	0.50	0.50
Enterprise Analyst	1.00	1.00	1.00	1.00
Marketing/Community Relations Adm	-	-	1.00	1.00
Office Support Specialist	1.00	1.00	1.00	1.00
Office Support Supervisor	1.00	1.00	1.00	1.00
Resource Development Manager	1.00	1.00	-	-
Resource Development Specialist	1.77	2.00	-	-
Resource Development Supervisor	0.86	1.00	-	-
Website Technician	-	-	0.64	0.64
<b>Total Full-Time Positions (FTE):</b>	<b>8.22</b>	<b>8.60</b>	<b>6.24</b>	<b>6.24</b>
<b>Part-Time Hours</b>	<b>2,015</b>	<b>3,601</b>	<b>2,870</b>	<b>3,774</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>9.19</b>	<b>10.33</b>	<b>7.62</b>	<b>8.05</b>

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

- ◆ 2013 Budget vs. 2012 Actual is up \$81,167 due to anticipated salary and benefit increases.
- ◆ 2013 Revised vs. 2013 Budget is down \$183,140 due to the reorganization and redistribution of funds.

❖ **Capital Outlay**

- ◆ 2014 Budget vs. 2013 Revised is up \$104,000 due to the anticipated purchase of two 15-passenger vans in support of the Lakewood Rides Program.

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

**Activity:** Information is widely available to the public via a variety of media including digital formats, print material, and newspaper editorial for informational and educational purposes.

**Expectation:** Residents expect and desire to receive information about programs in a variety of formats that best suit their needs; therefore, we will continue to expand our promotional and educational channels to stay current with market trends.

**Result-Benefit:** The public is provided with access to information and updates about upcoming projects, recreational opportunities, performances, and many other elements of the Department. Program registration is increased and paper use is reduced by increased use of digital platforms.



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

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

**Expectation:** Use of these platforms continues to be carefully considered and implemented in collaboration with other City departments to increase public engagement in the Department's programs and reach the correct target audience with advertising.

**Result-Benefit:** Use of this technology increases advertising capability and creates another platform for public engagement. It will further expand the audience of participants and serve as an important networking tool.

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

**Expectation:** Department collaborations help ensure that Lakewood citizens 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 continue to 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.

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**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:** In 2013/2014, partners and the community are actively involved through community projects such as the development of the Carmody site master plan; a project which will involve a number of stakeholders and community members in order to ensure the planning process is a success.

**Result-Benefit:** Community involvement continues to grow thus garnering support from funding sources such as Jefferson County Open Space, Great Outdoors Colorado, Colorado Lottery, Scientific and Cultural Facilities District, private foundations, individuals, and local businesses.

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**Activity:** The Department will gather public feedback to enhance the Community Connection publication.

**Expectation:** A variety of methods are used to gather opinions about the effectiveness of the Community Connection publication.



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

**Result-Benefit:** Through careful planning of focus groups and surveys, feedback to enhance one of the Department's biggest communication tools is collected and recommendations are implemented.

◆ **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 as well as called out in the Department's employee newsletter.

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

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

**Expectation:** Mentorship opportunities, job skill trainings, and professional development training opportunities continue to increase following a successful year in this area.

**Result-Benefit:** Staff will be prepared to respond to the changing needs of the community, provide a greater level of customer service, perform their work functions more effectively and efficiently, increase their opportunities for career enhancement/upward mobility, and raise their level of understanding through training and development opportunities.

◆ **GOAL: Be responsive to change by employing effective resource management strategies**

**Activity:** A coordinated and comprehensive volunteer, rental, and special event coordination effort continues to identify efficiencies across Department programs and services.

**Expectation:** Teams identified in the Department Assessment continue to work collaboratively to find efficiencies and identify resource needs Department-wide.

**Result-Benefit:** Continued collaboration ensures changing priorities and needs are identified and the Department is functioning efficiently across divisions.

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**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.

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**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.



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

**Result-Benefit:** A strategic and collaborative approach allows support to be provided to fund priority projects and enhance community collaboration. Completion of the Carmody site master plan, pickleball court addition at Green Mountain Recreation Center and the Bear Creek trail improvements are examples of projects for 2013.

### General Comments

The Department has taken action based on the internal Department Assessment designed to identify areas for increased efficiency. As a result, there has been reorganization and redistribution of funds with streamlining occurring across divisions to reflect the changing needs of the community. Positive change is driven by utilizing financial and human resources efficiently. The Department worked to realign its mission and goals and staff are bought in to the Department's direction. The Department continues to conduct a short-term and long-term strategic planning session with follow up meetings 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.



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

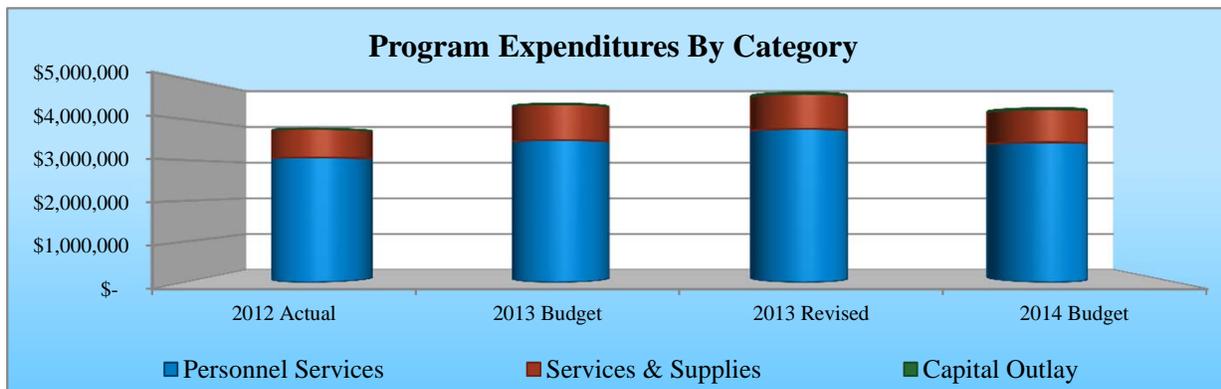
**Purpose:** The Family Services Division consists of Older Adult Programs and Services, Lakewood Rides, School Age Services, Youth and Family Services, Head Start, and Early Childhood Education. The goal of the Division is to support and strengthen families in the community by providing non-duplicative 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, and DeVinyne Centers, three elementary schools, two area churches, and the 11th Avenue Head Start facility.

### Program Expenditures By Category

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Personnel Services	\$ 3,063,704	\$ 3,490,551	\$ 3,764,879	\$ 3,433,357
Services & Supplies	\$ 701,806	\$ 881,884	\$ 865,866	\$ 815,954
Capital Outlay	\$ 2,900	\$ 7,500	\$ 23,248	\$ 23,248
<b>TOTAL:</b>	<b>\$ 3,768,410</b>	<b>\$ 4,379,935</b>	<b>\$ 4,653,993</b>	<b>\$ 4,272,559</b>



**Program Expenditures By Fund**

	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
General Fund	\$ 2,494,580	\$ 3,103,618	\$ 2,946,138	\$ 3,051,456
Capital Improvement Fund	\$ 78,083	\$ -	\$ -	\$ -
Grants Fund	\$ 1,195,747	\$ 1,276,317	\$ 1,707,855	\$ 1,221,103
<b>TOTAL:</b>	<b>\$ 3,768,410</b>	<b>\$ 4,379,935</b>	<b>\$ 4,653,993</b>	<b>\$ 4,272,559</b>

**Full-Time Positions**

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

	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
Family Services Manager	1.00	1.00	1.00	1.00
Bus Driver	3.65	4.00	4.00	4.00
Business & Enrollment Coordinator	1.00	1.00	1.00	1.00
Business Specialist	0.98	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	0.97	1.00	1.00	1.00
Early Learning Mentor Coach	1.49	2.00	-	-
Facility Coordinator	1.00	1.00	1.00	1.00
Family Support Team Coordinator	1.00	1.00	1.00	1.00
Head Start Administrator	0.42	1.00	1.00	1.00
Head Start Classroom Coordinator	1.06	-	2.00	2.00
Head Start Co-Teacher	1.00	1.00	1.00	1.00
Head Start Family Support Worker	1.84	2.00	2.00	2.00
Head Start Teacher	1.35	1.81	1.00	1.00
Health & Disabilities Coordinator	0.96	1.00	1.00	1.00
Lead Bus Driver	1.00	1.00	1.00	1.00
Lead Substitute Teacher	-	-	0.18	1.00
Older Adult Program Supervisor	1.00	1.00	1.00	1.00
Older Adult Nutrition Prog Coord	1.00	1.00	1.00	1.00
Preschool Assistant II	1.96	2.00	2.00	2.00
Preschool Site Coordinator II	0.99	1.00	1.00	1.00
School Age & Support Srvs Sup	1.00	1.00	1.00	1.00
Senior Support Services Specialist	1.50	1.00	1.00	1.00
Substitute Coordinator	0.96	1.00	0.82	-
Therapist	1.90	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>34.03</b>	<b>34.81</b>	<b>34.00</b>	<b>34.00</b>
<b>Part-Time Hours</b>	<b>58,435</b>	<b>74,334</b>	<b>71,526</b>	<b>71,526</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>62.12</b>	<b>70.55</b>	<b>68.39</b>	<b>68.39</b>



## Budget Variances

### ❖ Personnel Services

- ◆ 2013 Budget vs. 2012 Actual is up 426,847 due to budgeting to fill all available positions in 2013 and delaying the hiring of some positions during 2012. Additionally, a reduction of the temporary part-time hours was made in the 2013 Revised Budget that was not accounted for in the 2013 Budget.
- ◆ 2013 Revised vs. 2013 Budget is up \$274,328 due to filling vacant positions in 2013 and due to potential grant fund adjustments.
- ◆ 2014 Budget vs. 2013 Revised is down \$331,522 due to further revising grant funds to reflect anticipated future funding levels.

### ❖ Services & Supplies

- ◆ 2013 Budget vs. 2012 Actual is up \$180,078 due to carefully monitoring program expenses during 2012 and budgeting to expend all current allocations in 2013. This includes budgeting for renovation of some of the facilities utilized in the Division in 2013.

## Goals / Activities / Expectations / Results-Benefits

### ◆ GOAL: Provide quality customer service

**Activity:** The Division will offer quality affordable programs and services to the target populations that augment each individual's quality of life.

**Expectation:** The Division staff members will work with individuals to determine if the available programs are accessible and affordable. Qualifying clients may have access to scholarship funds so that they may participate in the programs that are of interest to them.

**Result-Benefit:** Citizens will have the opportunity to participate in programs and services offered through this Division regardless of abilities or economic status.



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

**Activity:** The Division staff will work with participants and potential participants to solicit feedback regarding the programs and services that are offered.

**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.



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

**Result-Benefit:** Participation input is valued and considered when determining what programs and services will be offered and where there is potential for change and improvement. This will result in an overall sense of increased customer satisfaction.

◆ **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:** Supervisors will recognize the contributions of their staff through informal means and through the performance review system. Training opportunities will be provided that encourage continual growth and development of each employee.

**Result-Benefit:** The Division will retain quality staff members and experience lower levels of employee turnover which will result in improved overall service delivery for participants.

◆ **GOAL: Be responsive to change by employing effective 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 utilizing available data such as participation levels, operating costs of services, and staffing levels. Adjustments will be made to programs or services based on usage and needs of the target populations.

**Result-Benefit:** The Division will utilize available grant funds and user fees to offset operating costs while continuing to provide services that benefit the community as a whole.

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**Activity:** The Division will utilize volunteers to enhance program quality and extend the reach of all services offered.

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

**Result-Benefit:** The Division will be able to reach more Lakewood residents on an individual basis by using trained volunteers for specific duties and tasks.



## 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 Head Start program will see a reduction in the number of services provided in 2013 and 2014 due to cuts in the federal funding levels. The Division staff will work with the state-funded preschool program to offset some of the reductions from the federal funds.

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>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Projected</b>	<b>2014 Budget</b>
Preschool	7,725	7,142	7,300	7,700
Head Start	17,066	17,392	15,000	14,600
School Age	22,203	22,640	22,600	22,600
Youth & Family				
Classes/Group	4,641	4,698	4,690	4,690
Therapy Sessions	353	338	340	340
Lakewood Rides				
Group Trips Total # of Riders	13,359	10,720	11,000	11,000
Door through Door One-Way	19,640	19,639	19,640	19,640
Older Adult Programs				
Classes/Trips/etc.	40,566	34,321	34,500	34,500
Resource/Info	15,920	15,143	15,150	15,150
Meal Site	9,655	9,987	9,990	9,990
CCC Facility				
Number of Rentals	700	815	800	800
* Number of Participants	27,934	30,273	30,000	30,000
<i>* not included in total count of services</i>				
<b>Total # of Services</b>	<b>151,828</b>	<b>142,835</b>	<b>141,010</b>	<b>141,010</b>
Volunteer Hours	22,902	22,926	22,900	22,900



**Program:** Golf Course Operations

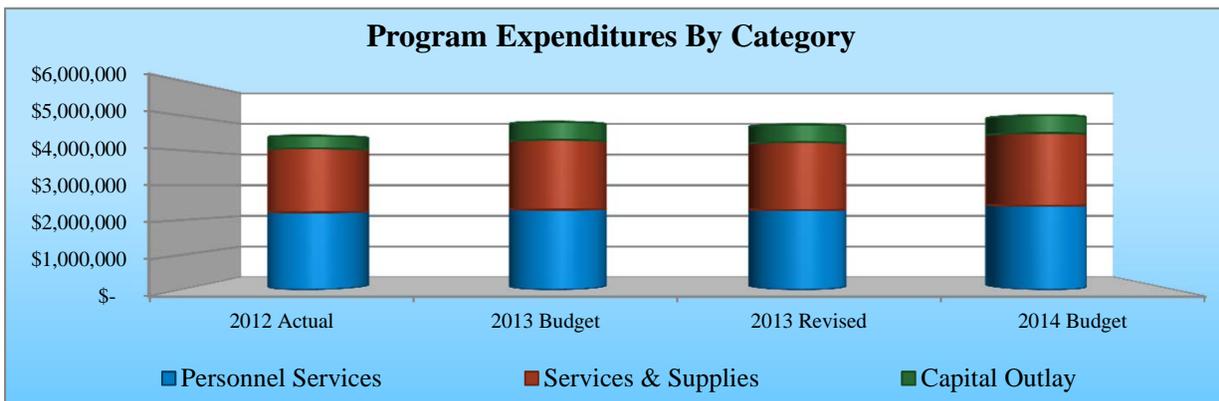
**Department:** Community Resources

**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. The Division maintains upscale, premier golf course status among Colorado golf courses at Fox Hollow and continues promotion of The Homestead championship short course. 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. The two courses host nearly 120,000 visitors annually.

### Program Expenditures By Category

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Personnel Services	\$ 2,221,491	\$ 2,298,140	\$ 2,284,426	\$ 2,411,069
Services & Supplies	\$ 1,836,273	\$ 2,005,615	\$ 1,952,878	\$ 2,087,099
Capital Outlay	\$ 361,402	\$ 513,099	\$ 506,632	\$ 506,632
<b>TOTAL:</b>	\$ 4,419,166	\$ 4,816,854	\$ 4,743,936	\$ 5,004,800



### Program Expenditures By Fund

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Golf Course Enterprise Fund	\$ 4,419,166	\$ 4,816,854	\$ 4,743,936	\$ 5,004,800
<b>TOTAL:</b>	\$ 4,419,166	\$ 4,816,854	\$ 4,743,936	\$ 5,004,800

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

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Regional Parks/Golf Course Manager	0.46	0.50	0.50	0.50
Assistant Golf Course Professional	2.00	2.00	2.36	4.00
Asst Golf Course Superintendent	1.00	1.00	1.00	1.00
Business Support Specialist	1.00	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	0.76	-	-	-
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	1.97	2.00	2.00	2.00
Golf Course Mechanic	1.98	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
Maintenance Worker	0.04	-	-	-
Marketing & Promotions Specialist	0.04	0.07	0.07	0.07
Media and Administrative Technician	0.25	0.25	0.25	0.25
Second Assistant Superintendent	0.23	1.00	1.00	1.00
<b>Total Full-Time Positions (FTE):</b>	<b>16.73</b>	<b>16.82</b>	<b>17.18</b>	<b>18.82</b>
<b>Part-Time Hours</b>	<b>83,146</b>	<b>77,187</b>	<b>76,529</b>	<b>73,625</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>56.70</b>	<b>53.93</b>	<b>53.97</b>	<b>54.22</b>

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

- ♦ 2013 Budget vs. 2012 Actual is up \$169,342 due to the actual rent payments at Fox Hollow and Homestead being significantly less than budgeted for in 2012.
- ♦ 2014 Budget vs. 2013 Revised is up \$134,221 due to the rent at Fox Hollow and Homestead being budgeted higher in 2014 than 2013 Revised and the addition of a lease payment for golf carts for Fox Hollow in 2014.

❖ **Capital Outlay**

- ♦ 2013 Budget vs. 2012 Actual is up \$151,697 due to depreciation being less in 2012 than budgeted in 2013 and capital equipment and capital improvements spending being reduced due to overall budget limitations.



## 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. By adding the availability of online tee times, we have kept pace with changing needs and services.

**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.

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**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 2013 and 65,000 rounds in 2014. A goal of 40,000 rounds at The Homestead in 2013 and 40,000 rounds in 2014 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 2013, enhancing opportunities for kids within the community. The goal will be to increase the Junior Golf Program slightly in 2014.

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

**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: 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: Be responsive to change by employing effective 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.

**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.



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

**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>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
<b>Fox Hollow</b>				
Number of rounds played	62,118	65,000	65,000	65,000
Number of days of golf played	260	260	260	260
Total Revenue generated	\$3,044,112	\$3,185,540	\$3,185,540	\$3,358,471
<b>Homestead</b>				
Number of rounds played	40,008	40,000	40,000	40,000
Number of days of golf played	260	260	260	260
Total Revenue generated	\$1,407,781	\$1,439,891	\$1,439,891	\$1,510,895



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

**Department:** Community Resources

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

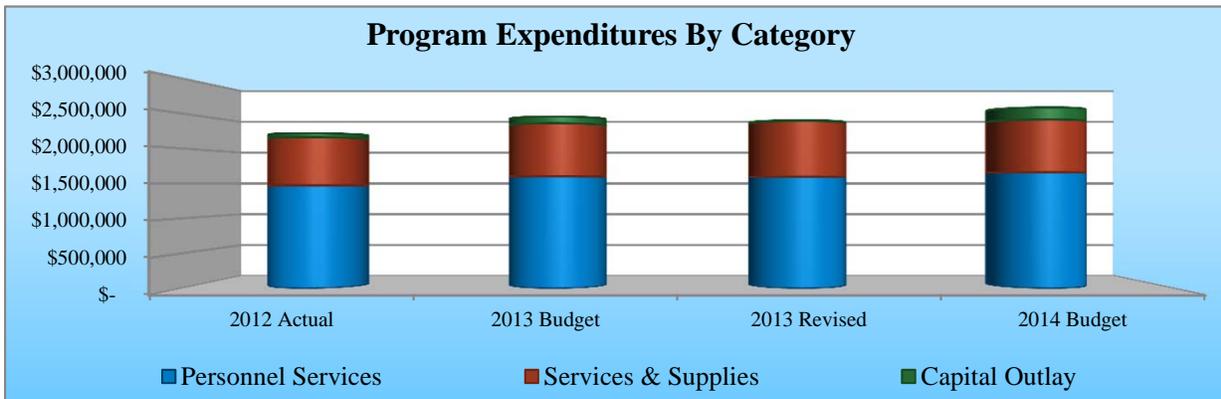
**Purpose:** The mission of the Heritage, Culture and the Arts (HCA) Division is to enrich and inspire people through places and programs that engage, celebrate, and build community through heritage, culture and the arts.

The Heritage, Culture and the Arts Division offers programs and services through the following facilities: the Lakewood 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**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Personnel Services	\$ 1,471,943	\$ 1,601,402	\$ 1,595,281	\$ 1,658,874
Services & Supplies	\$ 688,069	\$ 756,549	\$ 795,718	\$ 753,443
Capital Outlay	\$ 55,964	\$ 95,000	\$ 10,000	\$ 171,816
<b>TOTAL:</b>	\$ 2,215,976	\$ 2,452,951	\$ 2,400,999	\$ 2,584,133



**Program Expenditures By Fund**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Heritage Culture & Arts Fund	\$ 2,215,976	\$ 2,452,951	\$ 2,400,999	\$ 2,584,133
<b>TOTAL:</b>	\$ 2,215,976	\$ 2,452,951	\$ 2,400,999	\$ 2,584,133

**Full-Time Positions**

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

	2012 Actual	2013 Budget	2013 Revised	2014 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	1.00	1.00	1.00	1.00
Community Events Coordinator	1.00	1.00	1.00	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	0.96	1.00	1.00	1.00
Cultural Programs Coordinator	1.00	1.00	1.00	1.00
Heritage Center Administrator	1.00	1.00	1.00	1.00
Heritage Center Specialist	1.00	1.00	1.00	1.00
Marketing & Promotions Specialist	0.30	0.50	0.50	0.50
Museum Curator	0.75	1.00	1.00	1.00
Museum Stores Coordinator	0.84	1.00	-	-
Performing Arts & Youth Coordinator	-	-	1.00	1.00
Program Specialist I	0.10	0.10	-	-
Theatre Production Assistant	1.00	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>	16.55	17.20	17.10	17.10
<b>Part-Time Hours</b>	21,727	21,613	21,476	21,476
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	27.00	27.59	27.43	27.43

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

- ◆ 2013 Budget vs. 2012 Actual is up \$129,459 due to vacant positions being filled and accompanying benefit costs.



### Budget Variances (continued)

❖ **Services & Supplies**

- ♦ 2013 Budget vs. 2012 Actual is up \$68,480 due to grant funded projects and increased marketing offset by revenue.

❖ **Capital Outlay**

- ♦ 2014 Budget vs. 2013 Revised is up \$161,816 due to building construction costs and art acquisitions.

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

♦ **GOAL: Provide quality customer service**

**Activity:** The Division enhances its community engagement program.

**Expectation:** Additional opportunities are offered for citizens to engage in programs.

**Result-Benefit:** Opportunities for citizens to engage in arts and culture programs is enhanced.

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**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.

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**Activity:** The Division continues to enhance 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.

♦ **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).

**Expectation:** Fundraising efforts to construct the Historic Lakewood-Mountair Fire Station will be a focus.

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

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**Activity:** The Lakewood Public Art Master Plan will be implemented.

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

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



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

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

**Activity:** Positive citizens' feedback will be celebrated.

**Expectation:** Staff efforts to serve citizens will be acknowledged.

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

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**Activity:** Cost effective means for professional growth are 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: Be responsive to change by employing effective resource management strategies**

**Activity:** Programming for youth and performing arts programs will be expanded.

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

**Result-Benefit:** Citizens' needs will be met through HCA programs and services.

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

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

**Result-Benefit:** Lakewood's history will be told through the story of May Bonfils.

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**Activity:** HCA seating and lighting 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.

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**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>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
Performance Attendance	41,069	43,500	44,000	45,200
Exhibit Attendance	37,865	34,500	39,500	41,475
Museum Admissions	2,350	3,000	2,900	2,930
HCA Classes	15,262	17,500	17,700	18,535
Free Outreach	13,190	22,000	20,000	21,900
Promotional Outreach	370,000	370,000	370,000	388,500
Festivals	7,510	16,000	12,400	12,600
Other	13,470	16,000	16,000	16,800
Total Attendance	500,716	522,500	522,500	547,940



**Program:** Planning, Construction & Maintenance

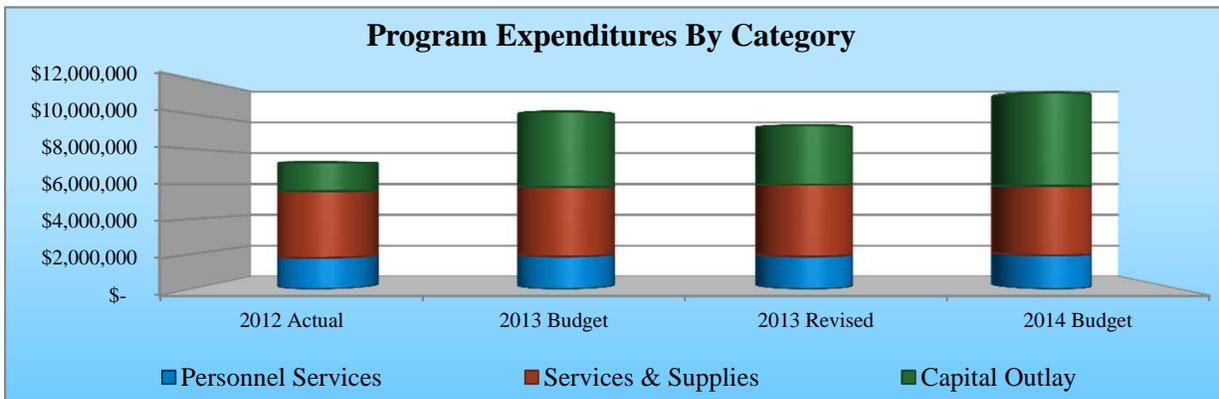
**Department:** Community Resources

**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

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Personnel Services	\$ 1,788,384	\$ 1,862,149	\$ 1,860,346	\$ 1,928,940
Services & Supplies	\$ 3,801,138	\$ 3,970,886	\$ 4,108,012	\$ 3,967,037
Capital Outlay	\$ 1,651,881	\$ 4,307,461	\$ 3,382,690	\$ 5,327,662
<b>TOTAL:</b>	<b>\$ 7,241,403</b>	<b>\$ 10,140,496</b>	<b>\$ 9,351,048</b>	<b>\$ 11,223,639</b>



### Program Expenditures By Fund

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
General Fund	\$ 3,684,125	\$ 4,026,433	\$ 4,070,312	\$ 4,144,000
Capital Improvement Fund	\$ 736,452	\$ 3,785,843	\$ 2,272,671	\$ 4,721,602
Conservation Trust Fund	\$ 898,231	\$ 1,347,669	\$ 1,711,669	\$ 1,517,669
Open Space Fund	\$ 1,922,595	\$ 980,551	\$ 1,296,396	\$ 840,368
<b>TOTAL:</b>	<b>\$ 7,241,403</b>	<b>\$ 10,140,496</b>	<b>\$ 9,351,048</b>	<b>\$ 11,223,639</b>

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

	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
Projects and Maintenance Manager	1.00	1.00	1.00	1.00
Building Maintenance Specialist	7.00	7.00	7.00	7.00
Building & Maintenance Supervisor	1.00	1.00	1.00	1.00
Business Specialist	0.50	0.50	0.50	0.50
Construction Administrator	1.00	1.00	-	-
Custodian	0.46	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	1.75	2.00	2.00	2.00
Electrician II	0.99	1.00	1.00	1.00
Facilities Planner	1.00	1.00	1.00	1.00
Facility Maintenance Supervisor	0.83	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
Plumber	0.89	1.00	1.00	1.00
Website Technician	-	-	0.36	0.36
<b>Total Full-Time Positions (FTE):</b>	<b>21.42</b>	<b>22.50</b>	<b>21.86</b>	<b>21.86</b>
<b>Part-Time Hours</b>	<b>1,033</b>	<b>-</b>	<b>1,300</b>	<b>1,300</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>21.92</b>	<b>22.50</b>	<b>22.49</b>	<b>22.49</b>

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

- ♦ 2013 Budget vs. 2012 Actual is up \$2,655,580 due to planning, engineering, and design of the Civic Center Plaza and Drive Lane project and projects yet to be completed (i.e., Link Recreation Center roof, Asset Inventory and Work Service Request software, etc.)
- ♦ 2013 Revised vs. 2013 Budget is down \$924,771 due to expenditures for capital projects (Richey Park Water Tap, Two Creeks Park Design, Public Safety Center carpeting).
- ♦ 2014 Budget vs. 2013 Revised is up \$1,944,972 due to the splitting of the Civic Center Plaza and Drive Lane project into 2013 and 2014.



## Goals / Activities / Expectations / Results-Benefits

### ◆ GOAL: Provide quality customer service

**Activity:** Facility maintenance, construction, 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.

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**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.

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**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.

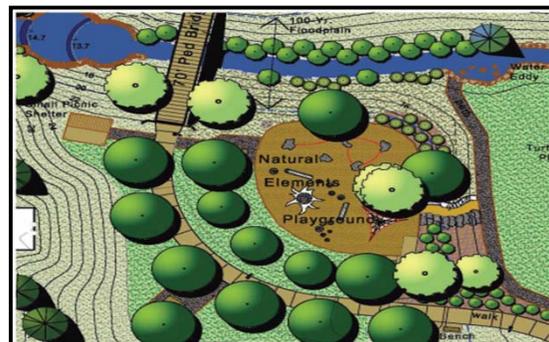
**Result-Benefit:** A more comprehensive Citywide recycling effort is achieved.

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

**Activity:** Public 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 property acquisitions is fulfilled.

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

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



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

**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 pride, job satisfaction, morale and productivity will be achieved.

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**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 education opportunities and interaction with professionals from similar organizations will improve skills and enhance customer service.

◆ **GOAL: Be responsive to change by employing effective resource management strategies**

**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.

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

**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.

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**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.

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

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

**Expectation:** Proper practices for facility, operations, maintenance, 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>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
	<u>Actual</u>	<u>Actual</u>	<u>Revised *</u>	<u>Budget</u>
Square footage of buildings maintained	791,282	790,389	781,614	781,614
Number of buildings	158	157	160	160
Number of parking structures	2	2	2	2
Number of swimming/therapy pools	7	7	7	7
Spray Parks	1	2	2	2

\* Asset Inventory software was utilized to better calculate square footage.



**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:

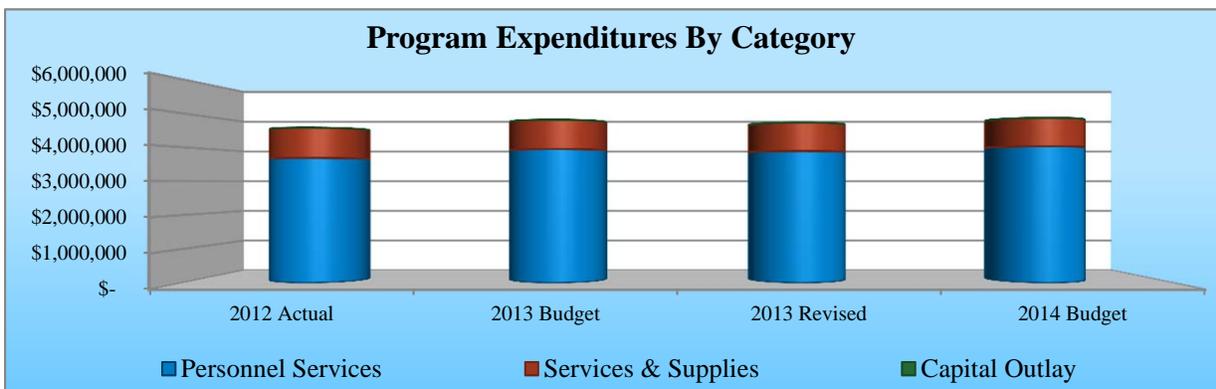
- ❖ Carmody Recreation Center with Indoor and Outdoor Pools
- ❖ Charles Whitlock Recreation Center with Indoor Pool and In-Line Rink
- ❖ Glennon Heights Swimming Pool
- ❖ Green Mountain Recreation Center with Indoor Pool
- ❖ Lakewood Link Recreation Center with Skate Park and Indoor Pool
- ❖ Morse Park 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**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Personnel Services	\$ 3,684,200	\$ 3,944,978	\$ 3,886,209	\$ 4,025,650
Services & Supplies	\$ 889,602	\$ 862,847	\$ 837,791	\$ 837,792
Capital Outlay	\$ -	\$ -	\$ -	\$ -
<b>TOTAL:</b>	<b>\$ 4,573,802</b>	<b>\$ 4,807,825</b>	<b>\$ 4,724,000</b>	<b>\$ 4,863,442</b>



**Program Expenditures By Fund**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
General Fund	\$ 4,573,802	\$ 4,807,825	\$ 4,724,000	\$ 4,863,442
<b>TOTAL:</b>	\$ 4,573,802	\$ 4,807,825	\$ 4,724,000	\$ 4,863,442

**Full-Time Positions**

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

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Recreation Manager	1.00	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	4.00	4.00	4.00	4.00
Facility Coordinator	4.00	4.00	4.00	4.00
Facility Specialist	2.57	3.00	4.00	4.00
Marketing & Promotions Specialist	0.21	0.35	0.35	0.35
Pool Manager	2.94	3.00	3.00	3.00
Program Specialist I	0.90	0.90	1.00	1.00
Program Specialist II	3.00	3.00	3.00	3.00
Recreation Coordinator	2.75	3.00	2.82	2.00
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	1.00	1.00	1.00	1.00
Youth Programmer	0.82	1.00	1.00	1.00
Youth Programs Liaison Coordinator	-	-	0.18	1.00
<b>Total Full-Time Positions (FTE):</b>	28.49	29.55	30.65	30.65
<b>Part-Time Hours</b>	146,456	152,584	150,370	150,370
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	98.90	102.91	102.94	102.94

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

- ◆ 2013 Budget vs. 2012 Actual is up \$260,778 due to a combination of several staff vacancies in 2012 that are anticipated to be filled in 2013 and annual salary and benefit increases in 2013.



### 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.

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**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.

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**Activity:** Collaborative relationships will be developed with outside agencies serving our citizens.

**Expectation:** Engagement with other service agencies 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 and St. Anthony's Hospital, we are reaching a broader audience and offering more diverse opportunities for the community.

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**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: 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.



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

**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: 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.

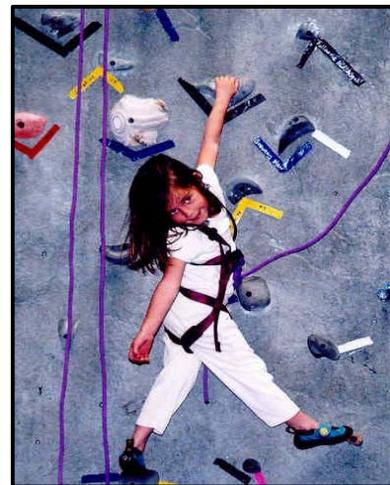
**Result-Benefit:** By participating in and periodically facilitating professional development workshops and presentations on a variety of topics, staff will improve their knowledge, skills, and competencies and benefit the City of Lakewood by ensuring that residents are receiving high quality service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

◆ **GOAL: Be responsive to change by employing effective resource management strategies**

**Activity:** The Division developed a three year vision 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>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
Open Gym and Pool Admissions	417,038	398,000	410,000	410,000
Outdoor Pool Admissions	21,205	23,000	25,000	25,000
Activity Spectators/Special Programs Attendance	5,000	5,000	25,000	25,000
Total Admissions	443,243	426,000	460,000	460,000
	<b>2012 Revised</b>	<b>2013 Budget</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
Facility Rentals/Outreach				
Rental Hours	31,078	18,000	30,000	30,000
Outreach Programs	200,000	200,000	200,000	200,000
Number of Facilities	11	11	11	11
Classes and Activities				
Number Planned/Offered	2,360	2,500	2,500	2,500
Number of Participants	19,113	20,000	25,000	25,000
Online Registration	4,000	4,000	4,500	5,500
Grand Total Services Delivered	662,356	646,000	685,000	685,000



**Program:** Regional Parks Operations

**Department:** Community Resources

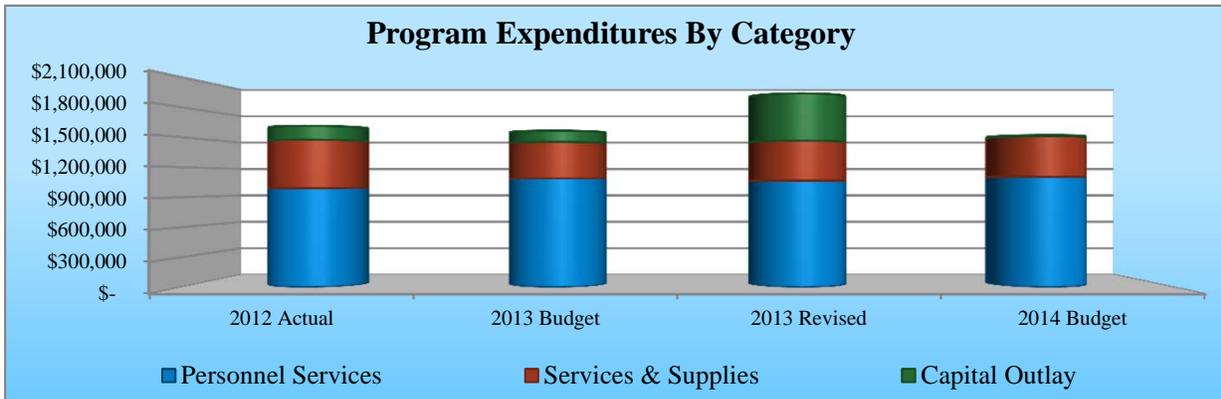
**Division:** Regional Parks and Golf

**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 and park ranger activities as well as the overall grounds maintenance for 5,000 acres and resource management for these properties. Also, environmental education programs are included that involve 4,000 participants annually.

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**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Personnel Services	\$ 989,908	\$ 1,088,710	\$ 1,065,550	\$ 1,103,954
Services & Supplies	\$ 484,678	\$ 364,504	\$ 399,345	\$ 405,194
Capital Outlay	\$ 138,424	\$ 111,171	\$ 471,171	\$ 11,171
<b>TOTAL:</b>	<b>\$ 1,613,010</b>	<b>\$ 1,564,385</b>	<b>\$ 1,936,066</b>	<b>\$ 1,520,319</b>



**Program Expenditures By Fund**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
General Fund	\$ 516,461	\$ 582,724	\$ 565,227	\$ 584,004
Grants Fund	\$ 39,028	\$ -	\$ -	\$ -
Open Space Fund	\$ 1,057,521	\$ 981,661	\$ 1,370,839	\$ 936,315
<b>TOTAL:</b>	<b>\$ 1,613,010</b>	<b>\$ 1,564,385</b>	<b>\$ 1,936,066</b>	<b>\$ 1,520,319</b>

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

	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
Regional Parks/Golf Course Manager	0.53	0.50	0.50	0.50
Marketing & Promotions Specialist	0.05	0.08	0.08	0.08
Media and Administrative Technician	0.24	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	0.99	1.00	1.00	1.00
Parks Maintenance Specialist II	0.94	1.00	1.00	1.00
Regional Parks Supervisor	0.99	1.00	1.00	1.00
Visitor Center Specialist	-	1.00	1.00	1.00
Water Quality/ Maint Technician	1.00	1.00	1.00	1.00
<b>Total Full-Time Positions (FTE):</b>	<b>8.74</b>	<b>9.83</b>	<b>9.83</b>	<b>9.83</b>
<b>Part-Time Hours</b>	<b>31,142</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>23.71</b>	<b>23.04</b>	<b>23.04</b>	<b>23.04</b>

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

- ♦ 2013 Budget vs. 2012 Actual is up \$98,802 due to a new Visitor Center Specialist position added in 2013, salary adjustments and benefit increases in 2013.

❖ **Services & Supplies**

- ♦ 2013 Budget vs. 2012 Actual is down \$120,174 due to grant funding in 2012, City match to grant received in 2012, and capital projects completed in 2012. In addition, vehicle chargebacks were higher than budgeted.

❖ **Capital Outlay**

- ♦ 2013 Revised vs. 2013 Budget is up \$360,000 due to a grant of \$200,000 and department funding for \$160,000 for concrete trail repairs at BCLP.
- ♦ 2014 Budget vs. 2013 Revised is down \$460,000 due to no grant funding or capital funding in 2014.



## 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.

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**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.

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**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.

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**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: 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.

◆ **GOAL: Be responsive to change by employing effective 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.



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

**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 sent to landfills.

### General Comments

Improvements in the regional parks have continued in 2013. These include ongoing upgrades to the campground area including the completion of three camper cabins and site landscaping, and the implementation of a new online reservation system for campsites, yurts, and cabins. Regional Parks also applied for, and was awarded, a state trails grant to complete significant repairs to the concrete trail system in Bear Creek Lake Park (BCLP). The natural resources maintenance section has continued to take on additional wildlife, trail, and weed management responsibilities. Wildlife management included implementation of the completed Natural Areas Plan and coordination of Lakewood's role in the Denver Metro Area Coyote Study. Trail projects and improvements continued at William Frederick Hayden Park including significant reroutes on the Box o' Rox, Green Mountain, and Rooney Valley trails, new trailhead signage at Rooney Road and reclamation efforts. These projects were made possible through coordination with partners including Volunteers for Outdoors Colorado, REI, the Colorado Mountain Bike Association, and regional parks' volunteer trail crew. Park attendance continues to increase each year and is trending towards another increase in 2013. The park volunteer program continues to expand and now includes over 120 ongoing volunteers, and the environmental education programs and events continue to reach a large audience of children and adults in the Lakewood and Denver Metro area. Overall the Regional Parks section will continue to serve the community by welcoming 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

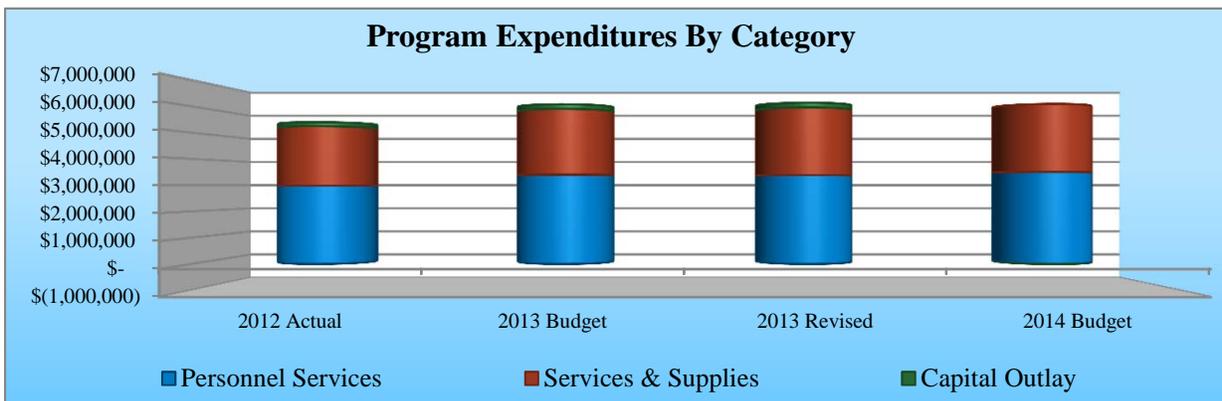
**Division:** Urban Parks

**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, irrigation management, advising other departments and divisions on vegetation issues, 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**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Personnel Services	\$ 2,976,094	\$ 3,398,407	\$ 3,379,370	\$ 3,503,953
Services & Supplies	\$ 2,263,813	\$ 2,502,105	\$ 2,574,035	\$ 2,582,498
Capital Outlay	\$ 155,139	\$ 174,700	\$ 179,700	\$ (300)
<b>TOTAL:</b>	\$ 5,395,046	\$ 6,075,212	\$ 6,133,105	\$ 6,086,151



**Program Expenditures By Fund**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
General Fund	\$ 3,292,626	\$ 3,446,522	\$ 3,503,148	\$ 3,570,190
Capital Improvement Fund	\$ 390	\$ 5,000	\$ 5,000	\$ 5,000
Open Space Fund	\$ 2,102,030	\$ 2,623,690	\$ 2,624,957	\$ 2,510,961
<b>TOTAL:</b>	<b>\$ 5,395,046</b>	<b>\$ 6,075,212</b>	<b>\$ 6,133,105</b>	<b>\$ 6,086,151</b>

**Full-Time Positions**

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

	2012 Actual	2013 Budget	2013 Revised	2014 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	0.77	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	0.49	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	5.81	6.00	5.21	5.00
Parks Maintenance Specialist II	15.74	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	3.79	4.00
<b>Total Full-Time Positions (FTE):</b>	<b>36.81</b>	<b>37.50</b>	<b>37.50</b>	<b>37.50</b>
<b>Part-Time Hours</b>	<b>43,521</b>	<b>61,870</b>	<b>59,522</b>	<b>59,522</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>57.73</b>	<b>67.25</b>	<b>66.12</b>	<b>66.12</b>

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

- ◆ 2013 Budget vs. 2012 Actual is up \$422,313 due to intentional savings, not filling all vacancies, and increased benefit costs.

❖ **Services & Supplies**

- ◆ 2013 Budget vs. 2012 Actual is up \$238,292 due to efforts to achieve a spending reduction.



### Budget Variances (continued)

#### ❖ Capital Outlay

- ♦ 2014 Budget vs. 2013 Revised is down \$180,000 due to anticipated completion of play area renovations at Lakewood Park and the elimination of the need to carry this funding forward for the project.

### 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.

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**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.

**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.

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

**Activity:** The Division works with residents to assist in locating, constructing, planning, and maintaining community gardens.

**Expectation:** Staff works with specific groups to facilitate discussions and actions as they relate to projects such as irrigation, landscape treatments, bee keeping, and other general improvements to garden locations.

**Result-Benefit:** Residents develop a sense of independence as well as respect for City knowledge and resources in their gardening efforts.

◆ **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.

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**Activity:** Provide training and career development opportunities for full-time staff. Manage seasonal staff funding to ensure adequate financial resources are available for training opportunities. Participate in Department effort to create a development/education program that is beneficial to the organization and to individual employees.

**Expectation:** Supervisors are expected to identify and recommend training needs for subordinate staff. Employees are expected to initiate requests for training they are interested in or feel they need.

**Result-Benefit:** Staff will develop and be stronger employees and a more valuable resource to the community. Morale will improve with the provision of career development opportunities.

◆ **GOAL: Be responsive to change by employing effective 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. The Division achieves designated savings as established by Denver Water.

**Expectation:** Irrigation management practices continue to be fine tuned. The Division cooperates with Denver Water on irrigation management and water savings strategies.

**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. Lakewood's reputation relative to effective landscape irrigation management is solidified.

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

**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 were completed in 2013.

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**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. Overall presence of the species, determined by staff and other agency reports, continues to consistently decline. Other noxious weeds are managed on a case by case basis with control being the primary objective.

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**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 Program grants. 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.

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**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.

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

**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.

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**Activity:** With the installation of the water tap at Richey Park, staff begins the process of renovating the park and bringing back the turf and improving the overall appearance.

**Expectation:** The irrigation system is evaluated and modified, if necessary, to ensure adequate coverage. Staff develops a plan identifying treatment needs and timelines.

**Result-Benefit:** The park is visible from the light rail line and is an opportunity to display to commuters the beauty of the Lakewood Urban Park system.

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

**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. Additional garden locations are either being constructed or considered for Eiber Elementary and Westland Park.

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



## General Comments

In 2013 the Division was challenged with another drought and increased costs for water. Denver Water aggressively tracked "large volume irrigator's" water management practices. Lakewood met the expected savings mandated by the agency. This did have an adverse affect on the appearance of several facilities in the Urban Park system. The Department and Division are trying to move forward with addressing tennis court conditions throughout the system. Tennis courts at O'Kane Park, Lakewood Estates, Green Mountain Recreation Center, and Lakewood Park were either patched and crack sealed or overlaid. 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 2013 continuing at no cost to the Division.

Median renovation work on Colfax Avenue continued. Median renovation work between Wadsworth and Sheridan was completed. The Division will now begin formulating plans for work needed on medians west of Kipling.

The tennis courts at Jefferson Green Park were removed, the fishing dock at Kendrick Lake was replaced, tree planting occurred at Hodgson Park, and minor pathway repairs were completed.

A continuing emphasis of utilization of xeric plant species in both new and renovated shrub bed and median plantings occurred in 2013. 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.

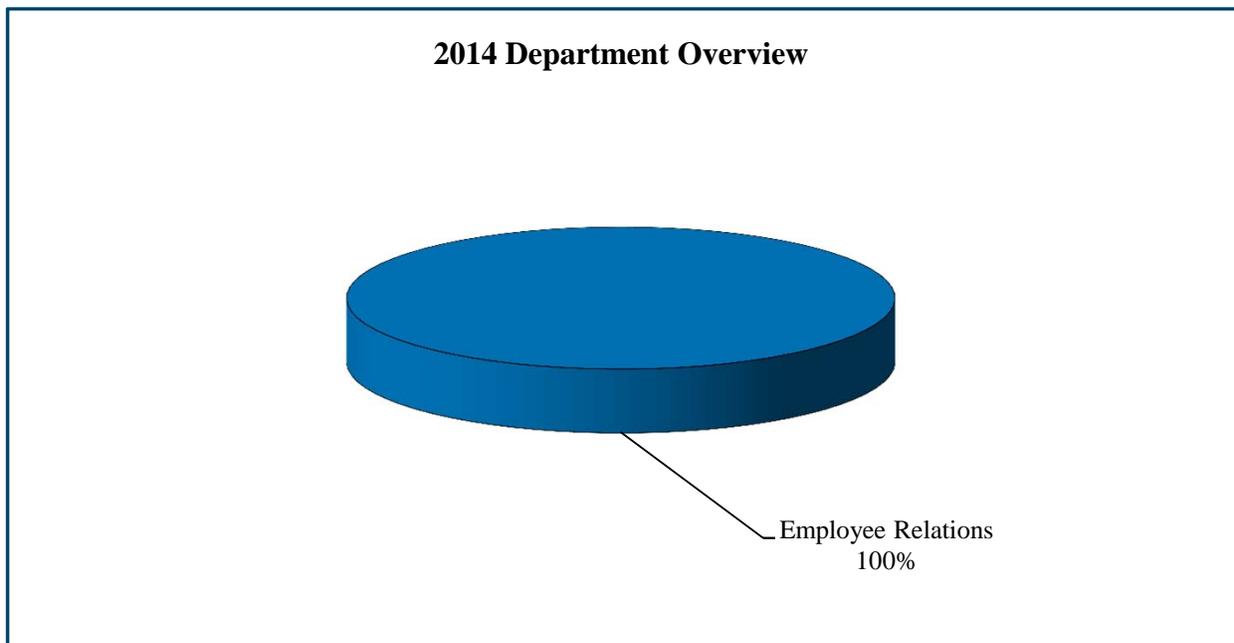


The Division manages and maintains approximately:

- ❖ 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
- ❖ 52 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



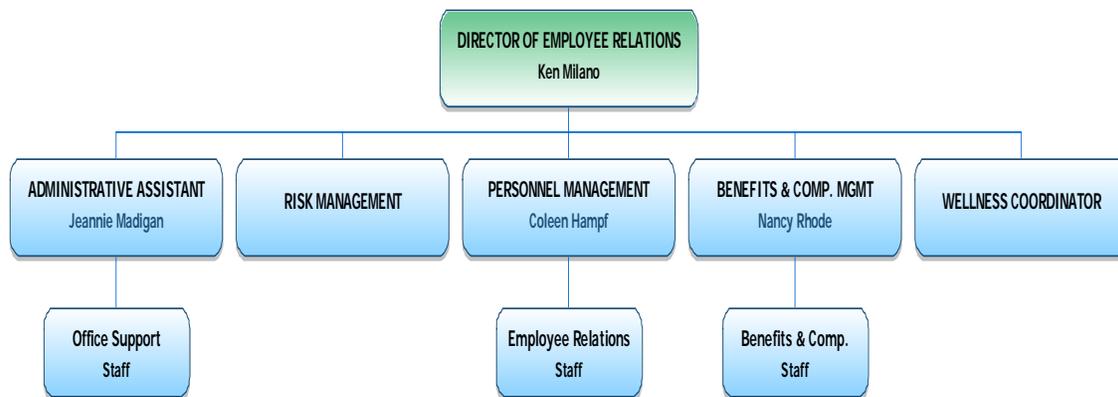
	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Employee Relations	\$ 1,334,563	\$ 1,598,574	\$ 1,569,630	\$ 1,628,529
<b>TOTAL:</b>	<b>\$ 1,334,563</b>	<b>\$ 1,598,574</b>	<b>\$ 1,569,630</b>	<b>\$ 1,628,529</b>
<b>Percent to All Funds</b>	0.97%	1.03%	0.94%	1.00%



# 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. Activities conform with the City Equal Employment Opportunity Statement.

**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.

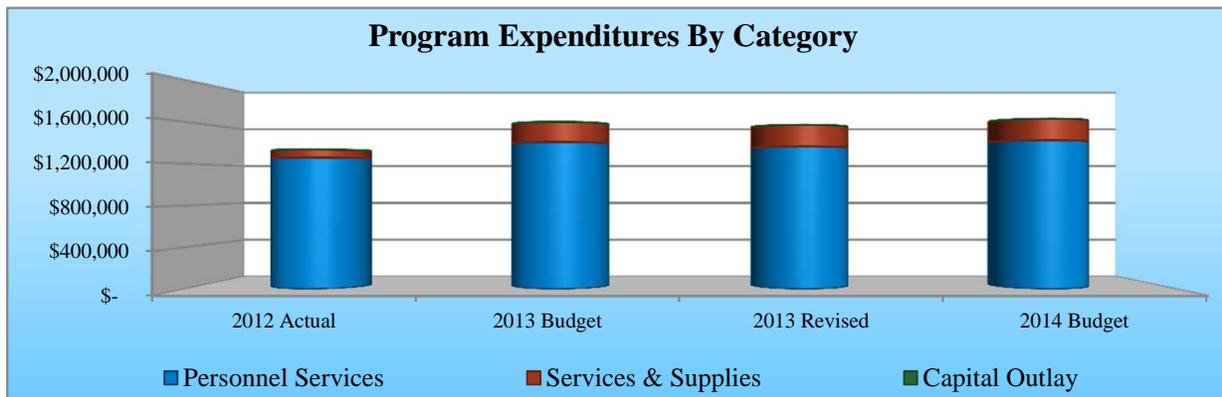
Human Resource Management directs functions related to recruiting, interviewing, training, policy development and interpretation, the Human Resource Information System (HRIS), Citywide staffing, budget, unemployment, performance management, and new employee on-boarding efforts.

The Benefits and Compensation Division serves as the coordinating and communication point for the numerous vendors that provide employee and retiree benefit packages. The program includes health plans, life insurance, disability insurance, pension and deferred compensation programs, time-off benefits, and miscellaneous employee benefits. This program also manages the City's 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. 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. This program 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

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Personnel Services	\$ 1,257,914	\$ 1,406,014	\$ 1,363,354	\$ 1,422,253
Services & Supplies	\$ 76,649	\$ 192,560	\$ 206,276	\$ 206,276
Capital Outlay	\$ -	\$ -	\$ -	\$ -
<b>TOTAL:</b>	<b>\$ 1,334,563</b>	<b>\$ 1,598,574</b>	<b>\$ 1,569,630</b>	<b>\$ 1,628,529</b>



**Department Expenditures By Fund**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
General Fund	\$ 1,334,563	\$ 1,598,574	\$ 1,569,630	\$ 1,628,529
<b>TOTAL:</b>	\$ 1,334,563	\$ 1,598,574	\$ 1,569,630	\$ 1,628,529

**Full-Time Positions**

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

	2012 Actual	2013 Budget	2013 Revised	2014 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	1.00	1.00
Business Specialist	0.62	1.00	1.00	1.00
Business Support Specialist	0.40	-	-	-
Employee Relations Coordinator	0.93	1.00	0.98	-
Employee Relations Specialist	1.00	1.00	1.00	1.00
Employee Wellness Coordinator	0.23	1.00	1.00	1.00
Office Support Specialist	0.53	1.00	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	2.02	3.00
<b>Total Full-Time Positions (FTE):</b>	13.71	15.00	15.00	15.00
<b>Part-Time Hours</b>	1,777	2,132	1,456	1,456
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	14.56	16.03	15.70	15.70

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

- ◆ 2013 Budget vs. 2012 Actual is up \$148,100 due to employee salary and associated benefit increases, vacancies that were unfilled in 2012 that are now filled, and the addition of a provisional Employee Wellness Coordinator position.

❖ **Services & Supplies**

- ◆ 2013 Budget vs. 2012 Actual is up \$115,911 due to the cost of service and supplies being less than budgeted in 2012 (primarily in wellness, training, consulting and advertising programs); however, the full amount is again budgeted in 2013.



**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 change to a medical Health Reimbursement Account (HRA) plan in 2012 resulted in significant savings for the City's 2013 annual renewal. This plan, along with all benefits, will be refined to make cost-effective use of total compensation dollars.

◆ **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.

**Expectation:** The Department provides the most cost effective programs to City employees, offering educational opportunities and incentives that help employees maintain overall high customer service levels. Employees are trained in the areas of respect in the workplace, including citizen and employee relations. Topic areas include customer service training and employment law, which will cover:

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

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

**Result-Benefit:** The goal is to create a positive employee/citizen interaction. By providing Coaching for Commitment for supervisors/managers, employee engagement, employment law training, and teambuilding opportunities, employees work in an environment free of harassment, discrimination, and violence. Citizen concerns are managed effectively. Employee satisfaction and retention is high.



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

❖ **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 insurance, etc.**

**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.

**Result-Benefit:**

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

	<b>2011 Actual Participation</b>	<b>2012 Actual Participation</b>	<b>2013 Expected Participation</b>	<b>2014 Expected Participation</b>
Employee Benefit Orientations	52	59	50	50
Benefits Fair (15 Providers)	400	400	400	400
Various Benefit Topics	200	400	200	200
Quarterly Pension Meetings	300	300	300	300
Individual Consultations	800	900	900	900

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.



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

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

**Activity:** The Employee Wellness Coordinator will develop and implement programs to include biometric screens, fitness, nutritional, stress management, education, and events.

**Expectation:** The outcome of our employee wellness initiatives will include improvements in employee participation, lifestyle enhancements, and reduction in health risks.

**Result-Benefit:** The City of Lakewood and their employees will benefit and improve on multiple 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 job postings, background, reference checks, and hiring the best possible candidate for a position, is imperative to the organization. NEOGOV, an on-line application process, streamlines efforts for citizens accessing government jobs throughout the nation.

**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. Candidates are carefully screened for job-related criminal, drug, theft, or motor vehicle convictions, etc. The Police Department conducts extensive background investigations for sworn and non-sworn applicants.

**Result-Benefit:** 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, RecruitMilitary, and career-specific websites for certain positions are used. Social media efforts continue to connect with technology-inclined and diverse applicants, to include LinkedIn, Facebook, and Twitter.

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**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.

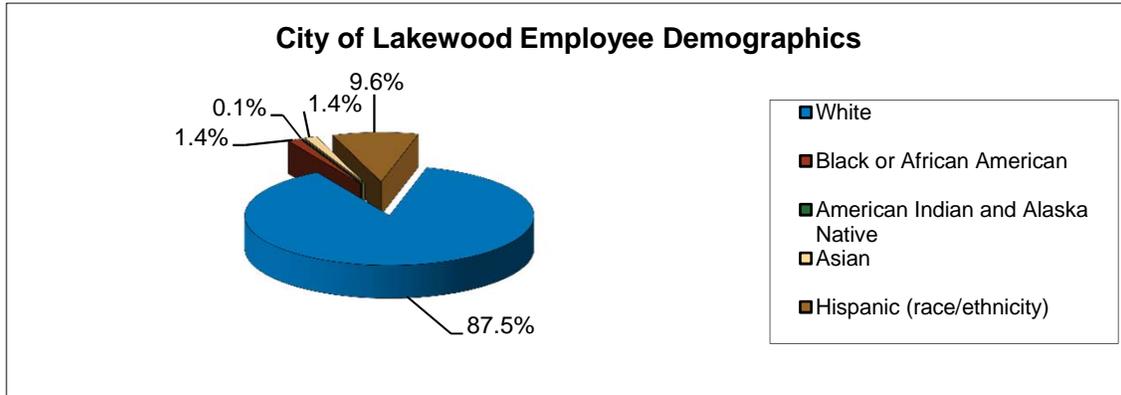
**Expectation:** The Employee Relations staff works continuously to revise and update the Personnel Policies and Administrative Regulations which includes strong statements regarding discrimination, harassment of any kind, and workplace violence.

**Result-Benefit:** The Department proactively recruits people in protected classes. 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. In early 2013, the department investigated and responded to two pending Equal Employment Opportunity Commission (EEOC) claims.



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:** Coaching services are provided to enhance employee development and facilitate special evaluation processes. Guidance is given to departments in interpreting policies, procedures, state and federal laws, ensuring that employees and managers are following correct procedures. 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.

**Result-Benefit:**

Throughout the year, Employee Relations conducts 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 strives to perform a retention interview with new employees. In early 2013, ten retention interviews and five exit interviews were conducted. With the information from new and exiting employees, Employee Relations' staff can assist supervisors in improving the work group or reinforcing the supervisor's leadership ability. Administrative Regulations and Personnel Policies are reviewed periodically to ensure that the most up-to-date information is disseminated to employees and supervisors.

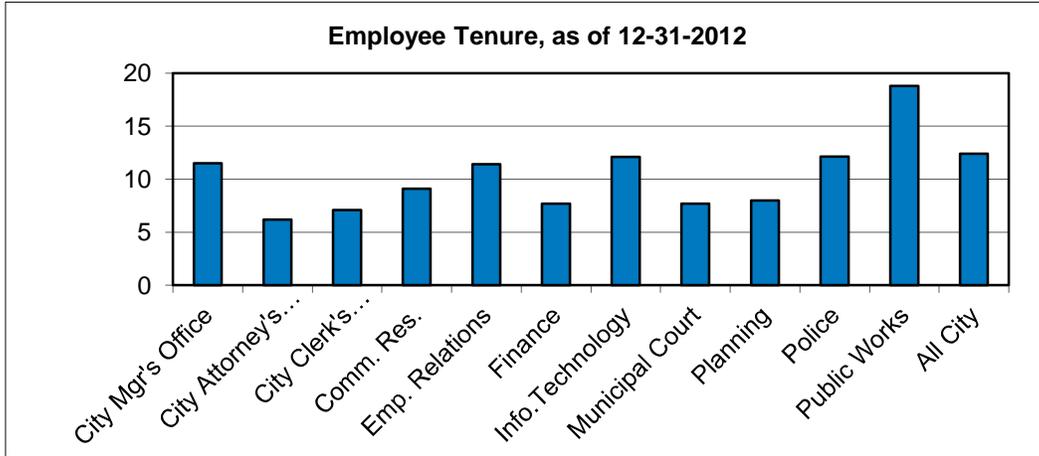
The turnover rate in 2012 for regular employees was 6.6 percent (6.6%), which is less than the "All Colorado" turnover rate of 8.2 percent (8.2%) for government, as published in the Personnel Pulse Survey from Mountain States Employers Council in April 2012. The City strives for open and honest communication, 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>	<u>Year</u>	<u>Turnover Rate</u>	<u>Year</u>	<u>Turnover Rate</u>
2012	6.6%	2008	9.2%	2004	10.0%
2011	5.4%	2007	9.3%	2003	8.8%
2010	6.3%	2006	10.0%	2002	10.0%
2009	2.9%	2005	10.0%		



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

The City of Lakewood is a reimbursable employer for unemployment claims. The Personnel Division manages these claims. In 2012, 30 claims were processed, totaling \$64,661. Each claim has the potential of costing the City as much as \$13,000.



- ♦ **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, 2 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>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Revised</u>	<u>2014 Budget</u>
Medical Insurance (855)	\$ 7,048,302	\$ 7,609,570	\$ 8,353,424	\$ 9,606,438
Vision Insurance (855)	\$ 94,319	\$ 89,582	\$ 91,106	\$ 94,000
Dental Insurance (869)	\$ 499,537	\$ 555,976	\$ 580,669	\$ 590,000
Life Related Insurance (976)	\$ 245,429	\$ 265,588	\$ 299,357	\$ 324,000
Disability Insurance (976)	\$ 155,994	\$ 154,722	\$ 216,248	\$ 240,000
Medicare (799)	\$ 741,800	\$ 767,445	\$ 767,445	\$ 780,000
Pension/Retirement (976)	\$ 5,398,243	\$ 5,357,360	\$ 5,448,272	\$ 5,600,000
<b>TOTAL</b>	<b>\$ 14,183,624</b>	<b>\$ 14,800,243</b>	<b>\$ 15,756,521</b>	<b>\$ 17,234,438</b>



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

Assistance is also provided to terminated and retired employees.

	<u>2011 Participation</u>	<u>2012 Participation</u>	<u>2013 Expected</u>	<u>2014 Expected</u>
Employee Benefit Checklist	53	74	80	80
COBRA* Participants	24	23	20	20
Retirees Health Participants	45	48	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:** The City participates in close to 200 different salary and benefit surveys 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 quantitatively evaluated, and the appropriate pay level is determined.

**Result-Benefit:** The Benefits and Compensation Division has done 12 classifications and reclassifications as of May 2013. Additionally 15 reclassification studies have been identified to be completed by the third quarter of 2013. 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>2011 Participation</u>	<u>2012 Participation</u>	<u>2013 Expected</u>	<u>2014 Expected</u>
Medical Leaves	223	184	250	250
Short-Term Disability	17	17	20	20
Long-Term Disability	21	16	25	25
Military Leave	4	1	5	5
Sick-Leave Donations	2	3	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. The City's philosophy emphasizes communication and customer satisfaction which is effective in Risk Management and benefited by citizens and employees.

**Activity:** Risk Management assists all employees in maintaining 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, and policies and procedures that help eliminate the conditions and practices that cause loss and damage.

**Result-Benefit:** Risk Management continues to build upon its successes with a self-managed program. The City enjoys a low workers' compensation modifier and our effective case management of property and casualty claims continues to keep costs at a minimum.

### General Comments

Regulatory changes from the state and federal level affecting employment and benefit issues regularly impact the Department of Employee Relations. Attention will continue to 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. Policies, communication, and training will continue to be developed around these issues.

Other regulations that will significantly impact the City's Benefits & Compensation include the Patient Protection & Affordable Care Act (PPACA), Health Care & Education Reconciliation Act, Family Medical Leave Act (FMLA), the Health Insurance Portability & Accountability Act (HIPAA), the Colorado Civil Unions Act, Colorado Family Medical Leave, Fair Labor Standards Act (FLSA), and Occupational Safety and Hazards Authority (OSHA).

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 the community will promote City government to job seekers.

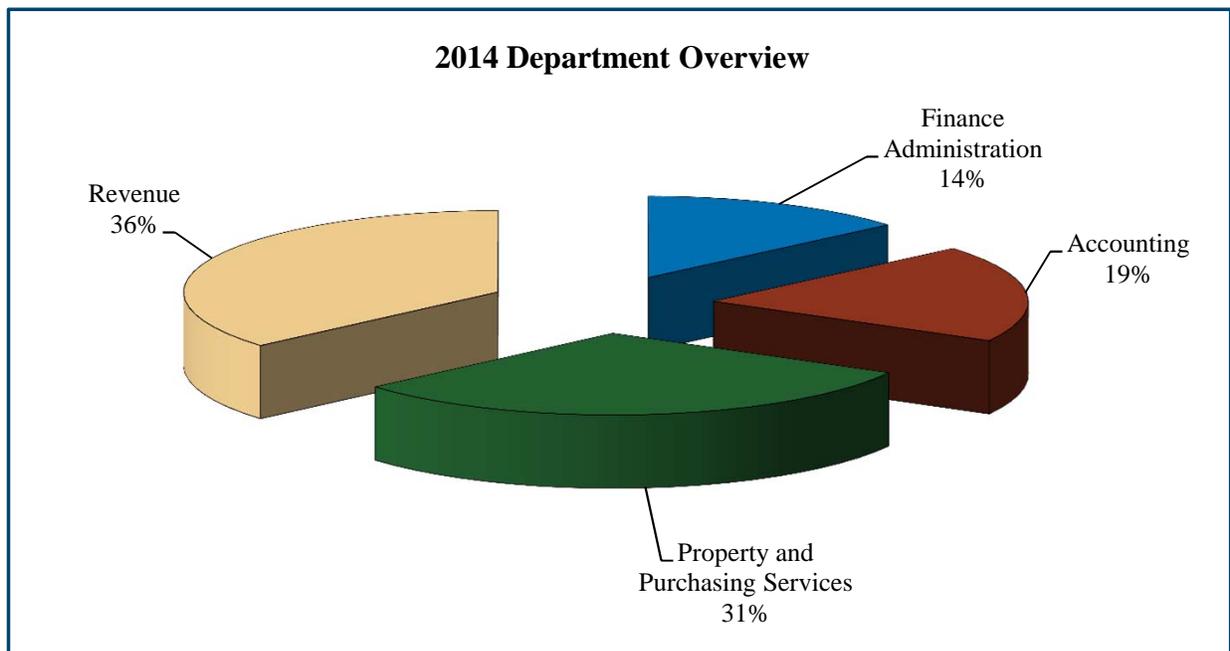
Financial resources are provided by CIGNA and Kaiser totaling \$70,000 for employee wellness initiatives. The City's Employee Wellness Coordinator ensures the effective utilization of this program. Over the next 12 to 24 months, an ongoing analysis of the "Return on Investment" (ROI) for the funding of the "provisional" Employee Wellness Coordinator position will be completed.



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# FINANCE



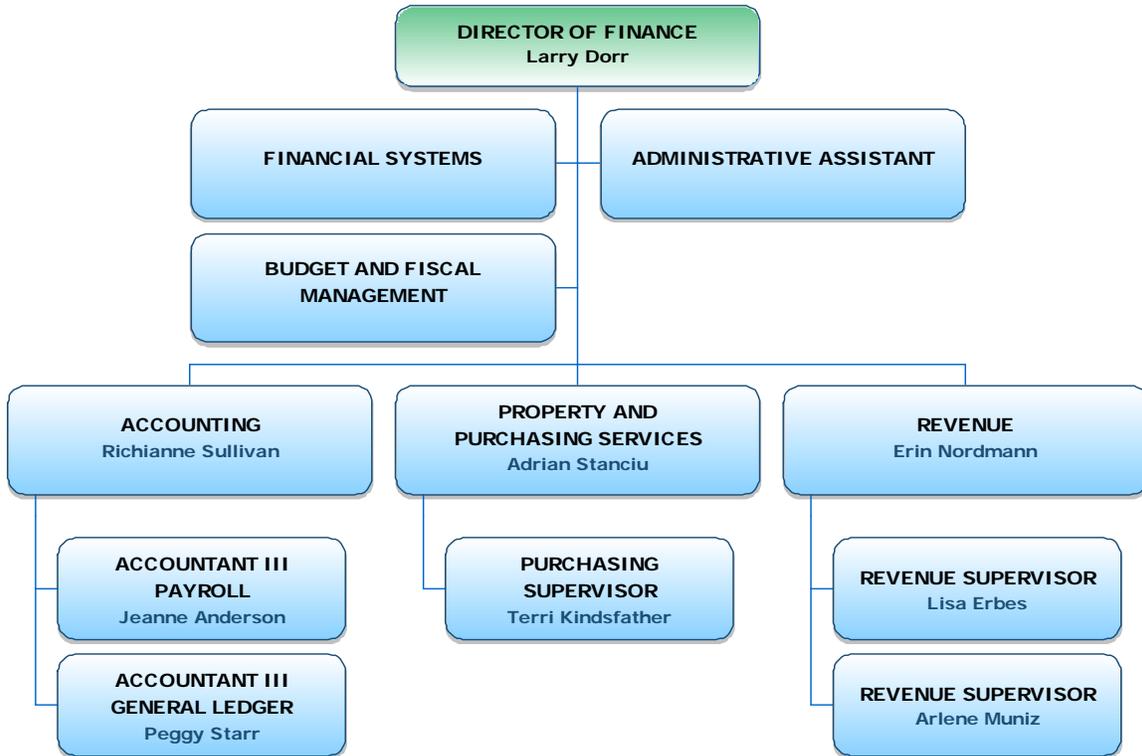
	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Finance Administration	\$ 449,156	\$ 529,309	\$ 531,870	\$ 550,013
Accounting	\$ 135,409	\$ 704,772	\$ 745,090	\$ 769,634
Property and Purchasing Services	\$ 955,071	\$ 1,214,969	\$ 1,189,951	\$ 1,219,834
Revenue	\$ 767,375	\$ 1,388,274	\$ 1,409,083	\$ 1,453,495
<b>TOTAL:</b>	<b>\$ 2,307,011</b>	<b>\$ 3,837,324</b>	<b>\$ 3,875,994</b>	<b>\$ 3,992,976</b>
<b>Percent to All Funds</b>	1.69%	2.48%	2.32%	2.46%



# FINANCE DEPARTMENT

(303) 987-7600

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



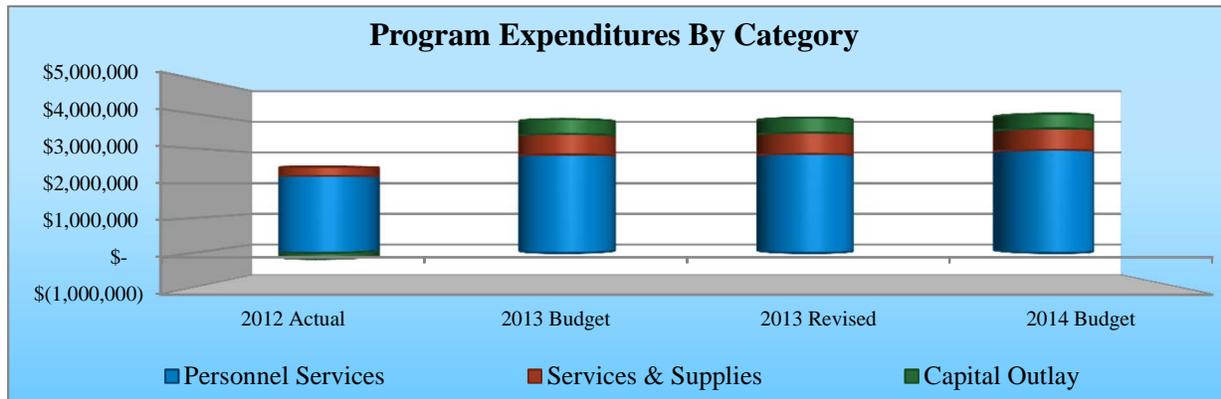


**Department: Finance**

**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**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Personnel Services	\$ 2,209,063	\$ 2,822,732	\$ 2,838,134	\$ 2,955,053
Services & Supplies	\$ 263,140	\$ 588,792	\$ 612,060	\$ 612,123
Capital Outlay	\$ (165,192)	\$ 425,800	\$ 425,800	\$ 425,800
<b>TOTAL:</b>	<b>\$ 2,307,011</b>	<b>\$ 3,837,324</b>	<b>\$ 3,875,994</b>	<b>\$ 3,992,976</b>



**Department Expenditures By Fund**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
General Fund	\$ 2,706,095	\$ 3,748,544	\$ 3,794,496	\$ 3,909,922
Capital Improvement Fund	\$ 42,486	\$ 52,286	\$ 45,435	\$ 45,409
Grants Fund	\$ (441,570)	\$ 36,494	\$ 36,063	\$ 37,645
<b>TOTAL:</b>	<b>\$ 2,307,011</b>	<b>\$ 3,837,324</b>	<b>\$ 3,875,994</b>	<b>\$ 3,992,976</b>

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

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Director of Finance/City Treasurer	1.00	1.00	1.00	1.00
Accountant I	0.50	1.00	-	-
Accountant II	0.94	0.94	0.94	0.94
Accountant III/Sr Accountant	1.87	1.87	1.87	1.87
Accounting Clerk	-	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
Budget & Finance Mgmt Analyst	1.00	1.00	1.00	1.00
Business Analyst & Appl Specialist	-	-	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	1.25	0.75	1.75	1.75
Property & Purchasing Division Mgr	1.00	1.00	1.00	1.00
Public Improvement Fee Auditor	1.00	1.00	0.16	-
Purchasing/Mailroom Supervisor	1.00	1.00	1.00	1.00
Revenue Manager	0.61	1.00	1.00	1.00
Revenue Supervisor	1.82	2.00	2.00	2.00
Revenue/PIF Specialist	1.00	2.00	2.00	2.00
Revenue/PIF Technician	2.00	2.00	2.00	2.00
Right of Way Agent	2.00	3.00	2.00	2.00
Right of Way Technician	-	-	1.00	1.00
Sales Tax Auditor	3.88	5.00	5.84	6.00
<b>Total Full-Time Positions (FTE):</b>	<b>27.87</b>	<b>33.56</b>	<b>33.56</b>	<b>33.56</b>
<b>Part-Time Hours</b>	<b>4,999</b>	<b>5,906</b>	<b>5,906</b>	<b>5,906</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>30.27</b>	<b>36.40</b>	<b>36.40</b>	<b>36.40</b>

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

- ◆ 2013 Budget vs. 2012 Actual is up \$613,669 primarily due to a number of vacancies throughout 2012 that are budgeted for in 2013.

❖ **Services & Supplies**

- ◆ 2013 Budget vs. 2012 Actual is up \$325,652 due to increased expenditures for contractor services for accounting systems, deferred maintenance and equipment replacement, and costs associated with the new Tax Revenue System.



## Budget Variances (continued)

### ❖ Capital Outlay

- ◆ 2013 Budget vs. 2012 Actual is up \$590,992 due to costs associated with the new Tax Revenue System and accounting changes in the Grant Fund that were consolidated into the Accounting Division.

## 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

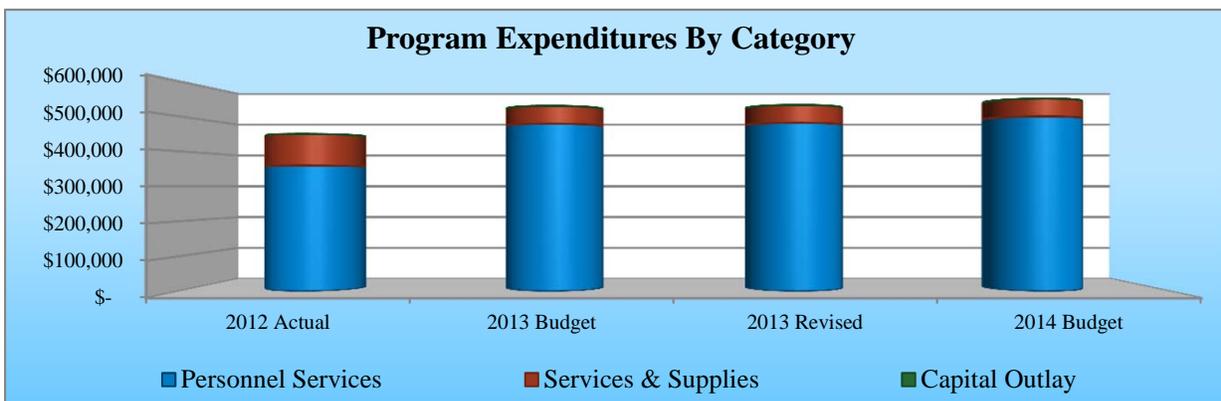
**Department:** Finance

**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

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Personnel Services	\$ 359,130	\$ 478,545	\$ 481,106	\$ 499,249
Services & Supplies	\$ 90,026	\$ 50,764	\$ 50,764	\$ 50,764
Capital Outlay	\$ -	\$ -	\$ -	\$ -
<b>TOTAL:</b>	\$ 449,156	\$ 529,309	\$ 531,870	\$ 550,013



### Program Expenditures By Fund

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
General Fund	\$ 449,156	\$ 529,309	\$ 531,870	\$ 550,013
<b>TOTAL:</b>	\$ 449,156	\$ 529,309	\$ 531,870	\$ 550,013



**Full-Time Positions**

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

	2012 Actual	2013 Budget	2013 Revised	2014 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>	285	-	-	-
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	3.14	4.00	4.00	4.00

**Budget Variances**

❖ **Personnel Services**

- ◆ 2013 Budget vs. 2012 Actual is up \$119,415 due to the Financial System Analyst position was vacant for all of 2012.

**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>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
Number of Investment Positions (as of 12/31)	83	73	76	61
Capital Managed (as of 12/31)	\$ 52,596,000	\$ 52,595,000	\$ 54,370,000	\$ 56,400,000
General Fund Interest Earnings	\$ 616,000	\$ 274,000	\$ 662,000	\$ 215,500
Cash Revenues Managed (All Funds)	\$ 162,000,000	\$ 156,000,000	\$ 150,800,000	\$ 158,300,000

◆ 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 8, 2012 the City Council adopted the 2013 Budget via Ordinance O-2012-23. The 2014 Budget is being presented to City Council on September 30, 2013 for adoption by ordinance.

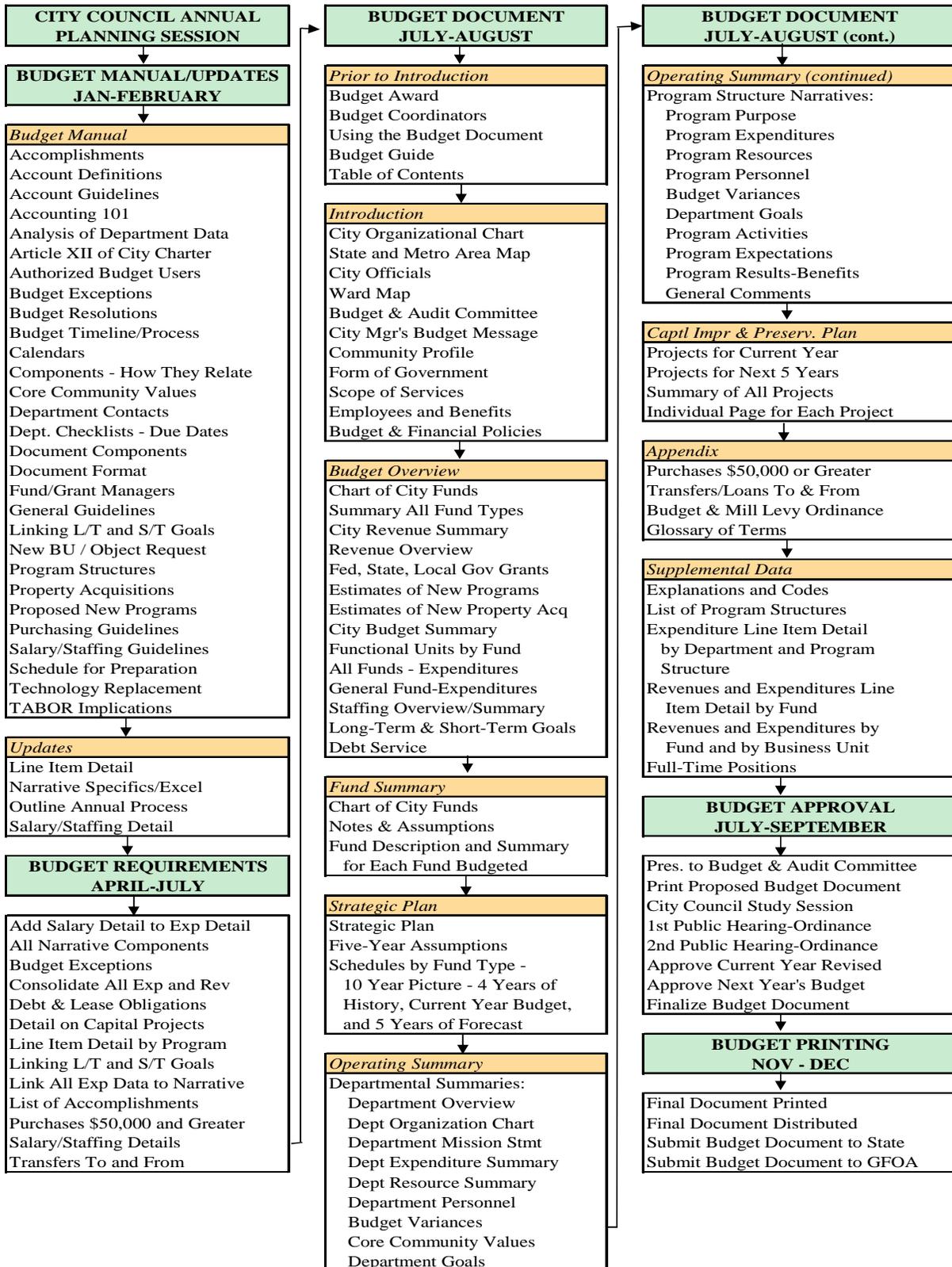
The City employs a bottom-up budgeting approach. As such, the Division facilitates all Citywide budget coordinators by providing training, a comprehensive budget manual, and in-depth financial templates.

The GFOA has reviewed the budget and has awarded the Distinguished Budget Presentation Award for the thirteenth 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:

- ❖ For due diligence, to ensure that all City departments were in approval of a new Year's Eve function that resulted in her discovery of an outstanding warrant for a person who was requesting a temporary liquor license. She worked with the Police Department and had them on hand when the person came to the City to meet with her. Thank you for going the extra mile to ensure the safety of Lakewood's employees and citizens.
- ❖ Taking the time to learn to overlay and geo-reference an image of an Official Development Plan (ODP) in AutoCad to be exported into the Geographic Information System (GIS) in order to allow identification of planning areas on the ODP and to allow this image to be transposed on the existing GIS parcels. This allowed us to identify the parcels contained in the planning areas and conduct research on those parcels for the deaf school rezoning legal protest.
- ❖ For negotiations with the City's procurement card provider which resulted in a three-year extended agreement, an increase in our annual rebate rate to 45 basis points and a retroactive 2011 rebate of \$45,000.



**Program:** Accounting

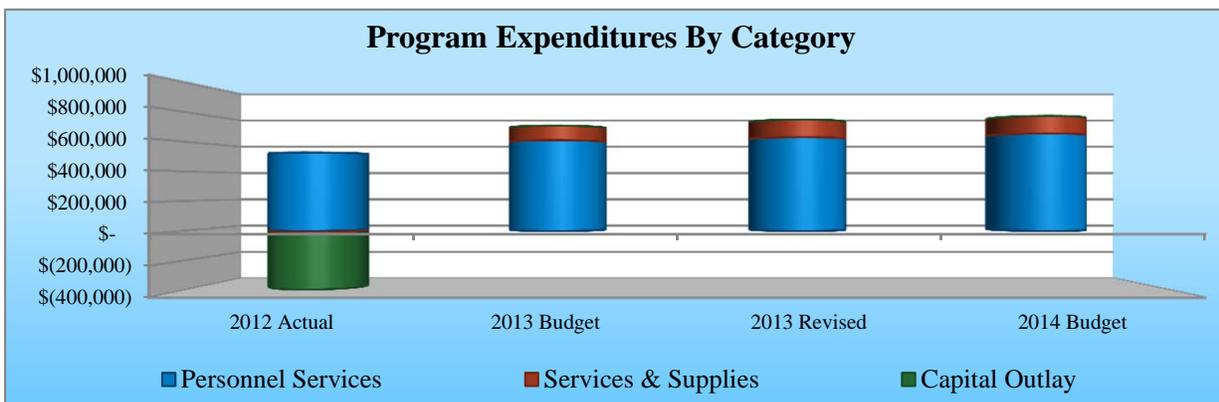
**Department:** Finance

**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

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Personnel Services	\$ 525,198	\$ 607,347	\$ 627,665	\$ 652,209
Services & Supplies	\$ (22,177)	\$ 97,425	\$ 117,425	\$ 117,425
Capital Outlay	\$ (367,612)	\$ -	\$ -	\$ -
<b>TOTAL:</b>	\$ 135,409	\$ 704,772	\$ 745,090	\$ 769,634



### Program Expenditures By Fund

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
General Fund	\$ 576,979	\$ 668,278	\$ 709,027	\$ 731,989
Grants Fund	\$ (441,570)	\$ 36,494	\$ 36,063	\$ 37,645
<b>TOTAL:</b>	\$ 135,409	\$ 704,772	\$ 745,090	\$ 769,634

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

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Accounting Manager	1.00	1.00	1.00	1.00
Accountant I	0.50	1.00	-	-
Accountant II	0.94	0.94	0.94	0.94
Accountant III/Sr Accountant	1.87	1.87	1.87	1.87
Accounting Clerk	-	1.00	-	-
Accounting Technician	1.00	1.00	1.00	1.00
Business Analyst & Appl Specialist	-	-	1.00	1.00
Lead Accountant I	1.25	0.75	1.75	1.75
<b>Total Full-Time Positions (FTE):</b>	<b>6.56</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>6.56</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 Public Works.

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

- ◆ 2013 Budget vs. 2012 Actual is up \$82,149 due to anticipated increases in salaries and benefits for 2013 and one vacancy in 2012.

❖ **Services & Supplies**

- ◆ 2013 Budget vs. 2012 Actual is up \$119,602 due to expenditures for contractor services utilized for the maintenance and management of the accounting systems.

❖ **Capital Outlay**

- ◆ 2013 Budget vs. 2012 Actual is up \$367,612 due to accounting changes in the Grants Fund that were consolidated into the Division.

**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.

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

**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.

**Result-Benefit:**

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Projected</u>	<u>2014 Projected</u>
Payroll Checks & Direct Deposits Processed	37,340	37,260	37,500	37,650

**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>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Projected</u>	<u>2014 Projected</u>
Number of Accounts Receivables Billed	400	471	500	550
Cash Receipts-End of Day Input	4,810	4,769	4,800	4,800
Cash Receipts-Deposited Items	137,750	135,371	138,000	138,000

**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>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Projected</u>	<u>2014 Projected</u>
Number of Accounts Payable Checks Processed	7,160	7,516	7,700	7,800
General Ledger Journal Entries	1,860	1,772	1,800	1,800

**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>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Projected</u>	<u>2014 Projected</u>
Water and Sanitation Bills	54,650	55,498	55,500	55,500
Stormwater Bills	54,030	54,039	54,100	54,100



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

◆ **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.

**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.

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**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>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Projected</u>	<u>2014 Projected</u>
Grant Tracking & Reconciliations	50	52	50	50
Monthly Bank Account Reconciliations	228	264	300	300

**General Comments**

During 2012, the Division implemented the transition to digital direct deposit advices for employees. This is in keeping with Citywide initiatives to reduce the consumption of paper. This has the potential to reduce the consumption of 40,000 sheets of paper and 40,000 envelopes each year. The Division was recognized for this effort and received the Bruce Peoples Eco-Employee Award.

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, 2011 and for 23 previous years. The 2012 CAFR has been submitted for the award.



**Program:** Property and Purchasing Services

**Department:** Finance

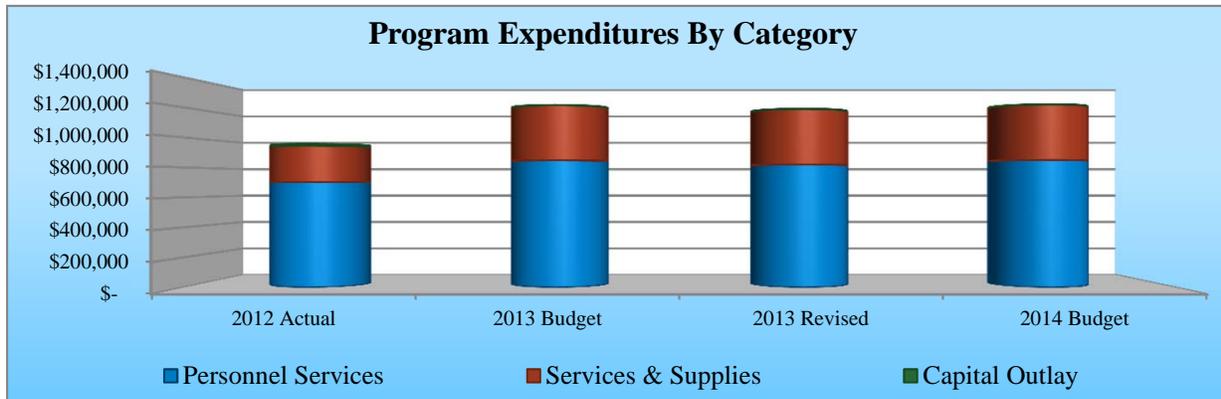
**Division:** Property and Purchasing Services

**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

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Personnel Services	\$ 702,439	\$ 847,243	\$ 818,957	\$ 848,777
Services & Supplies	\$ 242,712	\$ 366,926	\$ 370,194	\$ 370,257
Capital Outlay	\$ 9,920	\$ 800	\$ 800	\$ 800
<b>TOTAL:</b>	<b>\$ 955,071</b>	<b>\$ 1,214,969</b>	<b>\$ 1,189,951</b>	<b>\$ 1,219,834</b>



### Program Expenditures By Fund

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
General Fund	\$ 912,585	\$ 1,162,683	\$ 1,144,516	\$ 1,174,425
Capital Improvement Fund	\$ 42,486	\$ 52,286	\$ 45,435	\$ 45,409
<b>TOTAL:</b>	<b>\$ 955,071</b>	<b>\$ 1,214,969</b>	<b>\$ 1,189,951</b>	<b>\$ 1,219,834</b>



**Full-Time Positions**

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

	2012 Actual	2013 Budget	2013 Revised	2014 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	2.00	3.00	2.00	2.00
Right of Way Technician	-	-	1.00	1.00
<b>Total Full-Time Positions (FTE):</b>	<b>7.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>
<b>Part-Time Hours</b>	<b>4,244</b>	<b>4,680</b>	<b>4,680</b>	<b>4,680</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>9.04</b>	<b>10.25</b>	<b>10.25</b>	<b>10.25</b>

**Budget Variances**

❖ **Personnel Services**

- ♦ 2013 Budget vs. 2012 Actual is up \$144,804 due to vacant positions, which have since been filled.

❖ **Services & Supplies**

- ♦ 2013 Budget vs. 2012 Actual is up \$124,214 due to deferred maintenance and equipment replacement.

**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:

	2011	2012	2013	2014
<u>Mailroom Statistics</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>	<u>Projected</u>
Total Pieces of Outgoing Mail Processed	452,290	332,346	340,500	340,000

The above numbers do not include approximately 700 pieces of incoming and interoffice mail which are delivered to 17 external sites and 17 internal sites (within Lakewood City Commons) on a daily basis.

New Postal Service regulations have necessitated changes in our process to provide nearly 100% Automation (barcoding) of our outgoing mail.

Total Pieces of Mail Processed has decreased due to strategic outsourcing of select projects.

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 solicitations 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 work to maximize the exposure, interest, and number of responses on all solicitations.

Result-Benefit:

	2011	2012	2013	2014
<u>Purchasing Statistics</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>	<u>Projected</u>
Dollars in Purchase Orders	\$ 20,471,698	\$ 22,200,839	\$ 24,000,000	\$ 24,000,000
Purchasing Card Expenditures	\$ 9,503,681	\$ 9,749,226	\$ 9,500,000	\$ 9,500,000
Purchasing Card Rebate	\$ 108,380	\$ 112,935	\$ 114,000	\$ 114,000
Number of Bids, Quotes, RFP's*	258	263	275	260
Number of Purchase Orders	523	445	475	475

\*RFP - Request for Proposal

The Purchasing Ordinance was updated in the Spring of 2012, for the first time in 16 years. With 2013 as our first full year under the new ordinance, the benefits are currently being evaluated.

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.



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

**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.

◆ **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>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Development Review Statistics</b>	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Projected</b>
Initial Submittals	161	153	175	180
Re-submittals	58	71	75	80
Deeds/Rev. Lic. Agreements	79	35	50	50
Ordinances & Resolutions	14	9	15	15
Capital Proj Acquisitions	32	10	25	20
<b>Total Reviews</b>	<b>344</b>	<b>278</b>	<b>340</b>	<b>345</b>

2012 and 2013 reflect a significant effort to coordinate properties with RTD, which are consolidated in a small number of broad documents.

**General Comments**

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 continue to focus 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 and comply with more stringent automation requirements. This has included implementation of full Intelligent Mail Barcodes (IMB's), as well as E-Certified (electronically certified) mail.

The Purchasing Section now has all 5 of its full-time staff members certified by the Universal Public Procurement Certification Council (UPPCC), with 3 Certified Professional Public Buyers (CPPBs) and 2 Certified Public Procurement Officers (CPPOs).

The Purchasing Section has received its second consecutive Excellence in Achievement award from the UPPCC and the Bruce Peoples Eco-Employee Award for the Green Initiative at the Green Mountain Recreation Center.



**Program:** Revenue

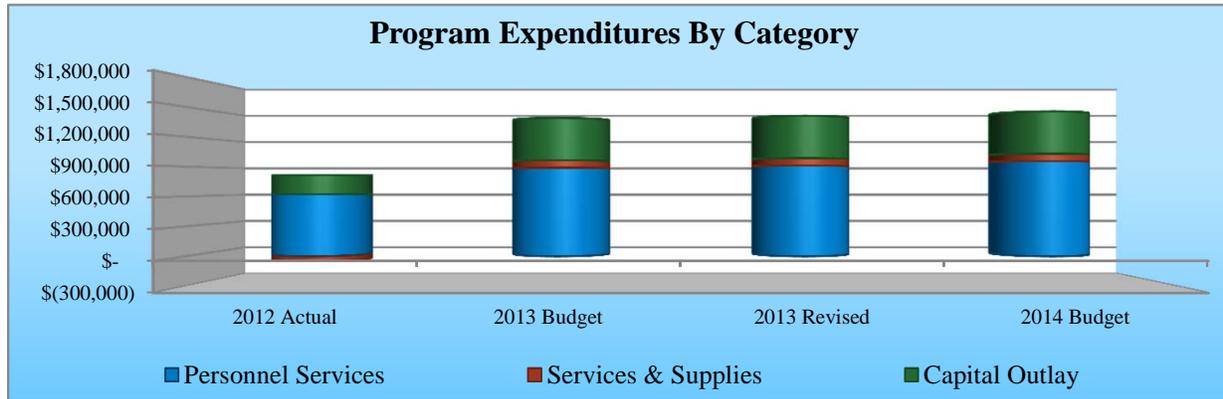
**Department:** Finance

**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**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Personnel Services	\$ 622,296	\$ 889,597	\$ 910,406	\$ 954,818
Services & Supplies	\$ (47,421)	\$ 73,677	\$ 73,677	\$ 73,677
Capital Outlay	\$ 192,500	\$ 425,000	\$ 425,000	\$ 425,000
<b>TOTAL:</b>	\$ 767,375	\$ 1,388,274	\$ 1,409,083	\$ 1,453,495



**Program Expenditures By Fund**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
General Fund	\$ 767,375	\$ 1,388,274	\$ 1,409,083	\$ 1,453,495
<b>TOTAL:</b>	\$ 767,375	\$ 1,388,274	\$ 1,409,083	\$ 1,453,495



**Full-Time Positions**

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

	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
Revenue Manager	0.61	1.00	1.00	1.00
Compliance Technician	1.00	1.00	1.00	1.00
Revenue/PIF Specialist	1.00	2.00	2.00	2.00
Revenue/PIF Technician	2.00	2.00	2.00	2.00
Revenue Supervisor	1.82	2.00	2.00	2.00
Sales Tax Auditor	3.88	5.00	5.84	6.00
Public Improvement Fee Auditor	1.00	1.00	0.16	-
<b>Total Full-Time Positions (FTE):</b>	<b>11.31</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>
<b>Part-Time Hours</b>	<b>470</b>	<b>1,226</b>	<b>1,226</b>	<b>1,226</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>11.54</b>	<b>14.59</b>	<b>14.59</b>	<b>14.59</b>

**Budget Variances**

❖ **Personnel Services**

- ◆ 2013 Budget vs. 2012 Actual is up \$267,301 due to anticipated filling of vacancies, including the Revenue Manager, Supervisor, Auditor(s) and Part-Time positions.

❖ **Services & Supplies**

- ◆ 2013 Budget vs. 2012 Actual is up \$121,098 due to increasing costs associated with multiple initiatives, primarily spending on the new Tax Revenue System software and printing expenses.

❖ **Capital Outlay**

- ◆ 2013 Budget vs. 2012 Actual is up \$232,500 due to the new Tax Revenue System.

**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>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Projected</u>
Number of audits	50	46	58	68

◆ **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>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Projected</u>
Number of licensed accounts	8,428	8,639	9,178	9,224
Number of returns processed	53,400	52,689	58,672	59,255
Audit revenue	\$ 1,234,063	\$ 2,079,295	\$ 1,676,325	\$ 1,500,000
Delinquency revenue	\$ 936,951	\$ 1,619,769	\$ 1,231,122	\$ 1,354,234



**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>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Projected</b>
Number of retailers	382	341	324	340
Percent of collected accounts	97.8%	96.5%	96.4%	96.0%
Number of payments processed	3,625	3,801	3,776	3,920

◆ **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**

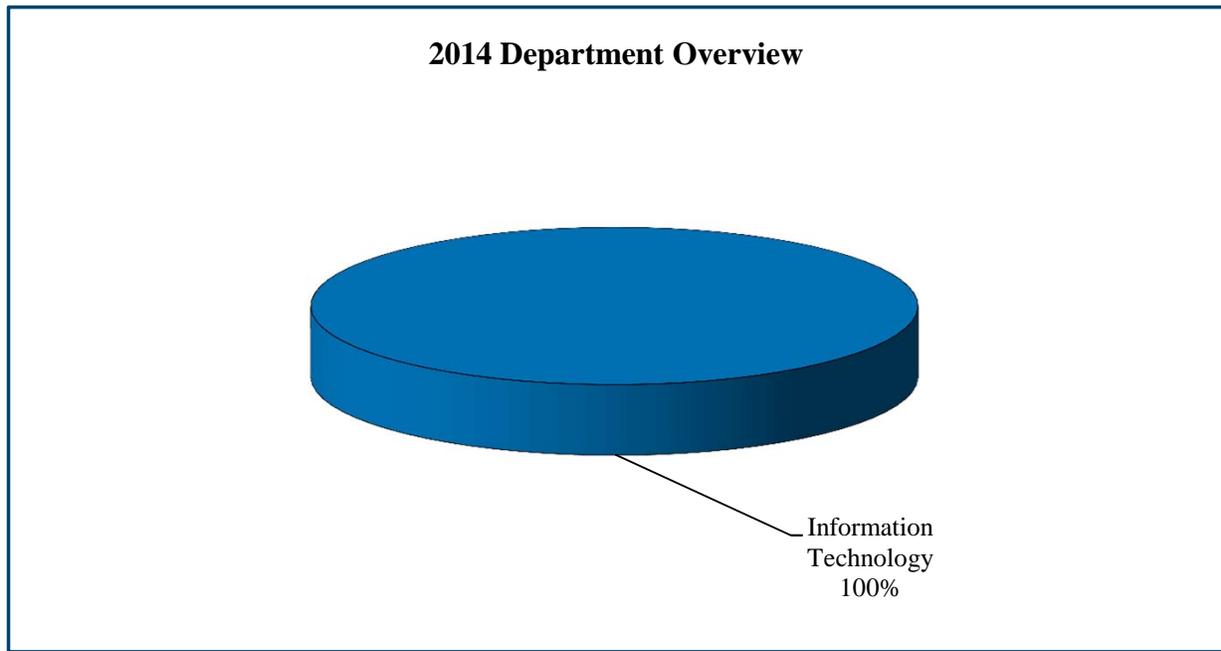
In 2013, the Revenue Division implemented a new Tax Revenue System to replace the current revenue system that has been used for the past 28 years. Taxpayers now have the ability to file taxes on-line and pay taxes via Automated Clearing House (ACH).



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# INFORMATION TECHNOLOGY



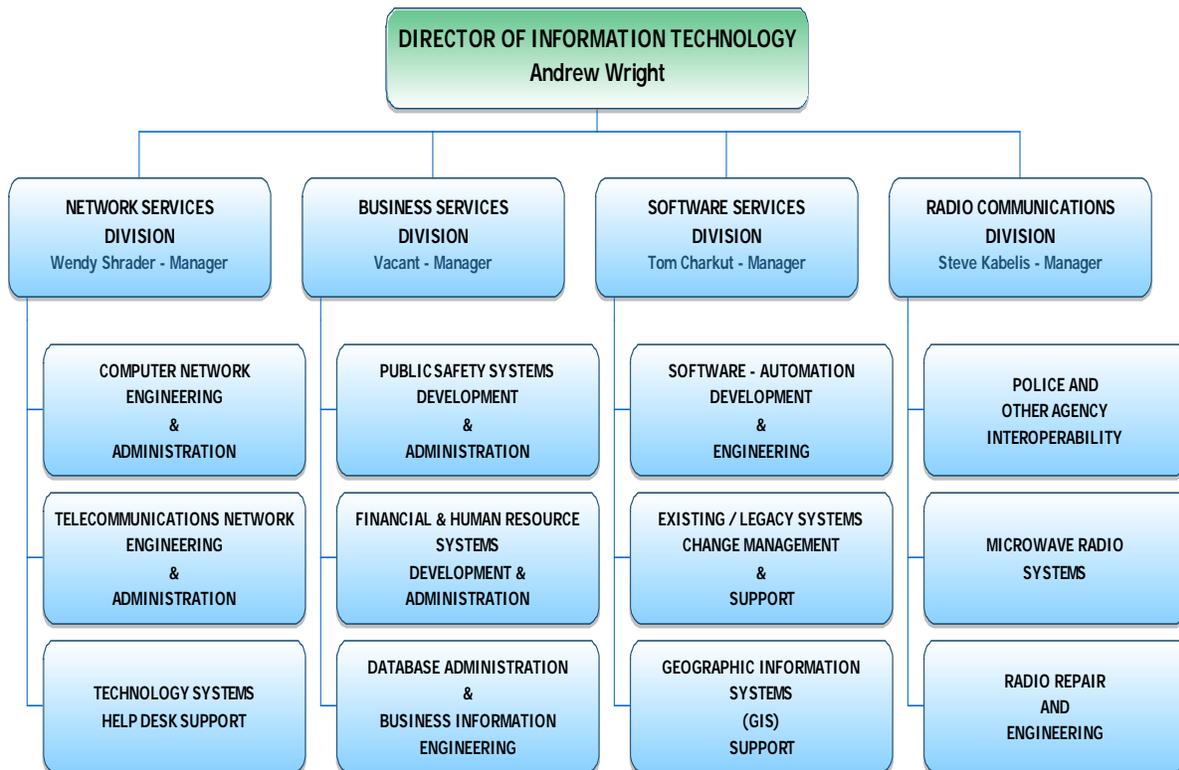
	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
Information Technology	\$ 5,577,945	\$ 6,000,615	\$ 6,274,038	\$ 6,090,418
<b>TOTAL:</b>	<b>\$ 5,577,945</b>	<b>\$ 6,000,615</b>	<b>\$ 6,274,038</b>	<b>\$ 6,090,418</b>
<b>Percent to All Funds</b>	4.08%	3.88%	3.75%	3.75%



# INFORMATION TECHNOLOGY

(303) 987-7676

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





## Department: Information Technology

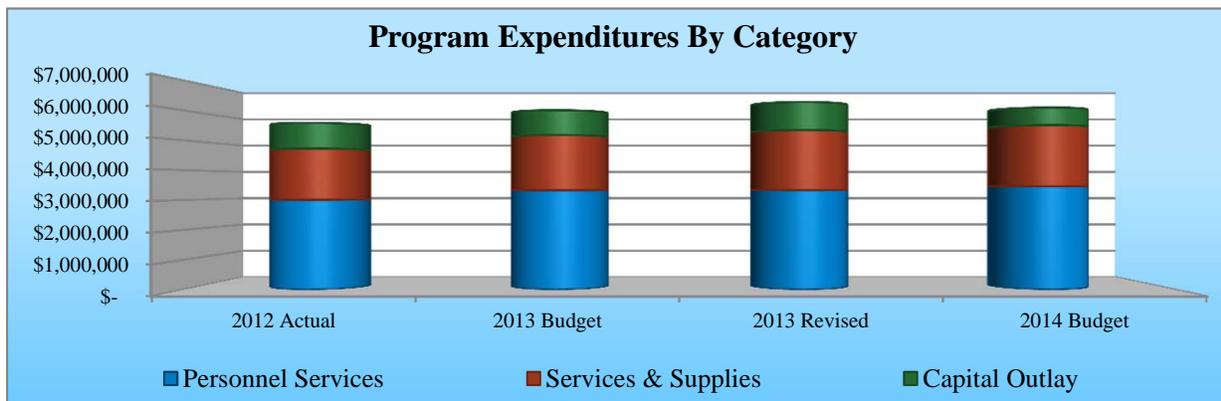
**Mission Statement:** Because information is fundamental to effective delivery of City services, the Department of Information Technology (IT) ensures that the City's information and communications systems maximize the service that the City departments provide to Lakewood's residents and businesses 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

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Personnel Services	\$ 3,005,201	\$ 3,326,137	\$ 3,329,994	\$ 3,459,050
Services & Supplies	\$ 1,715,234	\$ 1,849,478	\$ 2,008,044	\$ 2,044,168
Capital Outlay	\$ 857,510	\$ 825,000	\$ 936,000	\$ 587,200
<b>TOTAL:</b>	<b>\$ 5,577,945</b>	<b>\$ 6,000,615</b>	<b>\$ 6,274,038</b>	<b>\$ 6,090,418</b>



### Department Expenditures By Fund

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
General Fund	\$ 4,271,347	\$ 4,810,615	\$ 4,812,038	\$ 4,948,461
Equipment Replacement Fund	\$ 1,306,598	\$ 1,190,000	\$ 1,462,000	\$ 1,141,957
<b>TOTAL:</b>	<b>\$ 5,577,945</b>	<b>\$ 6,000,615</b>	<b>\$ 6,274,038</b>	<b>\$ 6,090,418</b>

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

	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
Director of Information Technology	0.93	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Business Analyst I	0.77	-	-	-
Business Analyst II	1.34	2.50	2.59	3.00
Business Services Div Manager	0.85	1.00	1.00	1.00
Communications Systems Tech	2.00	2.00	2.00	2.00
Database Administrator	0.87	1.00	1.00	1.00
GIS Coordinator	1.00	1.00	1.00	1.00
GIS Specialist	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	1.00	1.00	1.00	1.00
Senior Business Analyst	-	1.00	-	-
Senior Business Programmer	-	-	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	-	1.00	0.18	1.00
Software Services Division Manager	1.00	1.00	1.00	1.00
System Administrator	1.00	1.00	1.00	1.00
Telecommunication Engineer	0.95	-	0.82	-
<b>Total Full-Time Positions (FTE):</b>	<b>26.09</b>	<b>27.50</b>	<b>27.59</b>	<b>28.00</b>
<b>Part-Time Hours</b>	<b>6,973</b>	<b>5,962</b>	<b>7,703</b>	<b>7,140</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>29.44</b>	<b>30.37</b>	<b>31.29</b>	<b>31.43</b>

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

- ◆ 2013 Budget vs. 2012 Actual is up \$320,936 due to vacancies in 2012 being fully budgeted in 2013.

❖ **Services & Supplies**

- ◆ 2013 Revised vs. 2013 Budget is up \$134,244 due to network and radio equipment replacement.
- ◆ 2014 Budget vs. 2013 Revised is up \$158,566 due to network and radio equipment replacement.



### Budget Variances (continued)

#### ❖ Capital Outlay

- ♦ 2013 Revised vs. 2013 Budget is up \$111,000 due to strategic network equipment replacement and for project-related expenses for the Tax Revenue System Replacement.
- ♦ 2014 Budget vs. 2013 Revised is down \$348,800 due to planned spending reduction for network and system replacement.

### 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:**

Through ongoing maintenance, preservation, and replacement of failing equipment, IT provided 99.8% uptime for City computer systems: 45 physical servers, 90 virtual servers, and 200+ software applications.



A sampling of City business transacted on our computer systems:

	<u>2011</u>	<u>2012</u>	<u>2013 Est.</u>
Emails Processed & Filtered - in & out	64,450,447	84,869,873	89,113,367
Emails Delivered - in & out	4,464,098	3,753,488	3,565,814
Police Dispatch Transactions	1,833,933	2,025,867	2,883,047
Police Records & Reports Transactions	495,015	461,927	466,815
Timekeeping Transactions	382,545	378,883	380,714
Ledger and Other Financial Transactions	359,066	355,093	357,080
Online Credit Card Transactions	6,883	9,003	9,600
Tax Returns	52,600	52,000	53,000
Court Arraignments Scheduled	20,215	17,793	17,500



### 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 \$1.40 per mailbox 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 5,158 help desk tickets in the last year, receiving an average of 20 tickets per business day. The decrease of 14% is attributed to the increased pace of roll out of replacement PCs, newer equipment in the patrol vehicles, and New Employee Welcome technology training. The number of help tickets submitted using the City's intranet grew by 1% to 76.56%.

**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 continually revises the technology component of the NEW (New Employee Welcome) which trains new hires on IT policies, procedures, and processes.

IT coordinated vendor and in-house based training for web content contributors on using Google Analytics for measuring website activity.





**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.

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**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:

- 100 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.
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**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).



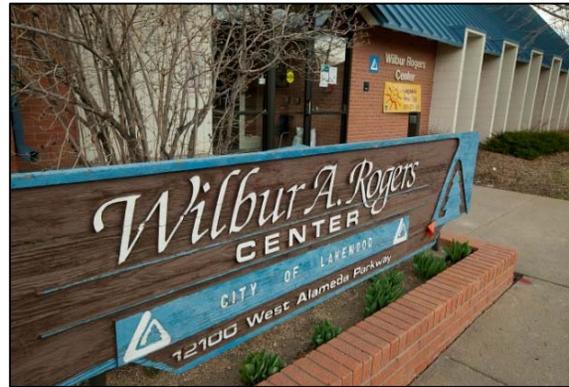
**Core Values / Goals / Activities / Expectations / Results-Benefits (continued)**

**Result-Benefit:**

City IT worked with West Metro Fire District IT and the 911 Authority Board to expand the Lakewood Police Department 911 communications system to include West Metro.

IT conducted system-wide testing of the 41 warning siren locations this spring including Lakewood, the Federal Center, and the City of Wheat Ridge.

The expanded Wi-Fi network now includes Clements Center and Wilbur Rogers Center to provide free internet access to the public.



◆ **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) interoperability for first responders, (b) communications capacity and (c) Federal Communications Commission (FCC) compliance.

IT expanded the number of web-based services for citizens including rolling out a mobile-friendly website, allowing services requests to be submitted more easily from a mobile phone with photos attached, and added the ability to pay for parking tickets online.

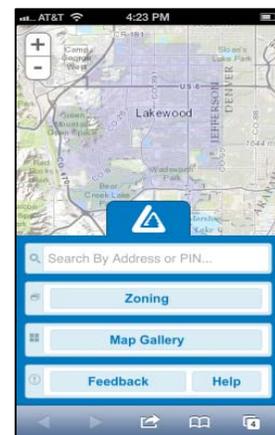
**Activity:** The Department is the caretaker of existing investments in systems, informs the City's business leaders in advance, and replaces obsolete systems in a timely manner.

**Expectation:** Critical systems will be replaced according to priorities (risk, schedule, cost, quality).

**Result-Benefit:**

IT staff upgraded the Police Dispatch application and implemented a new mobile application. The upgrade maintains compliance with vendor maintenance agreement and added stability to the system.

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.





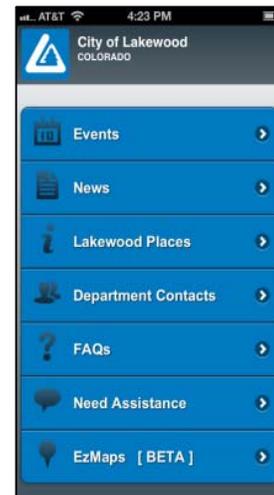
## General Comments

### Trends

- Priority still remains on replacing the City's obsolete software systems and databases as funding becomes available. Systems include utility billing and first-generation web applications.
- 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.



- 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.
- Cloud-based applications and services are becoming more ubiquitous and the solutions are starting to be competitive alternatives to traditional system replacement offerings. Security will remain a priority regardless of the application delivery method.

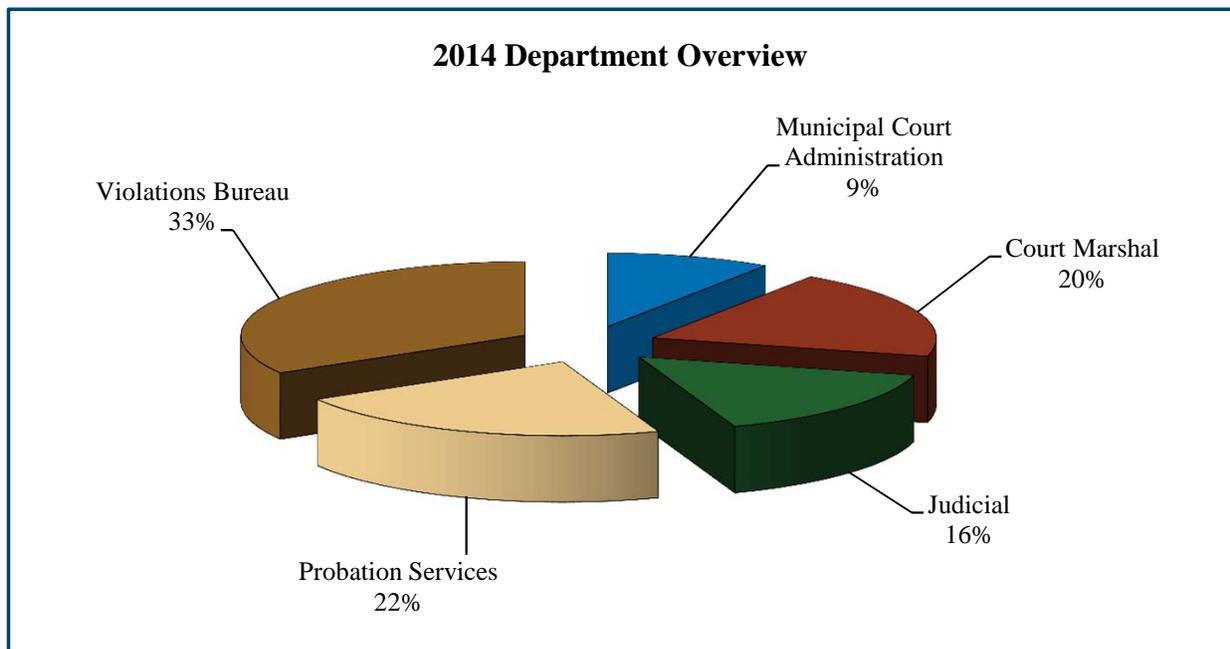




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# MUNICIPAL COURT



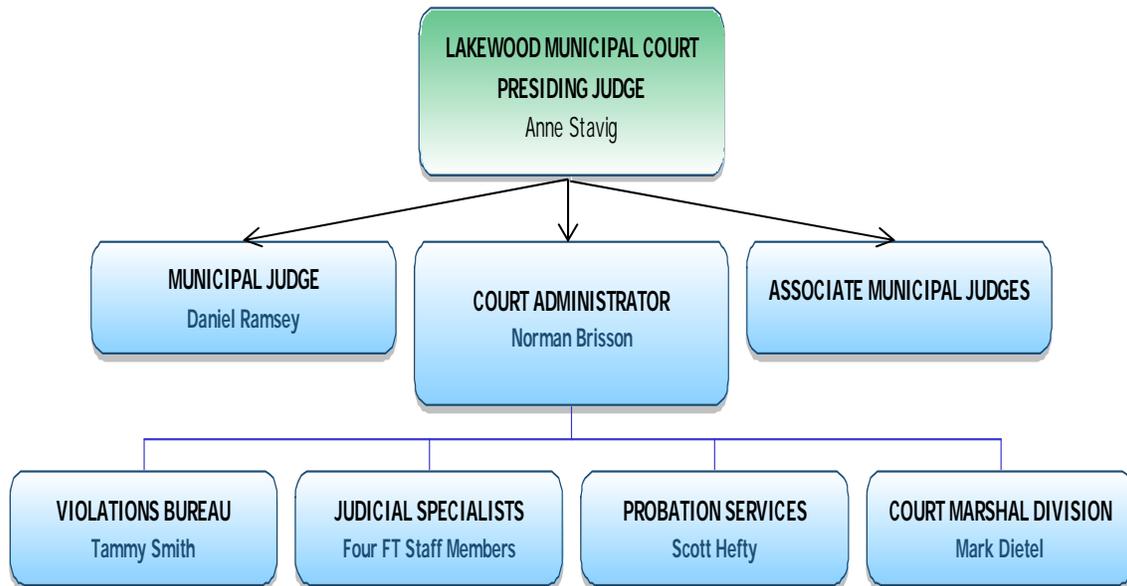
	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Municipal Court Administration	\$ 248,323	\$ 272,836	\$ 277,976	\$ 283,551
Court Marshal	\$ 538,870	\$ 566,527	\$ 565,130	\$ 589,376
Judicial	\$ 428,068	\$ 456,819	\$ 451,889	\$ 466,505
Probation Services	\$ 651,501	\$ 656,965	\$ 668,138	\$ 660,586
Violations Bureau	\$ 902,445	\$ 993,528	\$ 975,660	\$ 1,007,844
<b>TOTAL:</b>	<b>\$ 2,769,207</b>	<b>\$ 2,946,675</b>	<b>\$ 2,938,793</b>	<b>\$ 3,007,862</b>
<b>Percent to All Funds</b>	2.02%	1.91%	1.76%	1.85%



# MUNICIPAL COURT

(303) 987-7400

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



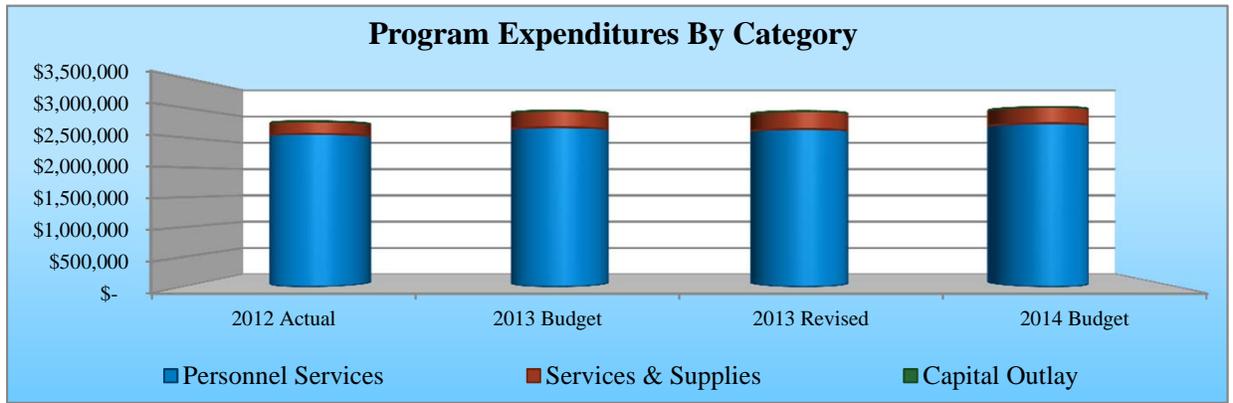


**Department: Municipal Court**

**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**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Personnel Services	\$ 2,558,896	\$ 2,669,589	\$ 2,640,182	\$ 2,735,685
Services & Supplies	\$ 210,311	\$ 277,086	\$ 298,611	\$ 272,177
Capital Outlay	\$ -	\$ -	\$ -	\$ -
<b>TOTAL:</b>	<b>\$ 2,769,207</b>	<b>\$ 2,946,675</b>	<b>\$ 2,938,793</b>	<b>\$ 3,007,862</b>



**Department Expenditures By Fund**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
General Fund	\$ 2,710,692	\$ 2,916,122	\$ 2,910,478	\$ 3,007,862
Grants Fund	\$ 58,515	\$ 30,553	\$ 28,315	\$ -
<b>TOTAL:</b>	<b>\$ 2,769,207</b>	<b>\$ 2,946,675</b>	<b>\$ 2,938,793</b>	<b>\$ 3,007,862</b>



**Full-Time Positions**

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

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Presiding Municipal Judge	1.00	1.00	1.00	1.00
Chief Court Marshal	1.00	1.00	1.00	1.00
Chief Probation Officer	1.00	1.00	1.00	1.00
Community Service Youth Coord	1.00	1.00	1.00	1.00
Court Administrator	1.00	1.00	1.00	1.00
Court Marshal	5.00	5.00	4.82	4.00
Court Technician	6.00	6.00	6.00	6.00
Judicial Specialist	5.00	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 Support Technician	1.00	1.00	1.00	1.00
Probation/Diversion Officer	4.81	5.00	4.82	4.00
Senior Court Marshal	-	-	0.18	1.00
Senior Probation/Diversion Officer	-	-	0.18	1.00
Violations Bureau Manager	1.00	1.00	1.00	1.00
<b>Total Full-Time Positions (FTE):</b>	<b>29.81</b>	<b>30.00</b>	<b>30.00</b>	<b>30.00</b>
<b>Part-Time Hours</b>	<b>5,884</b>	<b>5,392</b>	<b>5,392</b>	<b>5,392</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>32.64</b>	<b>32.59</b>	<b>32.59</b>	<b>32.59</b>

**Budget Variances**

❖ **Services & Supplies**

- ◆ 2013 Budget vs. 2012 Actual is up \$66,775 due to expenditure savings in 2012 that have been fully budgeted in 2013.

**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

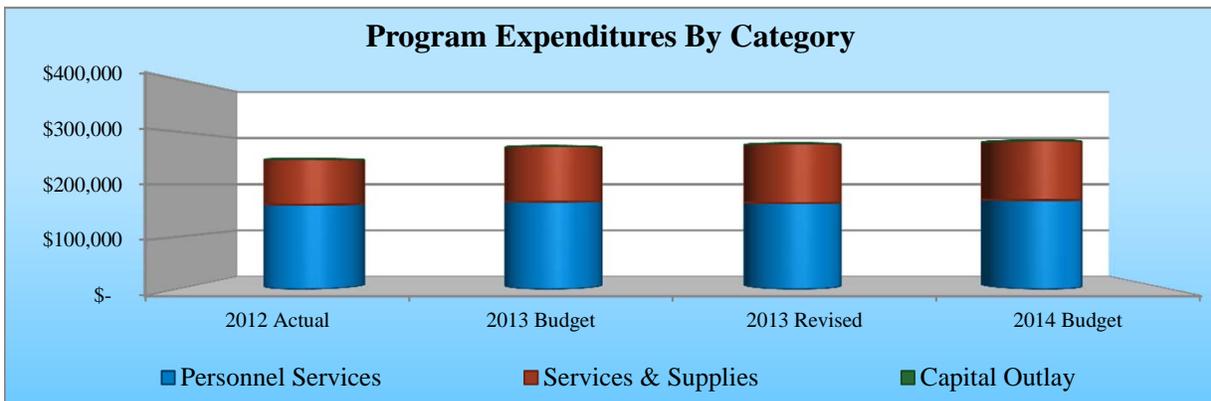
**Department:** Municipal Court

**Division:** Municipal Court

**Purpose:** The Administration Division provides management and leadership 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**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Personnel Services	\$ 161,073	\$ 166,798	\$ 164,233	\$ 169,808
Services & Supplies	\$ 87,250	\$ 106,038	\$ 113,743	\$ 113,743
Capital Outlay	\$ -	\$ -	\$ -	\$ -
<b>TOTAL:</b>	\$ 248,323	\$ 272,836	\$ 277,976	\$ 283,551



**Program Expenditures By Fund**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
General Fund	\$ 248,323	\$ 272,836	\$ 277,976	\$ 283,551
<b>TOTAL:</b>	\$ 248,323	\$ 272,836	\$ 277,976	\$ 283,551



**Full-Time Positions**

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

	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
Presiding Municipal Judge	0.15	0.15	0.15	0.15
Court Administrator	1.00	1.00	1.00	1.00
<b>Total Full-Time Positions (FTE):</b>	<b>1.15</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>1.15</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. Requests granted and requests denied do not equal the total requested for public defender because of withdrawn requests as well as reappointments of the public defender.

	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
Requests for Counsel	662	909	867	867
Denied Public Defender	117	108	93	93
Granted Public Defender	493	672	687	687

◆ **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 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**

New court cases were down in 2012 to 17,849 summonses issued although public defender hearings and probation-related hearings increased, keeping court dockets very busy. The Court is exploring ways to more effectively deal with those individuals who appear before the Court repeatedly on "quality of life" type offenses. The Court also continues to collaborate with entities outside the City of Lakewood to provide treatment options for offenders.

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.

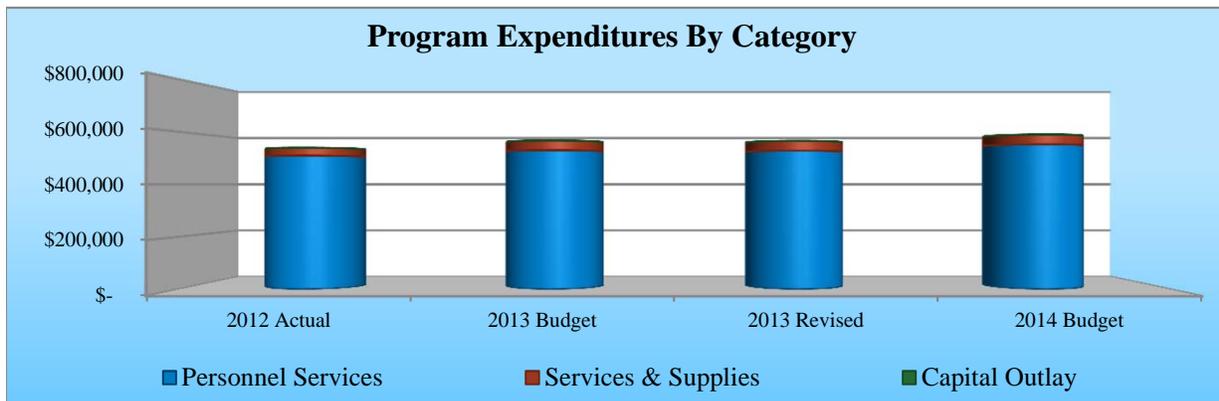


**Program:** Court Marshal  
**Department:** Municipal Court  
**Division:** Municipal Court

**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

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Personnel Services	\$ 509,031	\$ 529,391	\$ 527,812	\$ 551,896
Services & Supplies	\$ 29,839	\$ 37,136	\$ 37,318	\$ 37,480
Capital Outlay	\$ -	\$ -	\$ -	\$ -
<b>TOTAL:</b>	<b>\$ 538,870</b>	<b>\$ 566,527</b>	<b>\$ 565,130</b>	<b>\$ 589,376</b>



### Program Expenditures By Fund

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
General Fund	\$ 538,870	\$ 566,527	\$ 565,130	\$ 589,376
<b>TOTAL:</b>	<b>\$ 538,870</b>	<b>\$ 566,527</b>	<b>\$ 565,130</b>	<b>\$ 589,376</b>

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

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Chief Court Marshal	1.00	1.00	1.00	1.00
Court Marshal	5.00	5.00	4.82	4.00
Senior Court Marshal	-	-	0.18	1.00
<b>Total Full-Time Positions (FTE):</b>	6.00	6.00	6.00	6.00
<b>Part-Time Hours</b>	1,568	1,456	1,456	1,456
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	6.75	6.70	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.

	2011 Actual	2012 Actual	2013 Revised	2014 Budget
CBI Criminal Histories	6,335	6,091	6,100	6,100
Arrests	142	43	63	63

**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.

	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Warrants Entered	3,793	3,755	4,014	4,014



**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>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Revised</u>	<u>2014 Budget</u>
Prisoners Transported	406	544	513	513
Video Arraignments	1,989	2,461	2,976	2,976

**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>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Revised</u>	<u>2014 Budget</u>
Interviews Conducted	4,716	5,199	5,205	5,205

**Activity:** Court Marshals are trained according to POST (Peace Officer Standards and Training)

**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 warrant procedures were revised in 2012 to improve warrant entry and notification to defendants.

All Marshals continue to receive in-service training comparable to Lakewood Police agents.

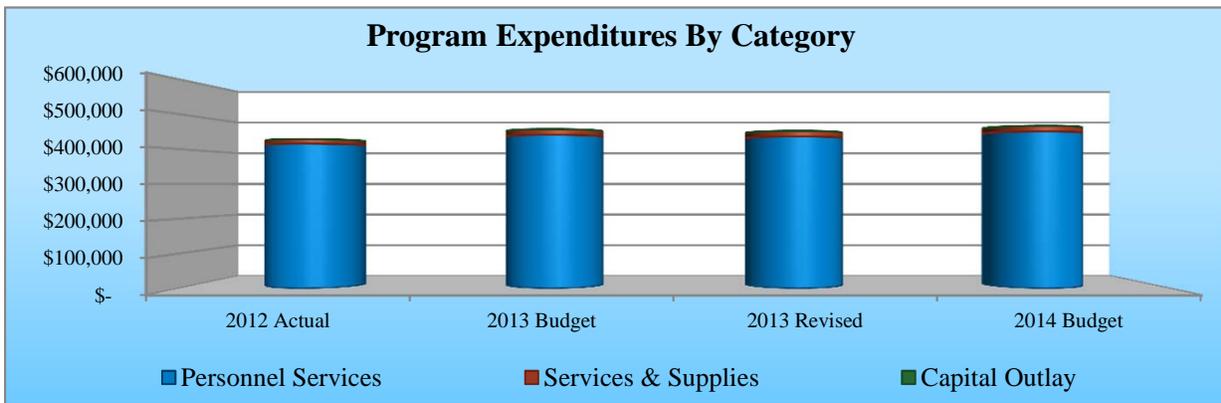


**Program:** Judicial  
**Department:** Municipal Court  
**Division:** Municipal Court

**Purpose:** The Judicial Division of the Municipal Court is responsible for adjudicating all Court cases.

**Program Expenditures By Category**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Personnel Services	\$ 415,312	\$ 440,669	\$ 435,739	\$ 450,355
Services & Supplies	\$ 12,756	\$ 16,150	\$ 16,150	\$ 16,150
Capital Outlay	\$ -	\$ -	\$ -	\$ -
<b>TOTAL:</b>	<b>\$ 428,068</b>	<b>\$ 456,819</b>	<b>\$ 451,889</b>	<b>\$ 466,505</b>



**Program Expenditures By Fund**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
General Fund	\$ 428,068	\$ 456,819	\$ 451,889	\$ 466,505
<b>TOTAL:</b>	<b>\$ 428,068</b>	<b>\$ 456,819</b>	<b>\$ 451,889</b>	<b>\$ 466,505</b>



**Full-Time Positions**

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

	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
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>	<b>1.85</b>	<b>1.85</b>	<b>1.85</b>	<b>1.85</b>
<b>Part-Time Hours</b>	<b>1,573</b>	<b>1,540</b>	<b>1,540</b>	<b>1,540</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>2.61</b>	<b>2.59</b>	<b>2.59</b>	<b>2.59</b>

**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>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
	<b>Actual</b>	<b>Actual</b>	<b>Revised</b>	<b>Budget</b>
Arraignments Scheduled	11,115	10,223	10,518	10,518
Arraignments Held	7,677	7,026	7,380	7,380
Trials to Court Scheduled	840	853	744	744
Trials to Court Held	133	109	84	84
Jury Trials Scheduled	157	153	156	156
Jury Trials Held	30	28	35	35
Reached Disposition at Trial	260	242	234	234
Prisoner / Video Hearings	1,989	2,615	2,976	2,976
Bond Returns / Failure to Appear Hearings Scheduled	3,717	1,999	2,202	2,202
Bond Returns / Failure to Appear Hearings Held	2,570	1,334	1,434	1,434
Pre-trials / Disposition Hearings Scheduled	807	971	825	825
Pre-trials / Disposition Hearings Held	604	713	657	657
Probation Related Cases Scheduled	4,183	4,529	4,782	4,782
Probation Related Cases Held	2,309	2,331	2,985	2,985
Initial Public Defender Hearings Scheduled	726	949	858	858
Initial Public Defender Hearings Held	479	659	693	693
Other Hearings Scheduled	1,219	1,641	1,746	1,746
Other Hearings Held	640	726	933	933
Court Cases Closed	10,114	10,698	8,994	8,994

**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 the Sobesky Academy Partnership patterned after juvenile mental health court. The Court emphasizes juvenile rehabilitation through the use of Residential Work Crew, in cooperation with Jefferson County Schools, a Girls Circle Group, the Youth Education Treatment program (YET) and Teen Court.



**Program:** Probation Services

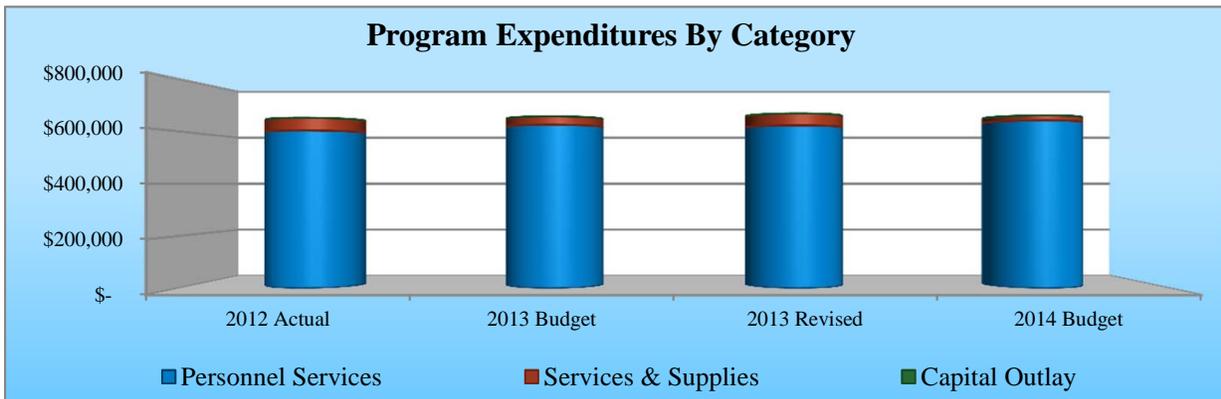
**Department:** Municipal Court

**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

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Personnel Services	\$ 603,394	\$ 625,154	\$ 622,689	\$ 641,733
Services & Supplies	\$ 48,107	\$ 31,811	\$ 45,449	\$ 18,853
Capital Outlay	\$ -	\$ -	\$ -	\$ -
<b>TOTAL:</b>	<b>\$ 651,501</b>	<b>\$ 656,965</b>	<b>\$ 668,138</b>	<b>\$ 660,586</b>



### Program Expenditures By Fund

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
General Fund	\$ 592,986	\$ 626,412	\$ 639,823	\$ 660,586
Grants Fund	\$ 58,515	\$ 30,553	\$ 28,315	\$ -
<b>TOTAL:</b>	<b>\$ 651,501</b>	<b>\$ 656,965</b>	<b>\$ 668,138</b>	<b>\$ 660,586</b>

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

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Chief Probation Officer	1.00	1.00	1.00	1.00
Community Service Youth Coord	1.00	1.00	1.00	1.00
Probation/Diversion Officer	4.81	5.00	4.82	4.00
Probation Support Technician	1.00	1.00	1.00	1.00
Senior Probation/Diversion Officer	-	-	0.18	1.00
<b>Total Full-Time Positions (FTE):</b>	<b>7.81</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>
<b>Part-Time Hours</b>	<b>2,743</b>	<b>2,396</b>	<b>2,396</b>	<b>2,396</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>9.13</b>	<b>9.15</b>	<b>9.15</b>	<b>9.15</b>

**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:** 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:**

	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Probation statistics:				
Number of cases referred to probation	1,508	1,454	1,911	1,911
Average number of cases under supervision per probation officer	243	214	201	201



**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>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Revised</u>	<u>2014 Budget</u>
Number of locations where graffiti was removed	1,585	1,390	1,611	1,611

Juveniles have the opportunity to participate in peer sentencing and YET (Youth Educational Team).

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Revised</u>	<u>2014 Budget</u>
Number of Teen Court cases and participants	17	21	21	21
Number of YET participants	250	325	325	325

**General Comments**

The Probation Division continues to collaborate with other agencies to improve services. In 2013, a LifeSkills program for juveniles was started in cooperation with the Jefferson Center for Mental Health. Probation also implemented an in-house "Girls Circle" course in 2012 to assist female youth under court supervision with decision-making and self-esteem. The Division has also implemented home visits for high risk youth and worked with the Court to put in place area restrictions for some repeat youth offenders.



**Program:** Violations Bureau

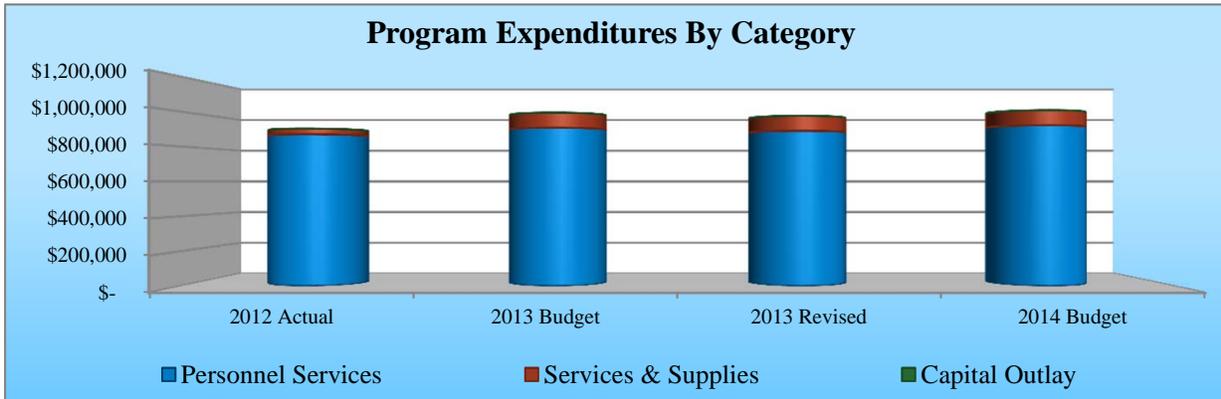
**Department:** Municipal Court

**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**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Personnel Services	\$ 870,086	\$ 907,577	\$ 889,709	\$ 921,893
Services & Supplies	\$ 32,359	\$ 85,951	\$ 85,951	\$ 85,951
Capital Outlay	\$ -	\$ -	\$ -	\$ -
<b>TOTAL:</b>	\$ 902,445	\$ 993,528	\$ 975,660	\$ 1,007,844



**Program Expenditures By Fund**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
General Fund	\$ 902,445	\$ 993,528	\$ 975,660	\$ 1,007,844
<b>TOTAL:</b>	\$ 902,445	\$ 993,528	\$ 975,660	\$ 1,007,844



**Full-Time Positions**

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

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Violations Bureau Manager	1.00	1.00	1.00	1.00
Judicial Specialist	5.00	5.00	5.00	5.00
Court Technician	6.00	6.00	6.00	6.00
Lead Court Specialist	1.00	1.00	1.00	1.00
<b>Total Full-Time Positions (FTE):</b>	13.00	13.00	13.00	13.00
<b>Part-Time Hours</b>	-	-	-	-
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	13.00	13.00	13.00	13.00

**Budget Variances**

❖ None

**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>2011</b> <b>Actual</b>	<b>2012</b> <b>Actual</b>	<b>2013</b> <b>Revised</b>	<b>2014</b> <b>Budget</b>
Jurors Subpoenaed	5,304	5,760	6,000	6,000
Financial Transactions	21,884	22,277	20,403	20,403
Bonds Posted	1,534	1,871	1,923	1,923
Records Provided	798	1,018	1,083	1,083
External Interpreters	511	510	483	483
Juvenile Information Records Requested	1,180	1,006	1,131	1,131
Driving Histories Requested from Department of Motor Vehicle	11,534	9,130	8,535	8,535
Convictions Reported to Department of Motor Vehicle	6,347	8,655	7,353	7,353
Cases Closed Without an Appearance	9,342	8,096	6,249	6,249

◆ **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>2011</b> <b>Actual</b>	<b>2012</b> <b>Actual</b>	<b>2013</b> <b>Revised</b>	<b>2014</b> <b>Budget</b>
Traffic Infractions Sent to Collections	525	478	306	306
Parking Cases Sent to Collections	730	491	660	660

◆ **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>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
	<b>Actual</b>	<b>Actual</b>	<b>Revised</b>	<b>Budget</b>
New Summonses Received	20,780	17,849	17,355	17,355
Traffic Infractions	7,529	6,235	5,319	5,319
Traffic Offenses	2,280	2,151	2,259	2,259
Insurance Violations	2,739	2,084	2,295	2,295
Parking Violations	3,077	2,619	2,865	2,865
Animal Control	381	441	225	225
Adult Penal	3,390	3,081	3,051	3,051
Domestic Violence	251	194	171	171
Zoning Violations	18	29	33	33
Juvenile Penal	1,109	1,006	1,131	1,131

**General Comments**

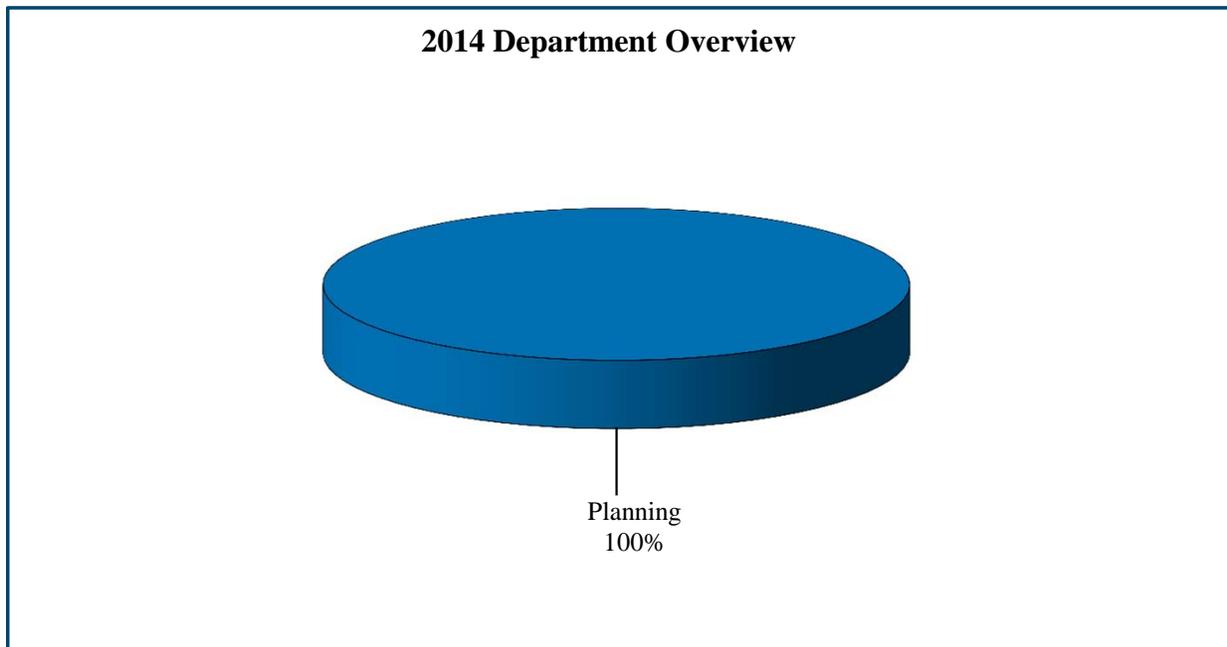
The Violations Bureau Division is responsible for responding to records requests from the public, background companies, and other governmental agencies. The Division is responsible for seeing that every citizen receives a prompt response to an open records request.

The 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



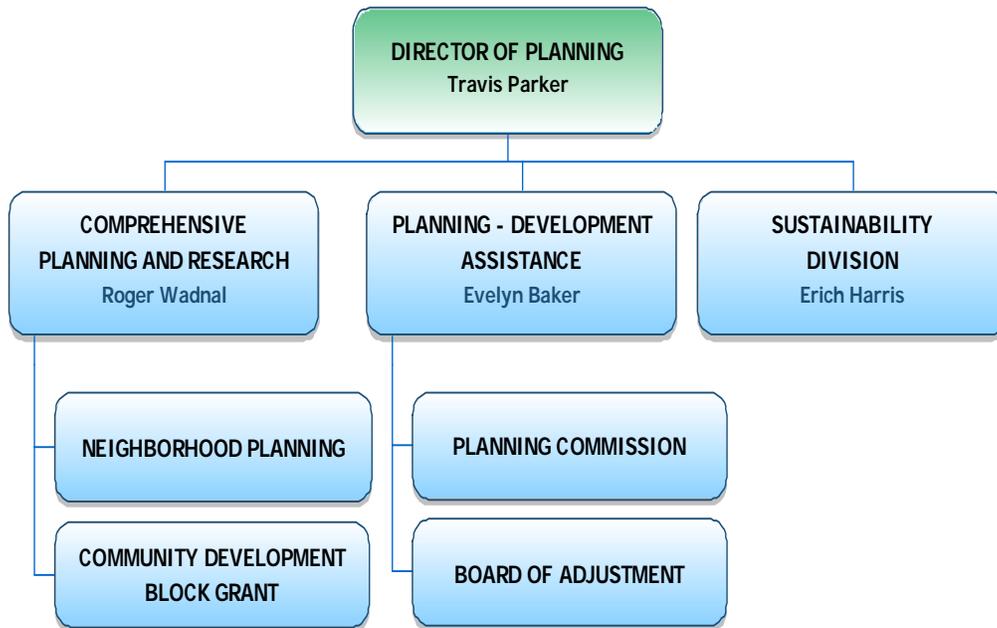
	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
Planning	\$ 3,018,524	\$ 2,791,556	\$ 3,999,910	\$ 2,768,377
<b>TOTAL:</b>	<b>\$ 3,018,524</b>	<b>\$ 2,791,556</b>	<b>\$ 3,999,910</b>	<b>\$ 2,768,377</b>
<b>Percent to All Funds</b>	2.21%	1.81%	2.39%	1.70%



# PLANNING

(303) 987-7900

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





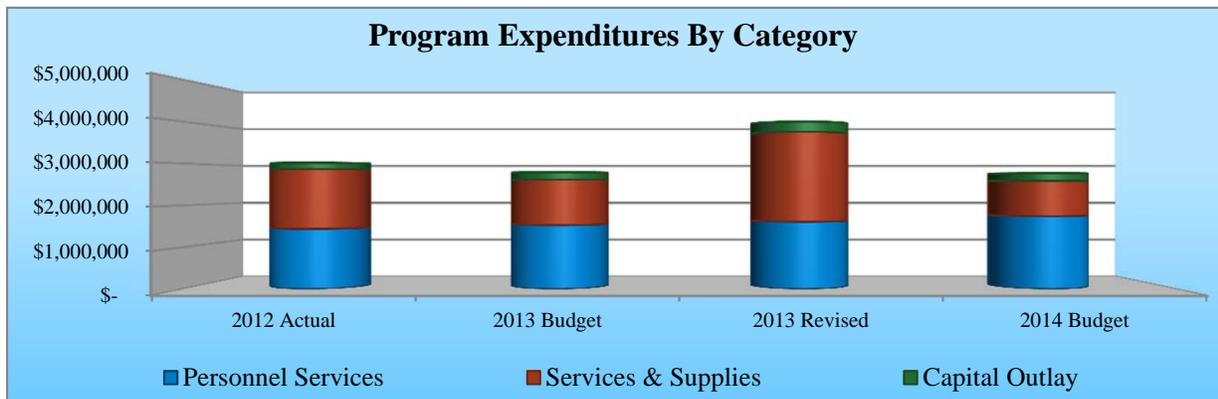
## Department: Planning

**Mission Statement:** Provide a structure for orderly land development and redevelopment and provide strategic sustainability planning that will ensure 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; improve resource efficiency; preserve and enhance environmental attributes; 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 and Sustainability Plan.

### Department Expenditures By Category

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Personnel Services	\$ 1,435,886	\$ 1,525,566	\$ 1,607,316	\$ 1,741,240
Services & Supplies	\$ 1,429,595	\$ 1,085,990	\$ 2,149,094	\$ 843,637
Capital Outlay	\$ 153,043	\$ 180,000	\$ 243,500	\$ 183,500
<b>TOTAL:</b>	<b>\$ 3,018,524</b>	<b>\$ 2,791,556</b>	<b>\$ 3,999,910</b>	<b>\$ 2,768,377</b>



### Department Expenditures By Fund

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
General Fund	\$ 1,387,131	\$ 1,503,238	\$ 1,665,266	\$ 1,823,269
Capital Improvement Fund	\$ 168,235	\$ 190,000	\$ 190,000	\$ 130,000
Grants Fund	\$ 1,463,158	\$ 1,098,318	\$ 2,144,644	\$ 815,108
<b>TOTAL:</b>	<b>\$ 3,018,524</b>	<b>\$ 2,791,556</b>	<b>\$ 3,999,910</b>	<b>\$ 2,768,377</b>

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

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Director of Planning	1.00	1.00	1.00	1.00
Associate Planner - Coordinator	0.65	-	1.00	1.00
Associate Planner - Intermediate	2.69	3.00	2.00	1.00
Associate Planner - Specialist	2.15	3.00	2.00	3.00
Business Specialist	-	-	0.18	1.00
Business Support Specialist	1.99	2.00	1.82	1.00
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
Provisional Planner	-	-	0.18	1.00
Sustainability Manager	-	-	1.00	1.00
Sustainability Planner	0.31	-	1.00	1.00
<b>Total Full-Time Positions (FTE):</b>	<b>14.79</b>	<b>15.00</b>	<b>16.18</b>	<b>17.00</b>
<b>Part-Time Hours</b>	<b>1,777</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>15.64</b>	<b>15.85</b>	<b>17.03</b>	<b>17.85</b>
Planning Commissioners*	7.00	7.00	7.00	7.00

\*Not included in Citywide staffing counts

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

- ◆ 2014 Budget vs. 2013 Revised is up \$133,924 primarily due to the addition of a provisional planner and anticipated salary and benefit increases.

❖ **Services & Supplies**

- ◆ 2013 Budget vs. 2012 Actual is down \$343,605 due generally to the timing of the Community Development Block Grant (CDBG) & HOME grant programs and projects.
- ◆ 2013 Revised vs. 2013 Budget is up \$1,063,104 due generally to the timing of CDBG & HOME grant programs and projects.
- ◆ 2014 Budget vs. 2013 Revised is down \$1,305,457 due generally to (a) the timing of CDBG & HOME grant programs and projects, (b) the fact that the City no longer receives a direct HOME allocation, and (c) the completion of one grant funded study.



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## 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 2014 CDBG/HOME One Year Action Plan and prepare the 2015 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 2013 program expenditures and accomplishments.

The 2015 One Year Action Plan is prepared.

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**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 2014 are completed.

Projects are identified for the 2015 Neighborhood Participation Program.

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**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.

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**Core Community Values / Department Goals / Program Activities (continued)**

**Activity:** The Department oversees the development review process for all proposed land development.

**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.

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**Activity:** The Planning Department leads the public process to review and update the City Comprehensive Plan.

**Expectation:** This Department-wide effort will involve gathering public input, coordinating outside expertise, and leading a multidisciplinary review to update the goals and action steps in the Comprehensive Plan.

**Result-Benefit:** The Comprehensive Plan will be made more up-to-date and relevant with widespread public involvement and support.

❖ **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 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.

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**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.

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**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>2012 Actual</b>	<b>2013 Projected</b>	<b>2014 Projected</b>
<b>Planning Cases Received</b>			
Preplanning	73	72	75
Rezoning & Modifications	7	4	3
Final Site Plans	24	36	38
Subdivision Applications	19	20	20
Annexations	0	1	0
Variances	19	10	10
Other Cases	1	2	2
<b>TOTAL</b>	<b>143</b>	<b>145</b>	<b>148</b>

Development Review Fees\* \$155,930

\* 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.

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**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.

◆ **GOAL: Create an organized approach to achieve sustainability in Lakewood that will be evaluated by metrics.**

**Activity:** The Sustainability Division will develop and begin the first stages of a strategic sustainability plan scheduled for completion in 2015.

**Expectation:** Numerous meetings, open houses, and workgroup sessions will be held to further refine the mission of sustainability and set goals.

**Result-Benefit:** A Sustainability Plan with embedded metrics to achieve goals will enable the City and its citizens to benefit from increased resource efficiency, reduced pollution, and more holistic planning processes.

◆ **GOAL: Foster the development of the electric vehicle infrastructure**

**Activity:** Engage in the goals of the greater Denver Project FEVER (Fostering Electric Vehicle Expansion in the Rockies) to promote the use of electric vehicles in Lakewood.

**Expectation:** Numerous meetings with local businesses and developments to assist in the preparation of grants and other activities to expand electric vehicle use locally.

**Result-Benefit:** Increased use of electric vehicles reduces air pollution and fossil fuel dependence. In addition, this new economic activity creates job growth in the local economy.

## General Comments

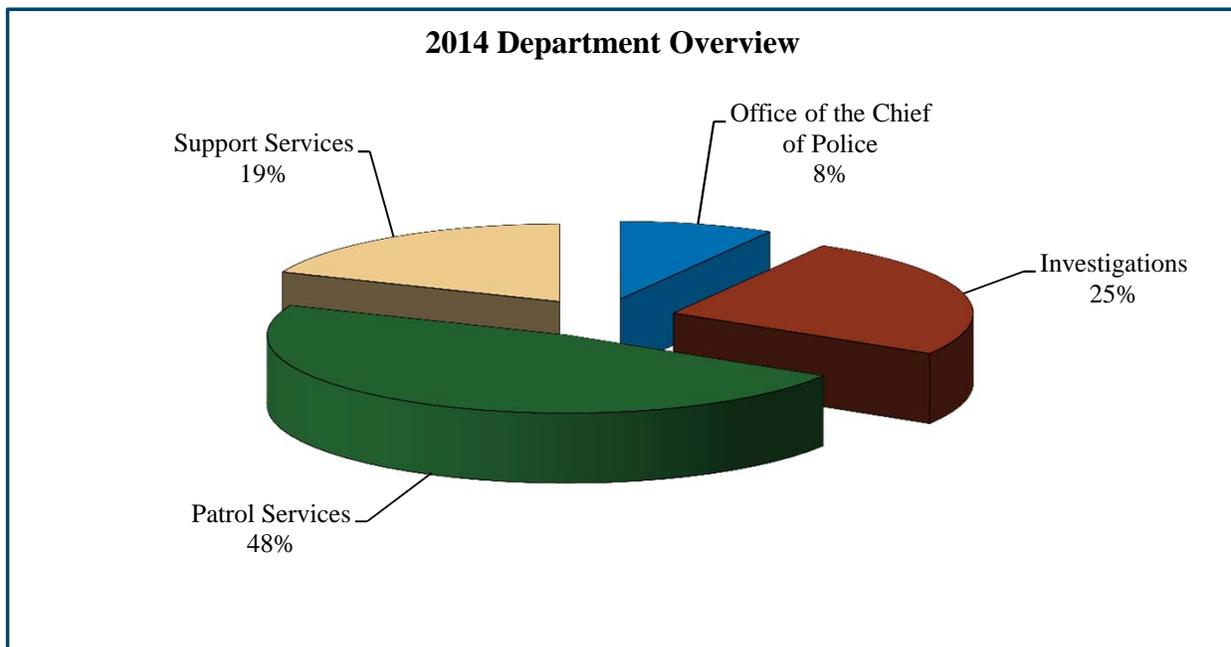
In addition to carrying out the responsibility for implementing the Comprehensive Plan, the Planning Department will continue to implement programs and projects that contribute to the City's overall sustainability goals. Planning will undertake efforts to update the Comprehensive Plan and create the City's first Strategic Sustainability Plan. Another priority of the Planning Department for 2014 is continuing to monitor the roll-out of the updated Zoning Ordinance.



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# POLICE



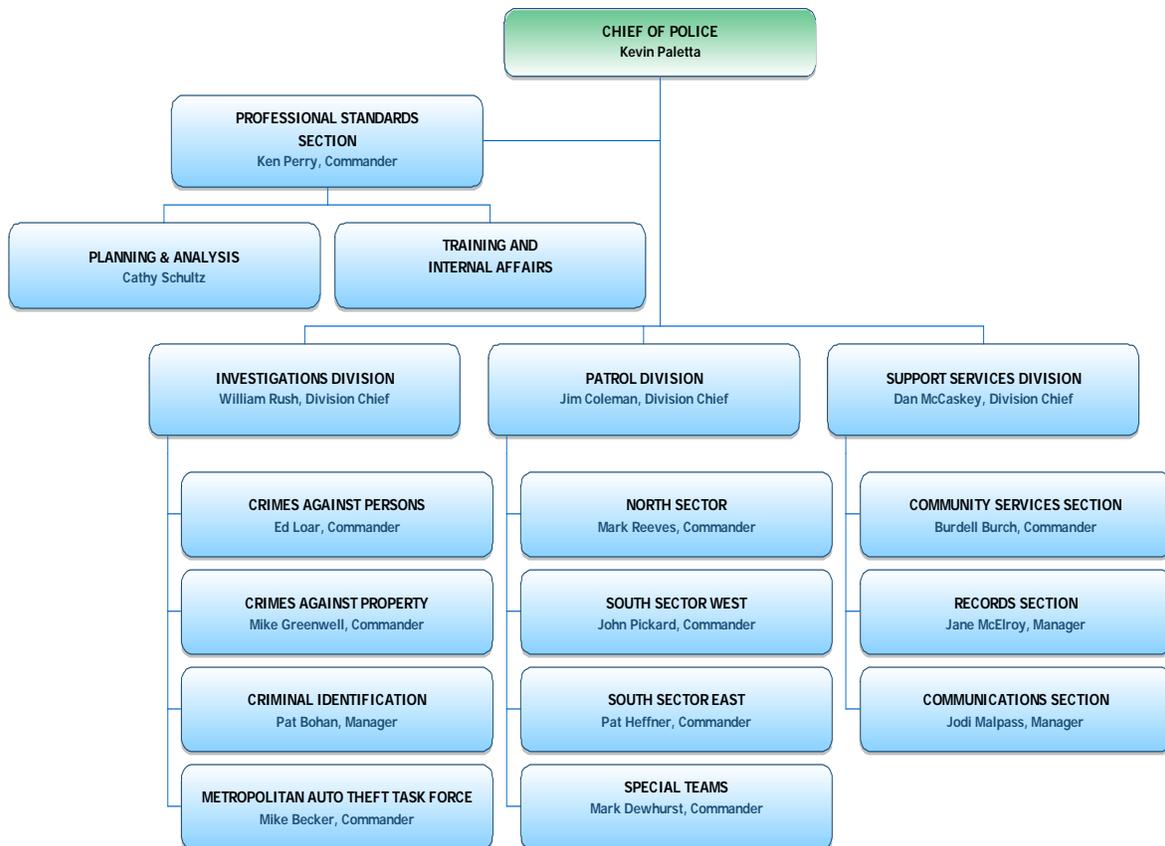
	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Office of the Chief of Police	\$ 2,810,468	\$ 3,036,396	\$ 3,526,615	\$ 3,770,351
Investigations	\$ 10,949,997	\$ 11,478,179	\$ 11,021,083	\$ 11,511,668
Patrol Services	\$ 19,977,131	\$ 20,711,331	\$ 20,735,165	\$ 21,524,109
Support Services	\$ 7,964,699	\$ 8,239,942	\$ 8,025,353	\$ 8,502,598
<b>TOTAL:</b>	<b>\$ 41,702,295</b>	<b>\$ 43,465,848</b>	<b>\$ 43,308,216</b>	<b>\$ 45,308,726</b>
<b>Percent to All Funds</b>	<b>30.47%</b>	<b>28.12%</b>	<b>25.90%</b>	<b>27.90%</b>



# POLICE DEPARTMENT

(303) 987-7150

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



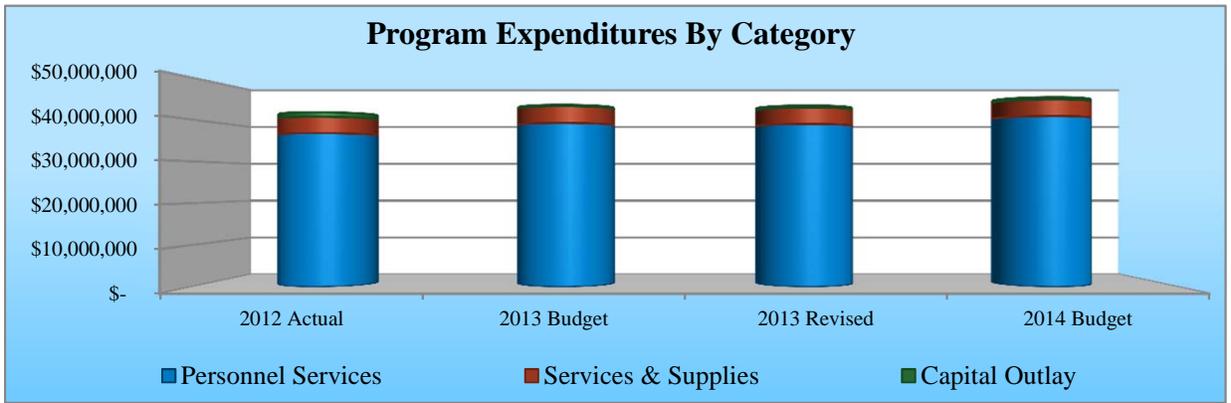


**Department: Police**

**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**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Personnel Services	\$ 36,733,569	\$ 39,159,807	\$ 38,923,427	\$ 40,819,399
Services & Supplies	\$ 3,901,416	\$ 3,995,841	\$ 3,938,620	\$ 3,958,327
Capital Outlay	\$ 1,067,310	\$ 310,200	\$ 446,169	\$ 531,000
<b>TOTAL:</b>	<b>\$ 41,702,295</b>	<b>\$ 43,465,848</b>	<b>\$ 43,308,216</b>	<b>\$ 45,308,726</b>



**Department Expenditures By Fund**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
General Fund	\$ 38,768,531	\$ 41,314,886	\$ 40,967,683	\$ 42,823,398
Capital Improvement Fund	\$ 1,298	\$ -	\$ -	\$ -
Grants Fund	\$ 2,932,466	\$ 2,150,962	\$ 2,340,533	\$ 2,485,328
<b>TOTAL:</b>	<b>\$ 41,702,295</b>	<b>\$ 43,465,848</b>	<b>\$ 43,308,216</b>	<b>\$ 45,308,726</b>

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

	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
Chief of Police	1.00	1.00	1.00	1.00
Police Division Chief	2.97	3.00	3.00	3.00
Administrative Assistant	1.00	1.00	1.00	1.00
Animal Control Officer I	2.62	1.00	1.00	0.32
Animal Control Officer II	3.36	5.00	5.00	5.68
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	2.66	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	0.82	-
Crime Analyst Supervisor	-	-	0.18	1.00
Crime Scene Analyst	2.35	1.00	0.75	-
Criminalistics Supervisor	2.00	2.00	2.00	2.00
Custodian	1.00	1.00	1.00	1.00
Database Administrator	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	0.36	1.00	-	-
Forensic Services Manager	0.95	1.00	1.00	1.00
Investigation Technician I	4.00	4.00	4.00	4.00
Investigation Technician II	6.91	7.00	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	204.34	210.00	211.00	211.00
Police Commander	8.83	9.00	10.00	10.00
Police Communications Manager	1.00	1.00	1.00	1.00
Police Communications Supervisor	2.88	3.00	3.00	3.00
Police Community Service Officer	3.00	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	30.46	30.00	30.00	30.00
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	17.95	20.00	20.00	20.00
Police Info Validations Technician	1.00	1.00	1.00	1.00
Police Lead Dispatcher	2.74	3.00	3.00	3.00
Police Lead Property Serv Tech	-	1.00	-	-
Police Property Evidence Technician	6.10	7.00	7.00	7.00
Police Property Service Liaison	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.*

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
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 Sergeant	34.46	35.00	34.00	34.00
Police Training Unit Technician	1.00	1.00	1.00	1.00
Police Volunteer Prgm Coordinator	0.92	1.00	1.00	1.00
Probation /Diversion Officer	0.03	-	-	-
Public Information Officer II	1.00	1.00	1.00	1.00
Senior Crime Scene Analyst	1.65	3.00	3.25	4.00
Victim Advocate	4.80	5.00	5.00	5.00
Victim Witness Assist Supervisor	1.00	1.00	1.00	1.00
<b>Total Full-Time Positions (FTE):</b>	<b>390.93</b>	<b>402.00</b>	<b>402.00</b>	<b>402.00</b>
<b>Part-Time Hours</b>	<b>13,291</b>	<b>6,828</b>	<b>6,828</b>	<b>6,828</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>397.32</b>	<b>405.28</b>	<b>405.28</b>	<b>405.28</b>
<b>Police Recruits</b>	<b>18.00</b>	<b>12.00</b>	<b>18.00</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 2013 and 2014 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**

❖ **Capital Outlay**

- ◆ 2013 Budget vs. 2012 Actual is down \$757,110 due to reduction in grant funding.
- ◆ 2014 Budget vs. 2013 Revised is up \$135,969 due to projects supported by the E911 Authority Board.

**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**
- ❖ **COMMUNITY SUSTAINABILITY**
  - ◆ **GOAL: Position the Police Department to take advantage of environmental and economic sustainability projects or opportunities**

## General Comments

The Police Department will continue to provide responsive services in partnership with the community utilizing a problem-solving approach. Crime reduction and community security will be the highest priority. Policing strategies and technologies have been and will continue to be implemented with these goals in mind. Employee satisfaction and involvement in decision-making continues to be a guiding principle.

The Department continues to leverage partnerships and technologies to better serve its citizens while lowering crime and providing a sense of security within its neighborhoods. The Department will continue to explore opportunities to use social media for communicating information with citizens and as a crime fighting tool. The Department will continue to seek alternative funding sources for services and equipment to include the Jefferson County Emergency Communications Authority as well as local, state, and federal grants. In 2014, the Department will continue to maintain excellence in service by meeting the accreditation requirements set forth by the Commission on Accreditation for Law Enforcement Agencies. Participation in select regional task forces will augment public safety services.

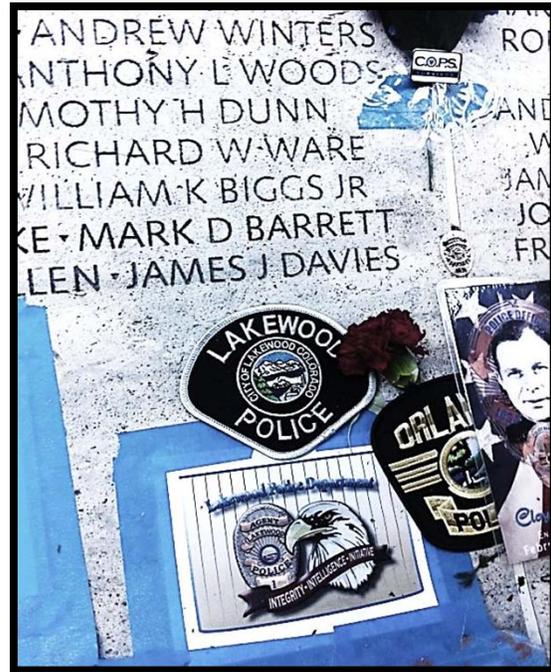
The Department will continue its commitment to exploring opportunities for regionalization and resource sharing to include the support of a regional training academy, a shared SWAT Team with Wheat Ridge, the creation of a county-wide regional crime lab, and developing an agreement for and implementation of a regional records management system. The Department will also pursue the recommendations of the consultant on consolidating regional communications centers to create a more effective and efficient emergency call handling process.



### General Comments

On November 9, 2012, the Lakewood Police Department lost its first agent in the line-of-duty. Agent James Davies was shot and killed when a fellow agent mistook him for an armed suspect. An independent Incident Review Board was commissioned to critically analyze the factors that contributed to Agent Davies' death. The Board's findings include 90 recommendations for improvements in training, equipment, staffing, scheduling, communications, policy, and procedures. The Department will be committed to involving employees in responding to each recommendation with a specific action plan.

The initiatives for 2013/2014 and beyond will include a focus in four areas: community safety through crime prevention and reduction, follow-up on recommendations from the Incident Review Board, continued pursuit of regionalization opportunities, and maintaining relationships with professional and community partners. Focusing internal resources on crime hot spots and community issues will continue to be a top priority to include attention to graffiti, gangs, interdiction, and analysis of and response to crime patterns and trends.



National Law Enforcement Officers Memorial



**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.

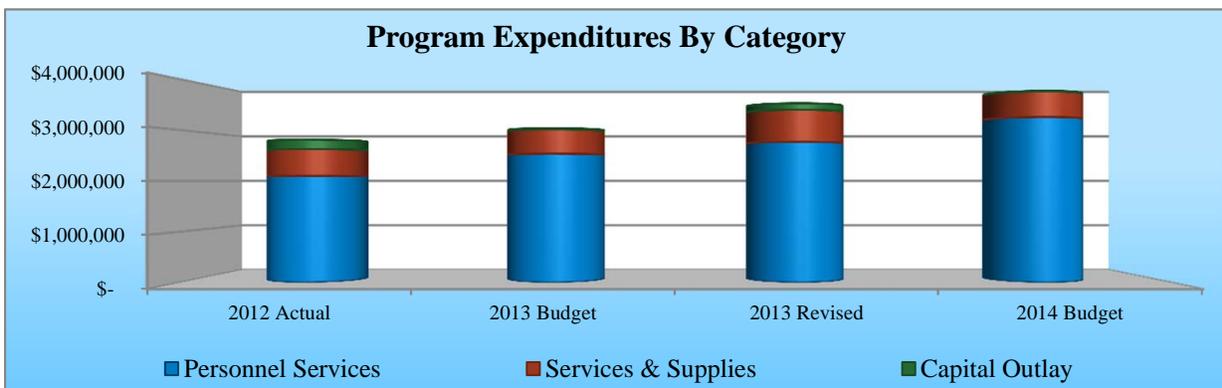
The Professional Standards Section oversees the Police Recruitment Team and works closely with the Department of Employee Relations (ER) in recruiting and selecting qualified police personnel who reflect our community's diversity and values. In addition, it administers the promotional processes in cooperation 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.



Police Recruit Graduation--Combined Regional Academy

### Program Expenditures By Category

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Personnel Services	\$ 2,098,333	\$ 2,534,062	\$ 2,767,869	\$ 3,256,432
Services & Supplies	\$ 528,474	\$ 482,334	\$ 631,308	\$ 503,919
Capital Outlay	\$ 183,661	\$ 20,000	\$ 127,438	\$ 10,000
<b>TOTAL:</b>	\$ 2,810,468	\$ 3,036,396	\$ 3,526,615	\$ 3,770,351



**Program Expenditures By Fund**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
General Fund	\$ 2,576,132	\$ 2,999,058	\$ 3,217,424	\$ 3,738,351
Grants Fund	\$ 234,336	\$ 37,338	\$ 309,191	\$ 32,000
<b>TOTAL:</b>	\$ 2,810,468	\$ 3,036,396	\$ 3,526,615	\$ 3,770,351

**Full-Time Positions**

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

	2012 Actual	2013 Budget	2013 Revised	2014 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	0.93	1.00	1.00	1.00
Police Agent	2.00	2.00	8.00	8.00
Police Commander	1.00	1.00	1.00	1.00
Police Court Liaison	1.00	1.00	1.00	1.00
Police Sergeant	2.39	2.00	2.00	2.00
Police Training Unit Technician	1.00	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>	12.32	12.00	18.00	18.00
<b>Part-Time Hours</b>	1,353	-	-	-
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	12.97	12.00	18.00	18.00
<b>Anticipated Police Recruits</b>	18.00	12.00	18.00	12.00

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

- ◆ 2013 Budget vs. 2012 Actual is up \$435,729 due to an increase in extra-duty for the Regional Transportation District (RTD) light rail and the hiring of recruits.
- ◆ 2013 Revised vs. 2013 Budget is up \$233,807 due to an increase in extra-duty for the RTD light rail.
- ◆ 2014 Budget vs. 2013 Revised is up \$488,563 due to an increase in extra-duty for the RTD light rail and the hiring of recruits.

❖ **Services & Supplies**

- ◆ 2013 Revised vs. 2013 Budget is up \$148,974 due to grants.
- ◆ 2014 Budget vs. 2013 Revised is down \$127,389 due to grants.



## Budget Variances (continued)

### ❖ Capital Outlay

- ♦ 2013 Budget vs. 2012 Actual is down \$163,661 due to completion of grants in 2012.
- ♦ 2013 Revised vs. 2013 Budget is up \$107,438 due to carry over of unspent grants.
- ♦ 2014 Budget vs. 2013 Revised is down \$117,438 due to anticipating completion of grants in 2013.

## 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 2013, 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 2014.

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.



Recruit Training

### ◆ 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 received an award for "Law Enforcement Accreditation with Excellence." In 2014, the Department will seek its 9th accreditation.

### ◆ 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 2014. 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.



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

◆ **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.

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**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 one training sessions to address management issues such as ethics and leadership. Incident Command training will be presented to all Supervisors and Managers in 2013.

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**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.

**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: Position the Police Department to take advantage of environmental or economic sustainability projects or opportunities**

**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.



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

**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 2013 and 2014 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.



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**Program:** Investigations

**Department:** Police

**Division:** Investigations

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**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.

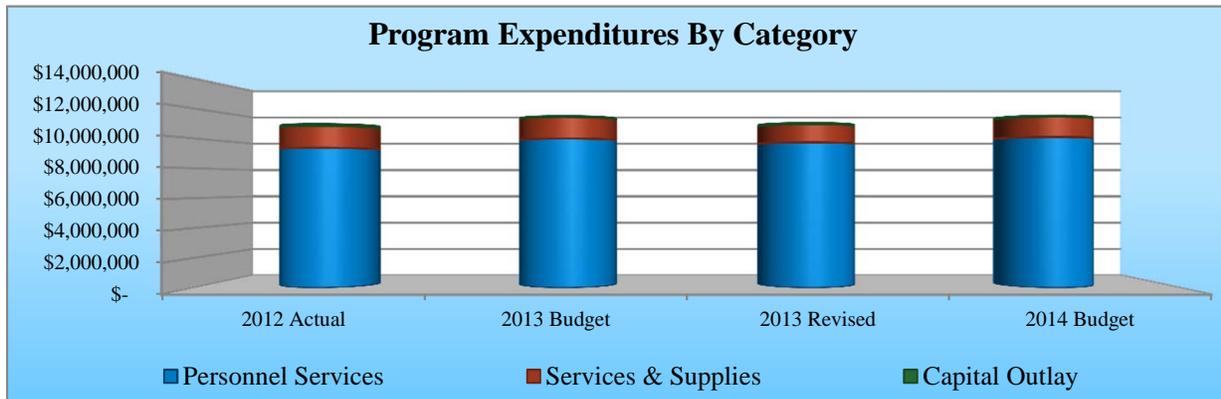
The Lakewood Police Department continues to co-host the multi-agency Metropolitan Auto Theft Task Force. MATT's mission is to investigate continuing problems caused by auto theft crimes in the Denver metro area. MATT is funded by the Colorado Auto Theft Prevention Authority and supported by the partnering 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

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Personnel Services	\$ 9,365,322	\$ 9,987,402	\$ 9,724,145	\$ 10,088,655
Services & Supplies	\$ 1,469,852	\$ 1,440,577	\$ 1,224,809	\$ 1,352,013
Capital Outlay	\$ 114,823	\$ 50,200	\$ 72,129	\$ 71,000
<b>TOTAL:</b>	<b>\$ 10,949,997</b>	<b>\$ 11,478,179</b>	<b>\$ 11,021,083</b>	<b>\$ 11,511,668</b>



### Program Expenditures By Fund

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
General Fund	\$ 9,447,098	\$ 9,971,113	\$ 9,591,677	\$ 9,902,568
Grants Fund	\$ 1,502,899	\$ 1,507,066	\$ 1,429,406	\$ 1,609,100
<b>TOTAL:</b>	<b>\$ 10,949,997</b>	<b>\$ 11,478,179</b>	<b>\$ 11,021,083</b>	<b>\$ 11,511,668</b>

### Full-Time Positions

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

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Police Division Chief	1.12	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	0.82	-
Crime Analyst Supervisor	-	-	0.18	1.00
Crime Scene Analyst	2.35	1.00	0.75	-
Criminalistics Supervisor	2.00	2.00	2.00	2.00
Database Administrator	0.13	-	-	-
Fingerprint Technician	1.00	1.00	1.00	1.00
Forensic Computer Analyst	0.36	1.00	-	-
Forensic Services Manager	0.95	1.00	1.00	1.00
Investigation Technician I	4.00	4.00	4.00	4.00



**Full-Time Positions (continued)**

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

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Investigation Technician II	5.91	6.00	6.00	6.00
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 Administrative Coordinator	0.07	-	-	-
Police Agent	49.76	50.00	49.00	49.00
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	9.87	10.00	10.00	10.00
Probation /Diversion Officer	0.03	-	-	-
Senior Crime Scene Analyst	1.65	3.00	3.25	4.00
Victim Advocate	4.80	5.00	5.00	5.00
Victim Witness Assist Supervisor	1.00	1.00	1.00	1.00
<b>Total Full-Time Positions (FTE):</b>	99.46	101.00	99.00	99.00
<b>Part-Time Hours</b>	3,270	1,721	1,721	1,721
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	101.03	101.83	99.83	99.83

**Budget Variances**

❖ **Services & Supplies**

- ♦ 2013 Revised vs. 2013 Budget is down \$215,768 due to variances to the Metropolitan Auto Theft Task Force grant.
- ♦ 2014 Budget vs. 2013 Revised is up \$127,204 due variances in the Metropolitan Auto Theft Task Force grant.

**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:** In 2012, auto theft was up 2% within the partnering agencies, but the unrecovered vehicle rate was reduced from 29% to 25%. Arrests and prosecutions increased significantly as did major investigations. Value of recovered vehicles remained static at \$1.4 million.

◆ **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 2013 and 2014.

**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 3,985 victims in 2012 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. What use to be minutes for an examination is now hours.



**Expectation:** The Criminal Identification Unit will maintain excellent customer service to victims and witnesses.

**Result-Benefit:** Examination of cellular telephones will be completed within one week.

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Revised</u>	<u>2014 Budget</u>
Cell Phone Examination	148	153	180	200

NOTE: Actual time spent examining a cellular telephone has increased exponentially due to advances in technology.

◆ **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 1,800 sex offenders in 2014.

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Revised</u>	<u>2014 Budget</u>
Sex Offender Registrations	1,401	1,408	1,706	1,800



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

**Activity:** The Investigations Division will make use of social networking as a tool to receive investigative leads, solve crimes, and communicate with the public.

**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.

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**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 2013 and 2014, 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

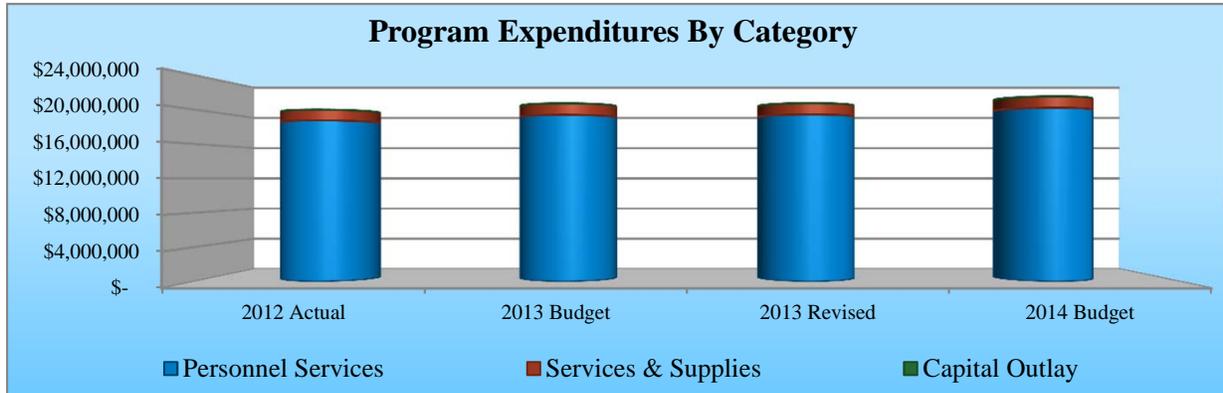
**Purpose:** Patrol Services encompasses the types of police activities that are most visible to citizens. These include responding to citizen's requests for emergency and non-emergency assistance as well as proactive, agent-initiated activity. The investigation of criminal offenses, the initial documentation, 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. The Sector Liaison Unit is responsible for administering a variety of crime prevention programs. Education, directed intervention, mediation, and enforcement are areas of particular focus. This unit plays a critical role in our community policing efforts. 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. The Patrol Division sector-based approach divides the City into three distinct areas. This allows deployment of personnel geographically so that they better learn about the community they serve. This encourages effective community partnerships and promotes a problem solving approach to crime and quality of life issues.

**Program Expenditures By Category**

	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
Personnel Services	\$ 18,736,342	\$ 19,378,042	\$ 19,417,728	\$ 20,198,702
Services & Supplies	\$ 1,240,750	\$ 1,333,289	\$ 1,317,437	\$ 1,325,407
Capital Outlay	\$ 39	\$ -	\$ -	\$ -
<b>TOTAL:</b>	\$ 19,977,131	\$ 20,711,331	\$ 20,735,165	\$ 21,524,109



### Program Expenditures By Fund

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
General Fund	\$ 19,882,318	\$ 20,655,831	\$ 20,684,457	\$ 21,478,109
Grants Fund	\$ 94,813	\$ 55,500	\$ 50,708	\$ 46,000
<b>TOTAL:</b>	<b>\$ 19,977,131</b>	<b>\$ 20,711,331</b>	<b>\$ 20,735,165</b>	<b>\$ 21,524,109</b>

### Full-Time Positions

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

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Police Division Chief	0.85	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	1.00	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	152.54	158.00	154.00	154.00
Police Commander	3.83	4.00	5.00	5.00
Police Community Service Officer	3.00	3.00	3.00	3.00
Police Sergeant	22.20	23.00	22.00	22.00
<b>Total Full-Time Positions (FTE):</b>	<b>189.42</b>	<b>196.00</b>	<b>192.00</b>	<b>192.00</b>
<b>Part-Time Hours</b>	<b>147</b>	<b>1,145</b>	<b>1,145</b>	<b>1,145</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>189.49</b>	<b>196.55</b>	<b>192.55</b>	<b>192.55</b>



### Budget Variances

❖ **Services & Supplies**

- ♦ 2013 Budget vs. 2012 Actual is up \$92,539 due to an increase in vehicle maintenance.

### 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.

	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
Citizen Generated Calls	66,834	70,946	68,000	68,000
Officer Generated Calls	92,384	66,636	68,000	68,000
Emergency Response Time	4:27	4:35	4:30	4:30

In 2012, the SET engaged in many patrol activities resulting in 277 arrests, 18 identified gang contacts, and 7 gang arrests. Further, SET conducted gang training classes and 11 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.



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

Result-Benefit:

Twenty percent (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.

	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Telephone Reports	6,790	4,508	4,800	4,800
Internet Reporting	861	983	1,000	1,000
% of Total Reports	19%	17%	18%	18%
Alarms Received	5,063	4,918	4,900	4,900
Alarms Responded	2,398	1,707	1,700	1,700



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.

	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Accidents @ 5 Worst Intersections	301	304	300	300
Accidents	5,039	4,976	5,000	5,000
Citations	18,232	15,011	16,000	16,000
DUI Arrests	757	613	650	650

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.



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

**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.

**Result-Benefit:** Training will be conducted in the following areas: in-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 2012, the Patrol Division received and conducted follow-up on 78 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.



Crime Free Multi-Housing

**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.



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

**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.

**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 was a 37% reduction of graffiti reports in 2012.

	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
	<b>Actual</b>	<b>Actual</b>	<b>Revised</b>	<b>Budget</b>
Graffiti Reports	882	806	800	800
Graffiti Arrests	14	11	10	10

**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 2014 and beyond include the implementation of a collaborative, comprehensive program that will address crime and quality of life issues. The initiative relies heavily on establishing strong community partnerships. Targeted locations will be identified through on-going crime analysis and may incorporate any or all of the following strategies: Data-Driven Approach to Crime and Safety (DDACTS), directed crime and traffic enforcement, foot and bicycle patrols, proactive crime measures, flexible scheduling, and the use of a surveillance camera system.

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.



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**Program:** Support Services

**Department:** Police

**Division:** Support Services

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**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. Efficient entry of information into the computer system streamlines the process of collecting, providing, and storing critical information to enhance the decision-making process. 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. The Records Section monitors the e-citation project and ensures the quality and successful transmission of data to the Municipal Court and the Records Management System (RMS). 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.

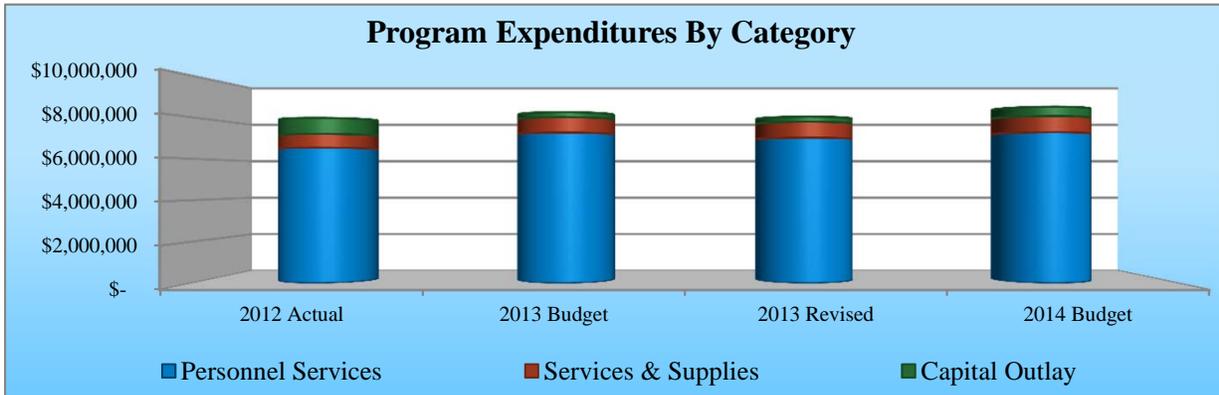
The Community Code Enforcement Unit provides enforcement of the Municipal Code as it relates to nuisance violations, which include overgrown vegetation both on private property and adjacent rights-of-way, inoperable motor vehicles, the accumulation of junk and rubbish, parking of commercial vehicles 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

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Personnel Services	\$ 6,533,572	\$ 7,260,301	\$ 7,013,685	\$ 7,275,610
Services & Supplies	\$ 662,340	\$ 739,641	\$ 765,066	\$ 776,988
Capital Outlay	\$ 768,787	\$ 240,000	\$ 246,602	\$ 450,000
<b>TOTAL:</b>	<b>\$ 7,964,699</b>	<b>\$ 8,239,942</b>	<b>\$ 8,025,353</b>	<b>\$ 8,502,598</b>



### Program Expenditures By Fund

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
General Fund	\$ 6,862,983	\$ 7,688,884	\$ 7,474,125	\$ 7,704,370
Capital Improvement Fund	\$ 1,298	\$ -	\$ -	\$ -
Grants Fund	\$ 1,100,418	\$ 551,058	\$ 551,228	\$ 798,228
<b>TOTAL:</b>	<b>\$ 7,964,699</b>	<b>\$ 8,239,942</b>	<b>\$ 8,025,353</b>	<b>\$ 8,502,598</b>

### Full-Time Positions

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

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Police Division Chief	1.00	1.00	1.00	1.00
Animal Control Officer I	2.62	1.00	1.00	0.32
Animal Control Officer II	3.36	5.00	5.00	5.68
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	2.66	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 Agent	0.04	-	-	-

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

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Police Commander	1.00	1.00	1.00	1.00
Police Communications Manager	1.00	1.00	1.00	1.00
Police Communications Supervisor	2.88	3.00	3.00	3.00
Police Dispatcher	30.46	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	17.95	20.00	20.00	20.00
Police Info Validations Technician	1.00	1.00	1.00	1.00
Police Lead Dispatcher	2.74	3.00	3.00	3.00
Police Lead Property Serv Tech	-	1.00	-	-
Police Property Evidence Technician	6.10	7.00	7.00	7.00
Police Property Service Liaison	1.00	-	1.00	1.00
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	0.92	1.00	1.00	1.00
<b>Total Full-Time Positions (FTE):</b>	<b>89.73</b>	<b>93.00</b>	<b>93.00</b>	<b>93.00</b>
<b>Part-Time Hours</b>	<b>8,521</b>	<b>3,962</b>	<b>3,962</b>	<b>3,962</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>93.83</b>	<b>94.90</b>	<b>94.90</b>	<b>94.90</b>

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

- ♦ 2013 Budget vs. 2012 Actual is up \$726,729 due to the Records Section, Communications Section and Property Services not being fully staffed in 2012.

❖ **Services & Supplies**

- ♦ 2013 Budget vs. 2012 Actual is up \$77,301 due to E911 Authority reimbursements.

❖ **Capital Outlay**

- ♦ 2013 Budget vs. 2012 Actual is down \$528,787 due to completion of the Computer Aided Dispatch (CAD) upgrade in 2012.
- ♦ 2014 Budget vs. 2013 Revised is up \$203,398 due to radio upgrades funded by E911 Authority and software maintenance for e-citations.



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.

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 2014 with the addition of a new firearms storage bin and warehouse racks to accommodate larger evidentiary items.

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.

	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Property Received	38,778	26,293	29,580	31,550
Property Released	23,202	25,096	26,000	26,000
Fingerprinting	1,037	729	846	870
Intoxilyzer Tests	62	25	25	35
Vehicle Impounds	2,002	1,496	1,578	1,692
Vehicle Releases	1,965	1,452	1,410	1,609

◆ 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 2013 and 2014. 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 customers through ongoing training. Training will focus on customer service and the fundamentals of 911 related issues and new technology. Emphasis will be placed on spending quality time with customers in an effort to provide them with the valuable information needed to resolve the problem.



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

**Result-Benefit:** Continual changes, new technologies and upgrades in software applications will be the focus of monthly training through the Continuing Education Group (CEG). Tools and resources will be provided to ensure that employees are proficient at utilizing all applications and equipment in the Communications Center. Communications Supervisors will on a monthly basis, randomly audit the work product of employees. The results of these audits will be utilized in evaluating proficiency with equipment and customer service.

	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
Total Calls	330,324	311,995	325,000	325,000
Incoming	248,066	246,968	250,000	250,000
Outgoing	82,258	65,027	75,000	75,000
911 Calls Received	104,534	73,599	75,000	75,000
Wireless Calls to 911	62%	65%	65%	65%

**Activity:** Management staff will assess the feasibility of regionalization of Records Management within Jefferson County.

**Expectation:** Regionalization of a RMS 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.

**Activity:** Provide outreach to citizens through clinics, events and City sponsored meetings to promote responsible pet ownership.

**Expectation:** Animal Control will hold periodic license and vaccination clinics within neighborhoods and provide educational information through various venues to address neighborhood specific concerns.

**Result-Benefit:** License and vaccination clinics provide increased compliance with licensing and vaccination requirements reducing the impact of potential zoonotic outbreaks. Educational events provide information to our citizens on the impact of indigenous wildlife.



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

◆ **GOAL: Improve organizational effectiveness and efficiency**

**Activity:** The Police Communication Section will evaluate personnel deployment 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 began exploring regionalization efforts and conducting an in-depth look at personnel scheduling. The regionalization and deployment study will determine if our current and future deployment schedule is effective and efficient based on calls for service.

**Result-Benefit:** In 2013, the Communications Center will conduct the Association of Public Communication Officials (APCO) Project Retains to estimate appropriate staffing levels, calculate retention rate, and conduct an employee satisfaction survey. The Communications Center will participate in a regionalization study with other Public Safety Answering Points (PSAP) in Jefferson County in 2014. The study will be funded by the E911 Jefferson County Emergency Communications Authority.

**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>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
<b>Investigations:</b>				
Bites	215	247	225	225
<b>Service:</b>				
Calls for Service	9,050	9,531	9,500	9,500
Follow-up	7,600	6,730	7,200	7,200
Impoundments	810	759	800	800
Field Returns	490	511	525	525
Summons	390	391	380	380
Vicious, aggressive	36	23	25	25

**Activity:** The final step in the electronic ticketing project continues to be a goal as the Jefferson County Courts have not put into place the procedures necessary to be able to accept and assign e-summons written by Lakewood Agents. Efforts will continue to find an acceptable way to complete this final step.

**Expectation:** The Police Records Section will continue to work with the Jefferson County Court in an on-going effort to utilize the e-citations technology into the courts' paper flow process. Work on this expectation will continue in 2013 and 2014.



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

Results-Benefit: Agents will be allowed to serve e-citations for charges to be summoned into the Jefferson County Courts. Currently approximately 2,300 traffic citations are written into Jefferson County Courts for prosecution. When this expectation is completed, approximately 50% of those summons will be produced utilizing e-citation software.

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Revised</u>	<u>2014 Budget</u>
Case Reports Processed	120,944	114,552	108,336	113,753
Requests for Reports/Services	29,816	27,414	26,532	27,859
Arrest Warrants Processed	18,562	20,637	19,647	20,629
Vehicle Impounds Processed	4,293	3,195	3,436	3,608
CCIC Entries*	8,809	9,906	9,736	10,222
NIBRS Reports**	30,054	27,121	25,266	26,629
Report Beam***	0	8,989	9,390	10,329
Internet Reports Processed	861	983	1,212	1,333
Transports Processed	250	344	236	259
Crime Free Housing Reports	392	217	107	124
Notice of Hearing Processed	143	136	144	288
Orders to Seal/Expunge****	142	118	156	312

\*CCIC - Colorado Crime Information Center

\*\*NIBRS - National Incident Based Reporting System

\*\*\*Manual citations entered into the new Report Beam interface to the Municipal Court

\*\*\*\*Anticipated growth in Notices of Hearings and Sealing/Expunge due to new legislation

Activity: In 2013, a senate bill was signed into law involving the sealing of criminal conviction records for petty and municipal offenses. Prior to this legislation, sealing were limited to non-conviction offenses.

Expectation: This is a dramatic change in the law and will significantly increase the petitions to seal records that are processed by Records Section. The impact of this legislation will be closely monitored for compliance with mandates of the new legislation. It is incumbent on the Records Section to review all pertinent information on the petitioner to ascertain if the criteria is met for sealing the record and if not, file an objection with the court.

Results-Benefits: The Records Section will document the growth and impact of activity from this new legislation. Changes in priorities and the reorganization of personnel to meet this mandate will be addressed in 2014.

Activity: A study will continue into 2014 to procure a RMS that will provide the functional requirements and an upgrade to our current system. A major part of this new upgrade is to focus on the probability of a system that will allow regionalization of a RMS with other agencies within Jefferson County. Implementation is projected to be 2015.

Expectation: In an effort to be accountable in providing the best system to match the needs of Lakewood Police Department, within the constraints of economic concerns, it is incumbent on the Records Section to assist in the review of the various systems available. A key component of this study will be the regionalization of an enterprise system to be shared by other law enforcement agencies.



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

**Result-Benefit:** The Records Section will provide input and share in the decision-making of the regionalization consortium by providing knowledgeable information to the executives of the various agencies for their review and evaluation.

◆ **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.



Code Enforcement Alley Clean-up 2013

**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. Through education and enforcement, 97% of citizens complied to remove noted violations in 2012. These responses have a positive impact on neighborhoods by helping to provide an improved quality of life.

	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
<b>Nature of Complaint:</b>				
Fence Complaints	373	582	500	500
Graffiti	1,070	507	550	550
Junk/Rubbish	812	1,049	1,000	1,000
Sales Tax Licenses	566	567	550	550
Weeds	699	713	700	700
Zoning/Land Use	1,458	203	200	200
<b>Activity Status:</b>				
Calls for Service	4,421	3,372	4,000	4,000
Cases Open for Violations	2,233	1,947	2,500	2,500
Administrative Actions	1,250	1,328	1,200	1,200
Total Abatement Warrants	90	63	80	80
Total Summons Issued	12	25	15	15

**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.

Advancements in technology have taken place in the Communications Center in recent years. The migration to an IP Radio System, an upgraded Emergency Notification System software, the CAD upgrade and implementation of Smart 911 are the most noticeable advancements. As a result, the Communications Center focus in 2013 and 2014 will be on training and education. The Communication Center staff will work towards obtaining a National Certification through APCO for its training program. The Communications Center staff will continue to work with the community to educate them on the capabilities and limitations of the 911 system.

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.

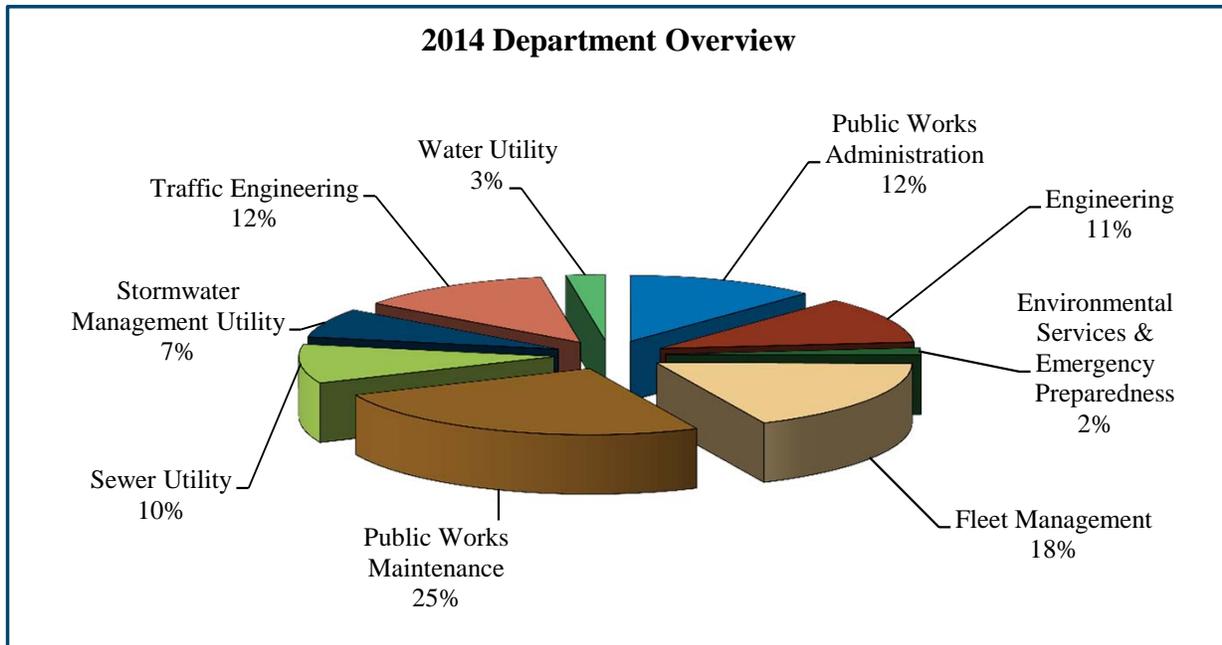
Technology continues to offer opportunities to enhance efficiency of a dynamic and advancing Records Section. The Records Section will continue to investigate and find software that allows them to excel in their efforts to research, implement, and improve the maintenance, dissemination, and security of the Department's law enforcement records.



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# PUBLIC WORKS



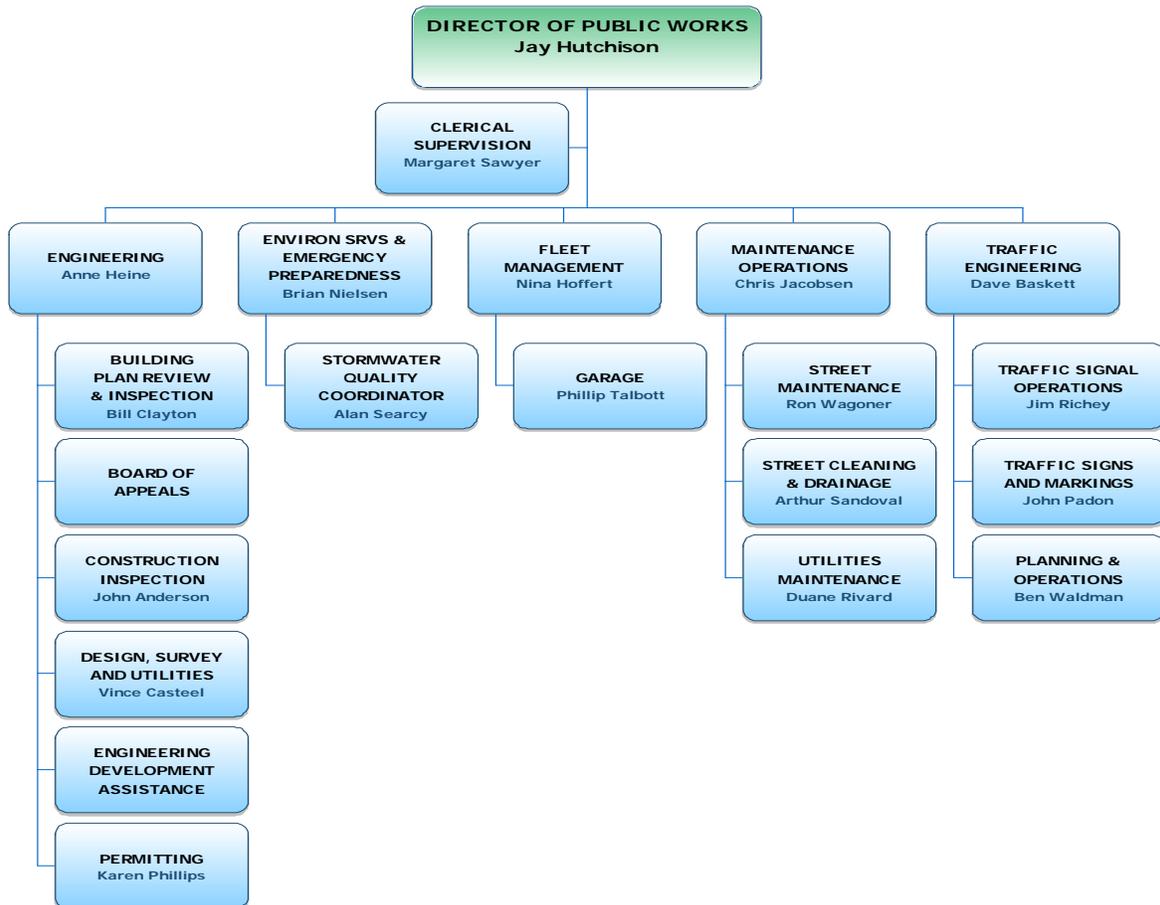
	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Public Works Administration	\$ 558,765	\$ 573,162	\$ 549,168	\$ 5,361,163
Engineering	\$ 5,101,603	\$ 6,533,320	\$ 16,053,610	\$ 5,085,809
Environmental Services & Emergency Preparedness	\$ 525,418	\$ 771,924	\$ 781,022	\$ 782,420
Fleet Management	\$ 6,648,333	\$ 7,381,160	\$ 7,398,673	\$ 7,992,501
Public Works Maintenance	\$ 8,869,243	\$ 10,898,723	\$ 10,828,926	\$ 11,287,230
Sewer Utility	\$ 3,534,954	\$ 4,246,631	\$ 4,266,394	\$ 4,251,367
Stormwater Management Utility	\$ 2,445,596	\$ 3,430,531	\$ 4,330,762	\$ 3,192,329
Traffic Engineering	\$ 5,199,499	\$ 5,471,116	\$ 6,385,447	\$ 5,523,345
Water Utility	\$ 959,538	\$ 1,311,759	\$ 1,359,417	\$ 1,103,189
<b>TOTAL:</b>	<b>\$ 33,842,949</b>	<b>\$ 40,618,326</b>	<b>\$ 51,953,419</b>	<b>\$ 44,579,353</b>
<b>Percent to All Funds</b>	<b>24.72%</b>	<b>26.28%</b>	<b>31.07%</b>	<b>27.45%</b>



# PUBLIC WORKS

(303) 987-7500

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



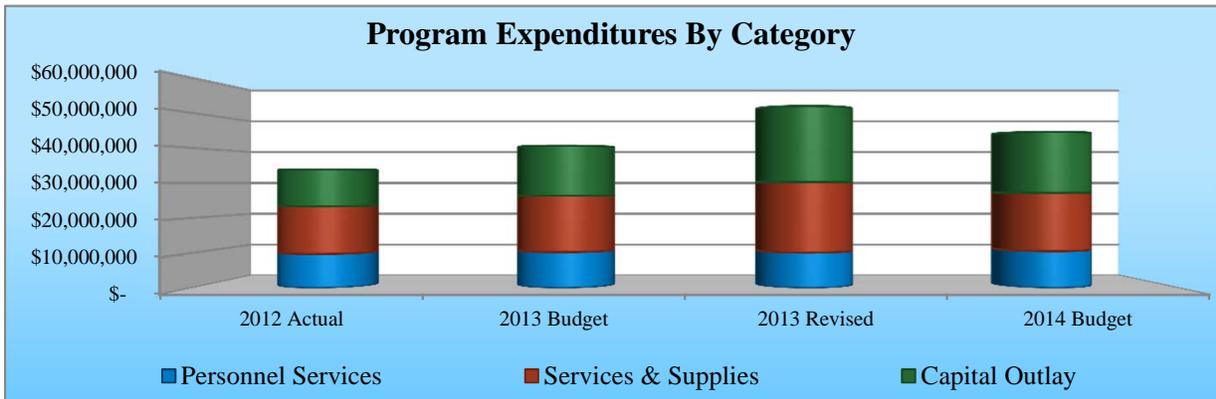


**Department: Public Works**

**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**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Personnel Services	\$ 9,718,135	\$ 10,257,810	\$ 10,113,349	\$ 10,531,097
Services & Supplies	\$ 13,602,284	\$ 16,092,995	\$ 20,142,331	\$ 16,646,308
Capital Outlay	\$ 10,522,530	\$ 14,267,521	\$ 21,697,739	\$ 17,401,948
<b>TOTAL:</b>	<b>\$ 33,842,949</b>	<b>\$ 40,618,326</b>	<b>\$ 51,953,419</b>	<b>\$ 44,579,353</b>



**Department Expenditures By Fund**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
General Fund	\$ 14,236,889	\$ 15,789,192	\$ 16,213,124	\$ 16,277,381
Capital Improvement Fund	\$ 9,637,216	\$ 12,975,213	\$ 17,960,654	\$ 11,717,087
Equipment Replacement Fund	\$ 1,552,243	\$ 1,800,000	\$ 1,840,000	\$ 2,253,000
Grants Fund	\$ 1,476,513	\$ 1,065,000	\$ 5,983,068	\$ 5,785,000
Sewer Enterprise Fund	\$ 3,534,954	\$ 4,246,631	\$ 4,266,394	\$ 4,251,367
Stormwater Enterprise Fund	\$ 2,445,596	\$ 3,430,531	\$ 4,330,762	\$ 3,192,329
Water Enterprise Fund	\$ 959,538	\$ 1,311,759	\$ 1,359,417	\$ 1,103,189
<b>TOTAL:</b>	<b>\$ 33,842,949</b>	<b>\$ 40,618,326</b>	<b>\$ 51,953,419</b>	<b>\$ 44,579,353</b>

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

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
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	5.87	6.00	6.00	6.00
Business Specialist	2.00	2.00	2.00	2.00
Business Support Specialist	2.00	3.00	2.00	2.00
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	1.65	-	-	-
Construction Inspector I	2.35	1.93	2.38	1.00
Construction Inspector II	4.29	4.07	5.62	7.00
Construction Inspector III	-	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
Environmental Services Technician	0.24	-	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	0.96	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	23.40	25.64	23.57	24.00
Maintenance Specialist	0.46	0.36	0.43	-
Maintenance Supervisor	2.00	2.00	2.00	2.00
Maintenance Worker	1.42	-	2.00	2.00
Office Support Specialist	1.76	1.00	1.00	1.00
Office Support Supervisor	1.00	1.00	1.00	1.00
Park Maintenance Lead Person	0.01	-	-	-
Parks Maintenance Specialist II	0.01	-	-	-
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	1.00
Principal Civil Engineer II	1.00	1.00	1.00	1.00
Principal Traffic Engineer	1.00	1.00	1.00	1.00
Sr Plans Examiner	2.00	2.56	2.26	3.00
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	0.88	-	-	-
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

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

	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
Traffic Sign & Marking Spec I	1.87	2.00	2.00	2.00
Traffic Sign & Marking Spec II	1.00	1.00	1.00	1.00
Traffic Sign & Marking Spec III	1.00	1.00	1.00	1.00
Traffic Signal Specialist	3.73	4.00	4.00	4.00
Traffic Signal Supervisor	0.12	1.00	1.00	1.00
Traffic Signs & Marking Supervisor	1.00	1.00	1.00	1.00
Traffic Engineering Assistant	-	-	0.18	1.00
Utilities Maintenance Supervisor	1.00	1.00	1.00	1.00
Water & Sewer Technician	0.99	1.00	1.00	1.00
Water, Sewer, Stormwater Technician	2.00	2.00	2.00	2.00
West Corridor Proj Ombudsperson	0.55	-	-	-
<b>Total Full-Time Positions (FTE):</b>	<b>113.87</b>	<b>114.31</b>	<b>114.75</b>	<b>116.31</b>
<b>Part-Time Hours</b>	<b>24,209</b>	<b>22,525</b>	<b>22,203</b>	<b>20,705</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>125.51</b>	<b>125.14</b>	<b>125.42</b>	<b>126.26</b>

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

- ◆ 2013 Budget vs. 2012 Actual is up \$2,490,711 due to a carry forward on transfers to grant funds to match state and federal funds.
- ◆ 2013 Revised vs. 2013 Budget is up \$4,049,336 due to timing of capital projects.
- ◆ 2014 Budget vs. 2013 Revised is down \$3,496,023 due to timing of capital projects.

❖ **Capital Outlay**

- ◆ 2013 Budget vs. 2012 Actual is up \$3,744,991 due to timing of capital projects.
- ◆ 2013 Revised vs. 2013 Budget is up \$7,430,218 due to timing of capital projects.
- ◆ 2014 Budget vs. 2013 Revised is down \$4,295,791 due to completion 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 and street surfaces.

### ❖ 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

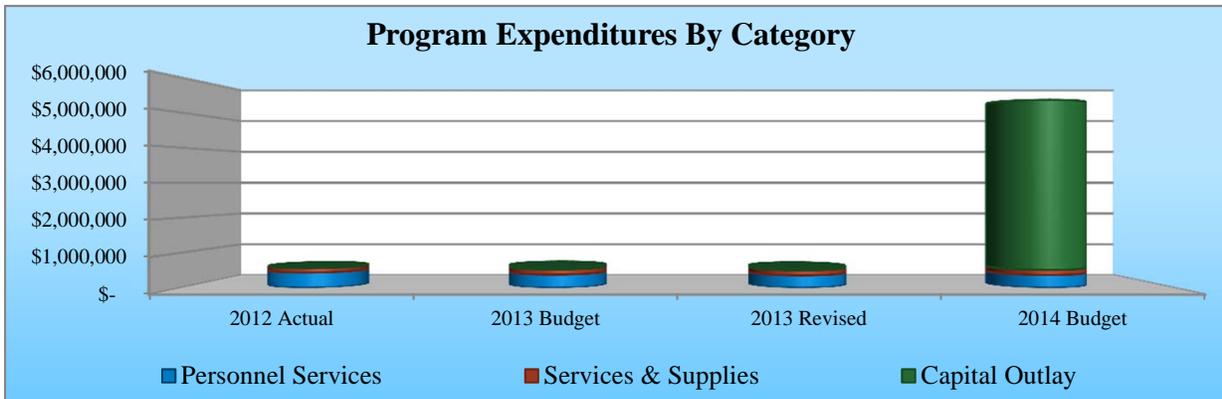
**Department:** Public Works

**Division:** Administration

**Purpose:** Public Works Administration plans, organizes, directs, and controls all projects, activities, and personnel in the Department.

**Program Expenditures By Category**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Personnel Services	\$ 435,345	\$ 378,185	\$ 355,685	\$ 367,676
Services & Supplies	\$ 123,420	\$ 144,977	\$ 143,483	\$ 143,487
Capital Outlay	\$ -	\$ 50,000	\$ 50,000	\$ 4,850,000
<b>TOTAL:</b>	<b>\$ 558,765</b>	<b>\$ 573,162</b>	<b>\$ 549,168</b>	<b>\$ 5,361,163</b>



**Program Expenditures By Fund**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
General Fund	\$ 388,526	\$ 354,974	\$ 331,990	\$ 341,839
Capital Improvement Fund	\$ 170,239	\$ 218,188	\$ 217,178	\$ 219,324
Grants Fund	\$ -	\$ -	\$ -	\$ 4,800,000
<b>TOTAL:</b>	<b>\$ 558,765</b>	<b>\$ 573,162</b>	<b>\$ 549,168</b>	<b>\$ 5,361,163</b>



**Full-Time Positions**

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

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Director of Public Works	0.90	0.90	0.90	0.90
Office Support Specialist	0.99	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 Proj Ombudsperson	0.55	-	-	-
<b>Total Full-Time Positions (FTE):</b>	<b>3.59</b>	<b>3.05</b>	<b>3.05</b>	<b>3.05</b>
<b>Part-Time Hours</b>	<b>1,520</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>4.32</b>	<b>3.92</b>	<b>3.92</b>	<b>3.92</b>

**Budget Variances**

❖ **Capital Outlay**

- ♦ 2014 Budget vs. 2013 Revised is up \$4,800,000 due to potential grant revenue for capital projects.

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

♦ **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.

**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.



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

◆ **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.

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**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.



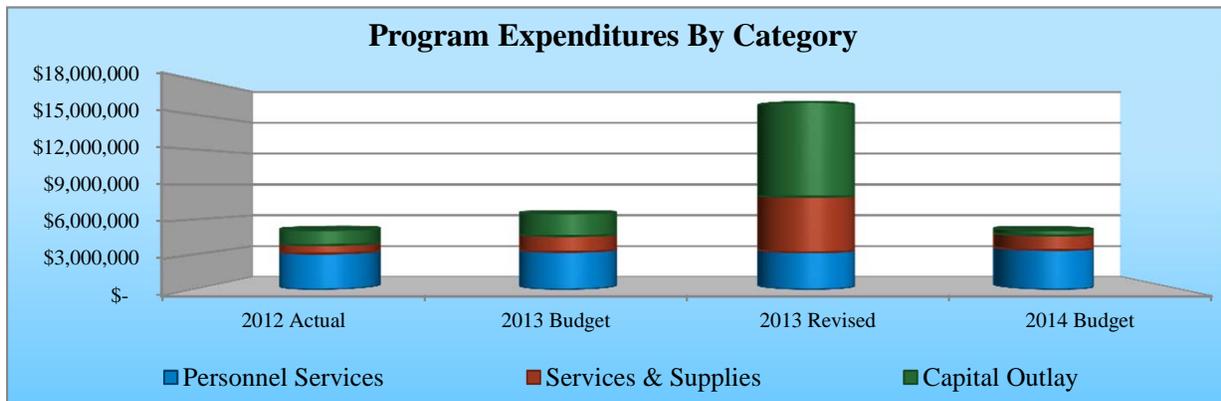
**Program:** Engineering  
**Department:** Public Works  
**Division:** Engineering

**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

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Personnel Services	\$ 3,080,178	\$ 3,230,930	\$ 3,196,786	\$ 3,389,972
Services & Supplies	\$ 730,748	\$ 1,352,821	\$ 4,757,255	\$ 1,244,337
Capital Outlay	\$ 1,290,677	\$ 1,949,569	\$ 8,099,569	\$ 451,500
<b>TOTAL:</b>	<b>\$ 5,101,603</b>	<b>\$ 6,533,320</b>	<b>\$ 16,053,610</b>	<b>\$ 5,085,809</b>



### Program Expenditures By Fund

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
General Fund	\$ 2,984,874	\$ 3,173,113	\$ 3,146,765	\$ 3,331,288
Capital Improvement Fund	\$ 1,586,595	\$ 3,350,207	\$ 8,471,845	\$ 1,754,521
Grants Fund	\$ 530,134	\$ 10,000	\$ 4,435,000	\$ -
<b>TOTAL:</b>	<b>\$ 5,101,603</b>	<b>\$ 6,533,320</b>	<b>\$ 16,053,610</b>	<b>\$ 5,085,809</b>

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

	2012 Actual	2013 Budget	2013 Revised	2014 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	5.87	6.00	6.00	6.00
Business Specialist	1.00	1.00	1.00	1.00
Business Support Specialist	2.00	2.00	2.00	2.00
CADD Technician	1.81	2.00	2.00	2.00
Civil Engineer III	4.96	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	1.65	-	-	-
Construction Inspector I	2.35	1.93	2.38	1.00
Construction Inspector II	2.16	2.07	3.62	5.00
Construction Inspector III	-	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	1.00
Principal Civil Engineer II	0.50	0.50	0.50	0.50
Sr Plans Examiner	2.00	2.56	2.26	3.00
<b>Total Full-Time Positions (FTE):</b>	<b>35.15</b>	<b>35.35</b>	<b>35.61</b>	<b>36.35</b>
<b>Part-Time Hours</b>	<b>3,899</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>37.02</b>	<b>36.49</b>	<b>36.75</b>	<b>37.49</b>

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

- ♦ 2013 Budget vs. 2012 Actual is up \$622,073 due to a carry forward in transfers to grant funds to match available state and federal funds for capital projects.
- ♦ 2013 Revised vs. 2013 Budget is up \$3,404,434 due to a carry forward in transfers to grant funds to match available state and federal funds for capital projects.
- ♦ 2014 Budget vs. 2013 Revised is down \$3,512,918 due to a reduction in transfers to grant funds to match available state and federal funds for capital projects.

❖ **Capital Outlay**

- ♦ 2013 Budget vs. 2012 Actual is up \$658,892 due to timing of capital improvement projects.
- ♦ 2013 Revised vs. 2013 Budget is up \$6,150,000 due to timing of capital improvement projects.



## Budget Variances (continued)

### ❖ Capital Outlay (continued)

- ♦ 2014 Budget vs. 2013 Revised is down \$7,648,069 due to timing of capital improvement 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.



*Before and After Garrison Street Sidewalk north of 13th Avenue*

**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.

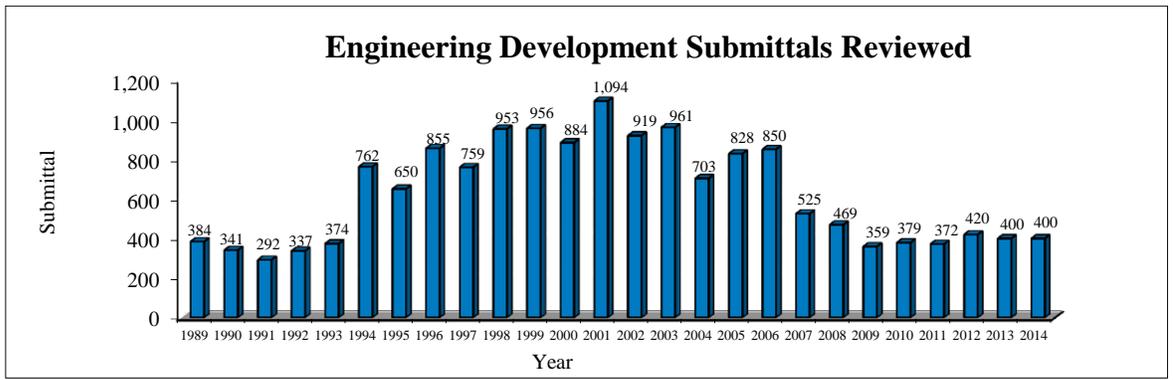
**Expectation:** Engineering reviews are completed and referrals to outside agencies Colorado Department of Transportation (CDOT), Urban Drainage and Flood Control District (UDFCD), Jefferson County, etc.) are sent. Public improvement agreements, cost estimates for public improvements, and cost estimates 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>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
Development Submittals Reviewed	372	420	400	400
Average Work Days Elapsed Per Review	14	16	16	16
Public Improvement Agreements Prepared	24	28	30	30
Flood Plain Information Requests Answered	123	114	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 1,100 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>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
<b><u>Building Plan Reviews</u></b>				
Projects reviewed with applicant (While-you-wait review for simpler projects)	1,059	1,172	1,200	1,200
Projects taken in for review (Applicant receives comments at later date)				
Residential	253	298	400	400
Commercial	166	135	150	150
Working days for initial review comments (initial submittal to response)				
Residential	22	17	23	23
Commercial	22	24	24	24

**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.



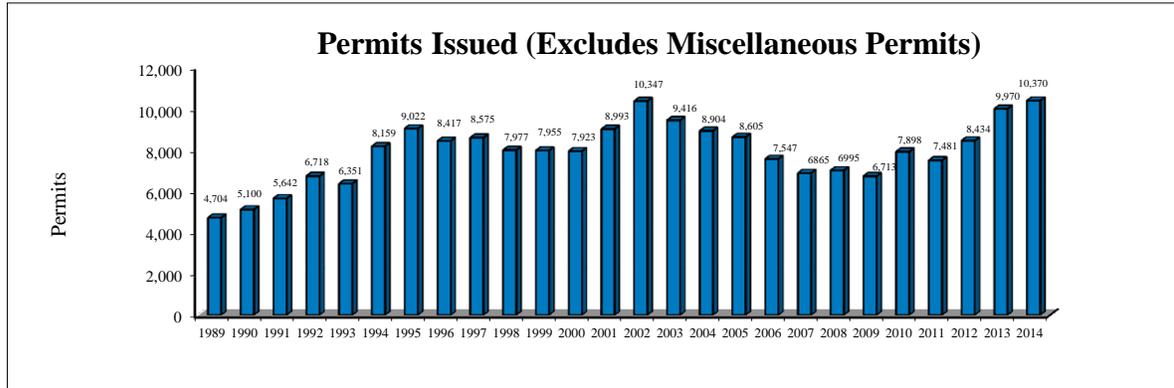
	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
<b><u>Permits Issued</u></b>				
Residential Building	904	1,064	1,400	1,450
Non-Residential Building	333	356	400	450
Electrical	2,071	2,206	2,400	2,500
Plumbing	1,053	1,171	1,300	1,400
Mechanical	1,495	1,804	2,000	2,000
Sign	230	183	200	200
Miscellaneous (1)	6,092	2,584	1,400	1,300
Public Way	1,311	1,522	2,100	2,200
Alternative Energy	84	128	170	170
<b>TOTAL</b>	<b>13,573</b>	<b>11,018</b>	<b>11,370</b>	<b>11,670</b>

(1) Large increases in 2011 and 2012 are attributable to re-roofing and siding permits issued as a result of the July 2011 hail storm.



**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 2012, 27,624 building inspections, excluding re-roofing inspections, were made with more than 99% completed within 24 hours of the request.

<u>Inspections Performed</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Revised</u>	<u>2014 Budget</u>
Structural	8,358	9,875	10,000	12,000
Electrical	6,117	6,576	6,830	7,300
Plumbing	2,860	3,339	3,350	3,800
Mechanical	2,915	3,372	3,400	3,800
Courtesy	182	183	200	200
Miscellaneous (1)	1,496	904	500	500
Re-roof (2)	6,670	3,375	1,000	1,000
<b>TOTAL</b>	<b>28,598</b>	<b>27,624</b>	<b>25,280</b>	<b>28,600</b>

(1) Large increases in 2011 and 2012 are siding and window inspections attributable to the July 2011 hail storm.

(2) Large increases in 2011 and 2012 are attributable to the July 2011 hail storm.



## 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 2013 and 2014 are intersection improvements at 14th/Lamar and cost sharing on CDOT's Wadsworth Boulevard widening project from 10th to 14th Avenues. These projects are funded by approximately \$1,600,000 of City money and matched by state and federal grants of approximately \$6,700,000. 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 2013 and 2014. In 2013, construction will begin on a sidewalk on the east side of Lamar between the station and 14th Avenue. Construction will also begin on a pedestrian connection from Union Boulevard to the Federal Center station, which will be installed between 2nd and 4th Avenues. During the remainder of 2013, additional sidewalk connections to West Rail Line stations will be identified for construction in 2014.

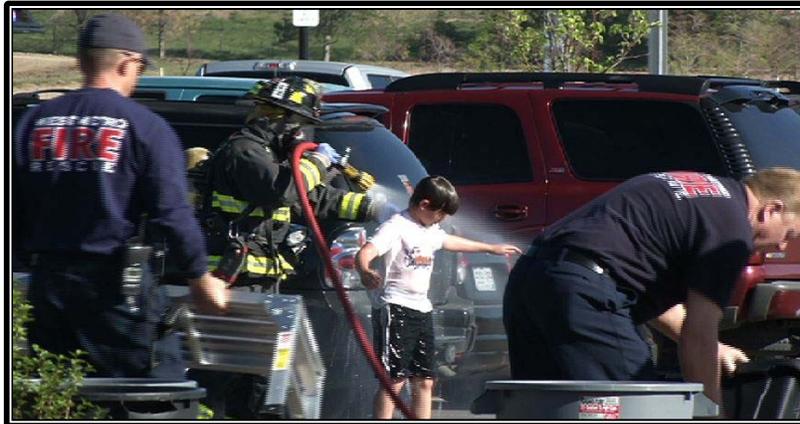


**Program:** Environmental Services and Emergency Preparedness

**Department:** Public Works

**Division:** Environmental Services and Emergency Preparedness

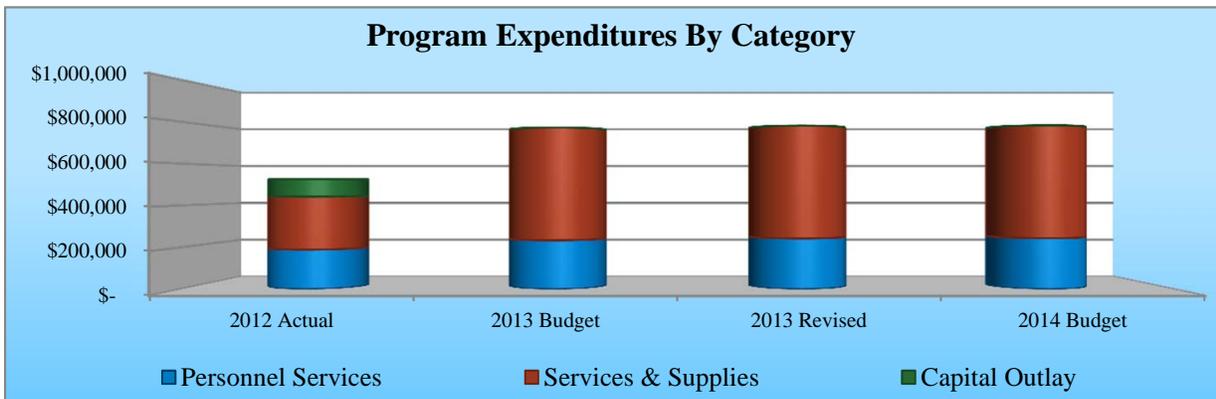
**Purpose:** This program manages the majority of the City's environmental programs including responding to hazardous material spills. In addition, the program is responsible for administering Lakewood's Homeland Defense and Emergency Preparedness Programs.



*Emergency Preparedness Mock Exercise at St. Anthony Hospital*

**Program Expenditures By Category**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Personnel Services	\$ 188,756	\$ 233,612	\$ 242,445	\$ 243,841
Services & Supplies	\$ 253,388	\$ 538,312	\$ 538,577	\$ 538,579
Capital Outlay	\$ 83,274	\$ -	\$ -	\$ -
<b>TOTAL:</b>	<b>\$ 525,418</b>	<b>\$ 771,924</b>	<b>\$ 781,022</b>	<b>\$ 782,420</b>



**Program Expenditures By Fund**

	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
General Fund	\$ 301,958	\$ 286,924	\$ 291,022	\$ 297,420
Capital Improvement Fund	\$ 34,249	\$ -	\$ -	\$ -
Grants Fund	\$ 189,211	\$ 485,000	\$ 490,000	\$ 485,000
<b>TOTAL:</b>	<b>\$ 525,418</b>	<b>\$ 771,924</b>	<b>\$ 781,022</b>	<b>\$ 782,420</b>

**Full-Time Positions**

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

	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
Environmental Manager	1.00	1.00	1.00	1.00
Business Support Specialist	-	0.50	-	-
Environmental Services Technician	0.18	-	0.50	0.50
Office Support Specialist	0.49	-	-	-
<b>Total Full-Time Positions (FTE):</b>	<b>1.67</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>
<b>Part-Time Hours</b>	<b>4,647</b>	<b>5,414</b>	<b>5,414</b>	<b>5,414</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>3.90</b>	<b>4.10</b>	<b>4.10</b>	<b>4.10</b>

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

- ◆ 2013 Budget vs. 2012 Actual is up \$284,924 due to an anticipated increase in Brownfields grant funds.



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>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Revised</u>	<u>2014 Budget</u>
Chemical spill responses that occurred at fixed facilities	4	17	20	20
Chemical spill responses that occurred on the roadways	8	16	10	15
Environmental investigations conducted	28	36	40	40
Methamphetamine lab related incidents	5	0	0	1

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>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Revised</u>	<u>2014 Budget</u>
Citizen generated responses to environmental concerns and questions (approximate)	550	600	650	650
Environmental studies conducted/reviewed	5	3	2	2
Material recycled annually at the Quail Street Recycling Center (Tons)	N/A	1,313	1,350	1,400

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 Operation Center



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

**Result-Benefit:**

	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
Emergency preparedness exercises conducted	3	3	3	3
Citizen generated responses to Homeland Defense and other emergency preparedness questions (approximate)	125	75	75	100

◆ **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.



*Quail Street 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 2013 and 2014, this program is managing a combined grant total over \$800,000.

This budgetary program is responsible for day-to-day operation of the Quail Street Recycling Center. In 2012, the center recycled 2,626,000 pounds of material and approximately 90,000 visitors disposed of material at the facility. Approximately 60% of material is sorted prior to recycling, which increases recycling efficiency and optimizes revenue potential.



**Program:** Fleet Management

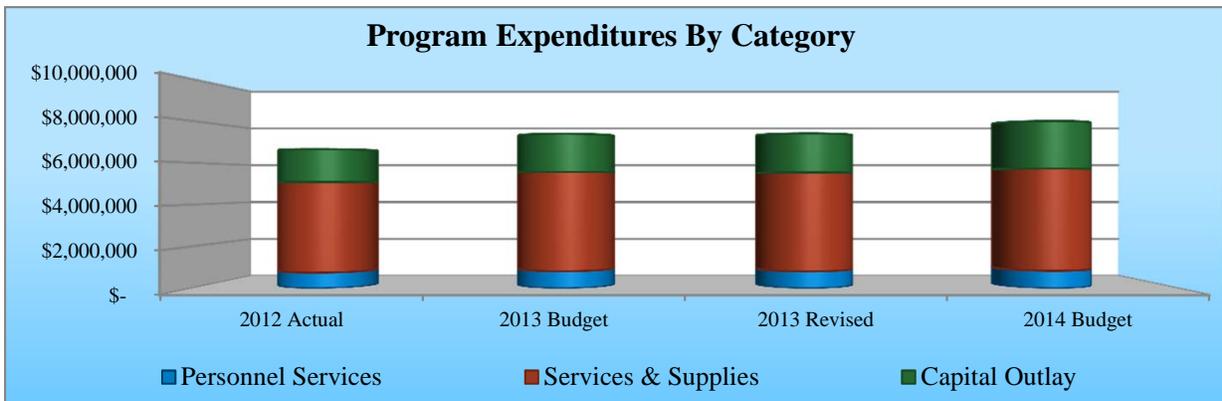
**Department:** Public Works

**Division:** Fleet Management

**Purpose:** Fleet Management Division purchases, repairs, and maintains City vehicles and heavy equipment.

**Program Expenditures By Category**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Personnel Services	\$ 753,826	\$ 820,319	\$ 811,723	\$ 841,420
Services & Supplies	\$ 4,326,065	\$ 4,740,841	\$ 4,726,950	\$ 4,878,081
Capital Outlay	\$ 1,568,442	\$ 1,820,000	\$ 1,860,000	\$ 2,273,000
<b>TOTAL:</b>	<b>\$ 6,648,333</b>	<b>\$ 7,381,160</b>	<b>\$ 7,398,673</b>	<b>\$ 7,992,501</b>



**Program Expenditures By Fund**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
General Fund	\$ 3,743,398	\$ 4,236,579	\$ 4,214,600	\$ 4,241,961
Capital Improvement Fund	\$ 1,352,692	\$ 1,344,581	\$ 1,344,073	\$ 1,497,540
Equipment Replacement Fund	\$ 1,552,243	\$ 1,800,000	\$ 1,840,000	\$ 2,253,000
<b>TOTAL:</b>	<b>\$ 6,648,333</b>	<b>\$ 7,381,160</b>	<b>\$ 7,398,673</b>	<b>\$ 7,992,501</b>



**Full-Time Positions**

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

	2012 Actual	2013 Budget	2013 Revised	2014 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>	9.00	9.00	9.00	9.00
<b>Part-Time Hours</b>	-	-	-	-
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	9.00	9.00	9.00	9.00

**Budget Variances**

❖ **Services & Supplies**

- ♦ 2013 Budget vs. 2012 Actual is up \$414,776 due to an anticipated increase in prices of auto parts and outsourcing services to repair a slightly larger vehicle fleet.

❖ **Capital Outlay**

- ♦ 2013 Budget vs. 2012 Actual is up \$251,558 due to anticipated replacement of dump trucks which will likely cost anywhere from 50-75% more than the last time they were replaced.
- ♦ 2014 Budget vs. 2013 Revised is up \$413,000 due to timing of vehicle and equipment replacements and anticipating higher costs to replace patrol vehicles.

**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 vehicles as needed totaling no more than \$2,200,000 in 2014.

◆ **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 600 pieces of equipment with 7 mechanics and 2 administrative positions which is one of the most lean staff/vehicle ratios in the region.

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 general fund expenditures through increased maintenance and increases the frequency vehicles and equipment are unavailable due to service needs. Each piece of equipment that is at or near a replacement date is examined to determine if it can economically be retained for a longer time period, or, alternatively, must be replaced early. In 2014, vehicle and equipment replacements include replacement of police and patrol vehicles, animal control vehicles, dump trucks for snow plowing and traffic maintenance operations, and equipment used for park maintenance operations.

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

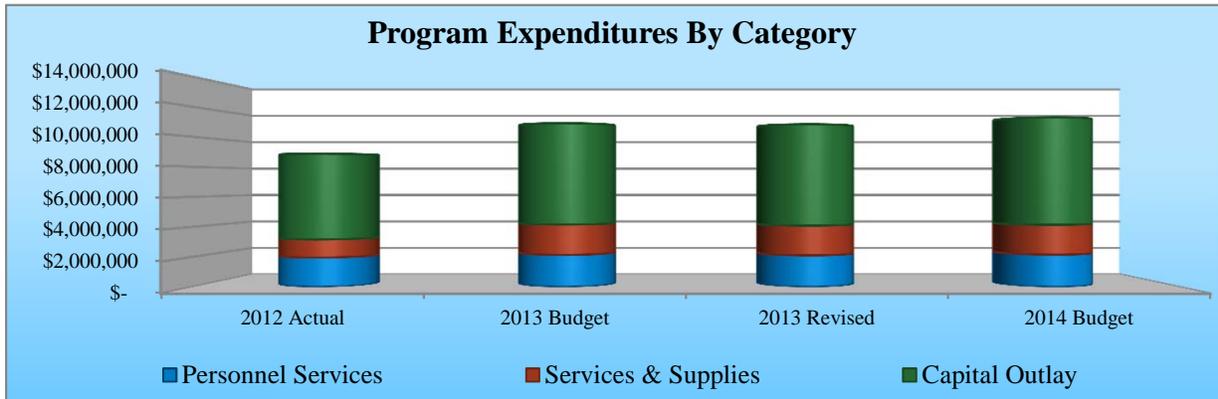
**Department:** Public Works

**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**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Personnel Services	\$ 1,959,116	\$ 2,138,935	\$ 2,107,406	\$ 2,153,666
Services & Supplies	\$ 1,205,920	\$ 2,018,188	\$ 1,979,920	\$ 1,987,468
Capital Outlay	\$ 5,704,207	\$ 6,741,600	\$ 6,741,600	\$ 7,146,096
<b>TOTAL:</b>	<b>\$ 8,869,243</b>	<b>\$ 10,898,723</b>	<b>\$ 10,828,926</b>	<b>\$ 11,287,230</b>



**Program Expenditures By Fund**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
General Fund	\$ 2,925,806	\$ 3,881,892	\$ 3,815,526	\$ 3,860,666
Capital Improvement Fund	\$ 5,943,437	\$ 7,016,831	\$ 7,013,400	\$ 7,426,564
<b>TOTAL:</b>	<b>\$ 8,869,243</b>	<b>\$ 10,898,723</b>	<b>\$ 10,828,926</b>	<b>\$ 11,287,230</b>

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

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Infrastructure Maint & Oper Engr	0.72	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	3.60	3.60	3.60	3.60
Maintenance Spec/Equip Operator	14.55	16.69	14.62	15.05
Maintenance Specialist	0.46	0.36	0.43	-
Maintenance Supervisor	1.53	1.53	1.53	1.53
Maintenance Worker	1.42	-	2.00	2.00
Park Maintenance Lead Person	0.01	-	-	-
Parks Maintenance Specialist II	0.01	-	-	-
Stormwater Maintenance Technician	0.31	0.31	0.31	0.31
Street Maintenance Crew Leader	1.62	1.62	1.62	1.62
Traffic Sign & Marking Spec II	0.01	-	-	-
<b>Total Full-Time Positions (FTE):</b>	<b>27.24</b>	<b>27.86</b>	<b>27.86</b>	<b>27.86</b>
<b>Part-Time Hours</b>	<b>1,980</b>	<b>2,674</b>	<b>2,675</b>	<b>2,675</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>28.19</b>	<b>29.15</b>	<b>29.15</b>	<b>29.15</b>

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

- ♦ 2013 Budget vs. 2012 Actual is up \$179,819 due to anticipated increases in salary and benefit costs, and vacancies that occurred in 2012 that were eventually filled but left vacant for a period of time. Also, overtime expenses in 2012 were less than expected due to a mild winter.

❖ **Services & Supplies**

- ♦ 2013 Budget vs. 2012 Actual is up \$812,268 due to an under run in snow and ice materials and contract services in 2012 attributable to the mild winter. Also, materials purchases for in house Street Maintenance in 2012 were reduced, and vehicle maintenance charges for 2012 were less than expected. Additional contract snowplowing services are budgeted in 2013 to perform snow removal around the light rail stations.

❖ **Capital Outlay**

- ♦ 2013 Budget vs. 2012 Actual is up \$1,037,393 due to an under run in Street Resurfacing contract expenditures in 2012 and an increase in budgeted Street Resurfacing expenditures for 2013.
- ♦ 2014 Budget vs. 2013 Revised is up \$404,496 due to an increase in budgeted expenditures for Street Resurfacing contract work.



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.

	<b>2011</b> <b>Actual</b>	<b>2012</b> <b>Actual</b>	<b>2013</b> <b>Revised</b>	<b>2014</b> <b>Budget</b>
Number of deployments	16	18	18	18
Snowplow miles operated	67,773	74,738	70,000	70,000
Gallons of liquid de-icer used	9,354	4,010	10,000	10,000
Tons of sand/salt used	2,597	3,587	4,000	4,000

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.

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**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.

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**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 4 -	Crackseal, Patch and Seal
Year 8 -	Crackseal and Patch
Year 12 -	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>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Revised</u>	<u>2014 Budget</u>
Lane miles receiving overlay	97	106	99	100
Lane miles receiving sealcoat	8	16	42	40
Lane miles cracksealed	301	0	176	175
Lane miles receiving concrete repair	129	147	120	120
		<u>Good</u>	<u>Fair</u>	<u>Poor</u>
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%
	2013	82%	18%	0%

General Comments

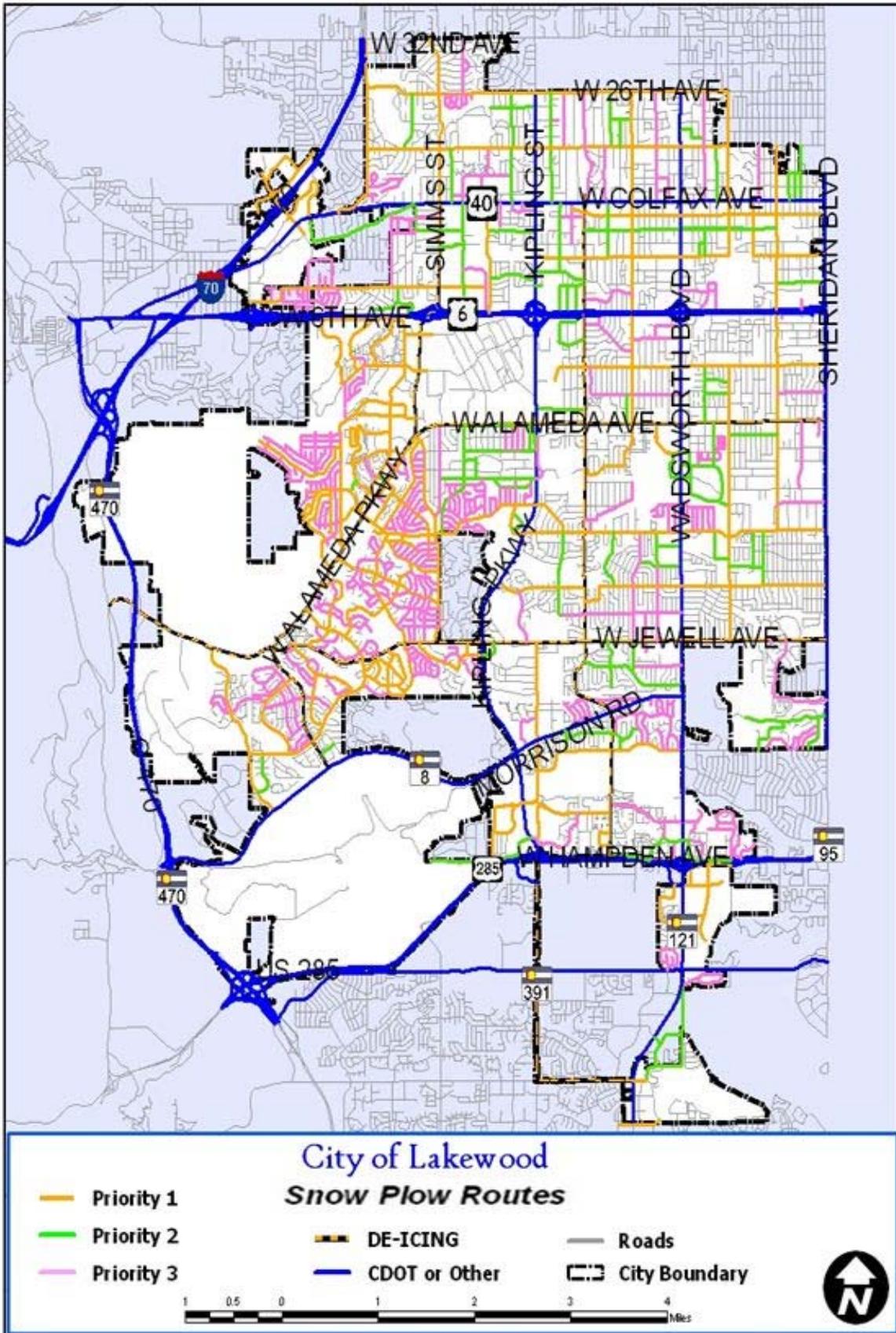
City Street Maintenance crews perform day-to-day repair activities needed to maintain the City street system. Private contractors are used to perform the large annual overlay, sealcoat, and concrete repair programs.

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.

A process that involves using a penetrating sealer/rejuvenator to seal asphalt pavement and extend the time that streets remain in good condition after being overlaid has been tested over the past 2 years with good results. The process was fully implemented on residential streets in 2013 and is applied to streets 4 years after they are overlaid.

Priority 1, 2 and 3 snow routes are plowed and sanded in every storm. Priority routes consist of 247 miles of streets. The 240 miles of residential streets not included on priority routes are plowed when total snow depth seriously impedes vehicle mobility and melting is not occurring. In the winter of 2012/2013, all residential streets were plowed once. During most snowstorms 26 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. In the winter of 2013/2014, additional contract forces will be used to perform sidewalk snow removal around the light rail stations.







**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.



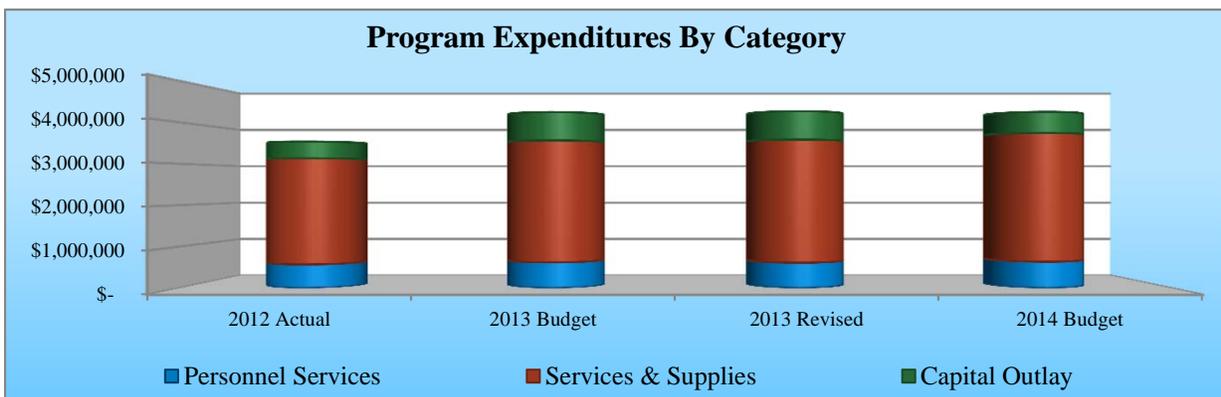
*Severely Deteriorated Sewer Lines*



*New Sewer Lines*

**Program Expenditures By Category**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Personnel Services	\$ 570,406	\$ 620,565	\$ 612,623	\$ 636,471
Services & Supplies	\$ 2,562,599	\$ 2,942,170	\$ 2,969,875	\$ 3,106,000
Capital Outlay	\$ 401,949	\$ 683,896	\$ 683,896	\$ 508,896
<b>TOTAL:</b>	\$ 3,534,954	\$ 4,246,631	\$ 4,266,394	\$ 4,251,367



**Program Expenditures By Fund**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Sewer Enterprise Fund	\$ 3,534,954	\$ 4,246,631	\$ 4,266,394	\$ 4,251,367
<b>TOTAL:</b>	\$ 3,534,954	\$ 4,246,631	\$ 4,266,394	\$ 4,251,367

**Full-Time Positions**

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

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Director of Public Works	0.10	0.10	0.10	0.10
Accountant II	0.04	0.04	0.04	0.04
Civil Engineer III	0.05	0.20	0.20	0.20
Infrastructure Maint & Oper Engr	0.20	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	0.89	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>	6.85	7.02	7.02	7.02
<b>Part-Time Hours</b>	881	796	796	796
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	7.27	7.40	7.40	7.40

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

- ♦ 2013 Budget vs. 2012 Actual is up \$379,571 primarily due to the increasing cost of sewer treatment expenses paid to Metro Wastewater Reclamation District for wastewater treatment services.

❖ **Capital Outlay**

- ♦ 2013 Budget vs. 2012 Actual is up \$281,947 due to timing of capital projects.
- ♦ 2014 Budget vs. 2013 Revised is down \$175,000 due to timing of capital projects.



### 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.

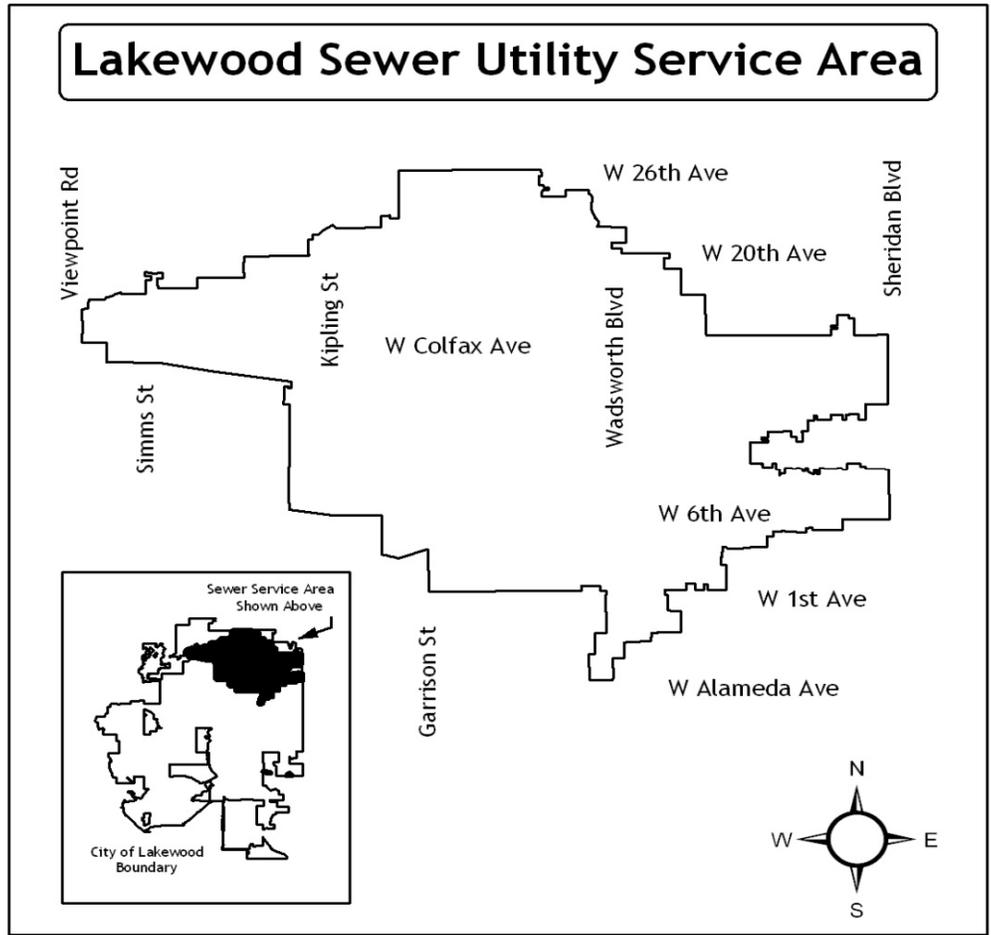


*Jet Truck used to Clean Sewer Lines*

### General Comments

Lakewood's Sewer Utility serves approximately 6,850 accounts and is one of 23 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

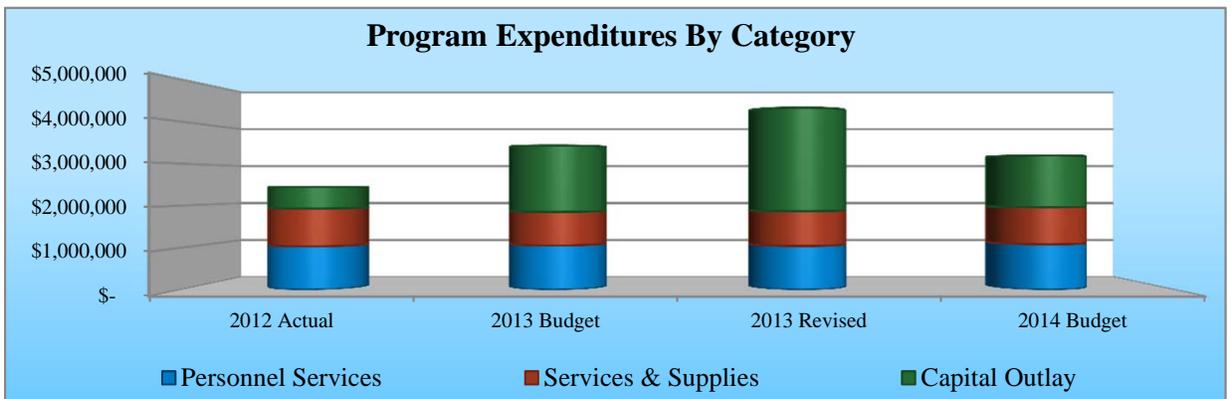
**Purpose:** The City’s Stormwater Management Utility is responsible for new construction, maintenance of the stormwater system, and compliance with federal stormwater quality requirements.



Before and After Stormwater Improvements on Dry Gulch at Saulsbury Street

**Program Expenditures By Category**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Personnel Services	\$ 1,031,765	\$ 1,053,604	\$ 1,041,531	\$ 1,080,600
Services & Supplies	\$ 899,254	\$ 797,365	\$ 827,519	\$ 882,167
Capital Outlay	\$ 514,577	\$ 1,579,562	\$ 2,461,712	\$ 1,229,562
<b>TOTAL:</b>	<b>\$ 2,445,596</b>	<b>\$ 3,430,531</b>	<b>\$ 4,330,762</b>	<b>\$ 3,192,329</b>



**Program Expenditures By Fund**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Stormwater Enterprise Fund	\$ 2,445,596	\$ 3,430,531	\$ 4,330,762	\$ 3,192,329
<b>TOTAL:</b>	\$ 2,445,596	\$ 3,430,531	\$ 4,330,762	\$ 3,192,329

**Full-Time Positions**

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

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
City Engineer	0.05	0.05	0.05	0.05
Accountant II	0.01	0.01	0.01	0.01
Business Support Specialist	-	0.25	-	-
CADD Technician	0.19	-	-	-
Civil Engineer III	0.94	0.75	0.75	0.75
Engineering Assistance Technician	0.10	0.10	0.10	0.10
Environmental Services Technician	0.06	-	0.25	0.25
Lead Accountant I	0.05	0.05	0.05	0.05
Maint Lead Person/Hvy Equip Oper	2.40	2.40	2.40	2.40
Maintenance Spec/Equip Operator	5.85	5.95	5.95	5.95
Maintenance Supervisor	0.47	0.47	0.47	0.47
Office Support Specialist	0.09	-	-	-
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>	13.32	13.14	13.14	13.14
<b>Part-Time Hours</b>	759	686	686	686
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	13.68	13.47	13.47	13.47

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

- ◆ 2013 Budget vs. 2012 Actual is down \$101,889 due to contract maintenance and consulting expenses being less than anticipated.
- ◆ 2014 Budget vs. 2013 Revised is up \$54,648 due to participating in a master plan study for the Sloan Lake drainage basin.



### Budget Variances (continued)

#### ❖ Capital Outlay

- ◆ 2013 Budget vs. 2012 Actual is up \$1,064,985 due to timing of capital projects.
- ◆ 2013 Revised vs. 2013 Budget is up \$882,150 due to timing of capital projects.
- ◆ 2014 Budget vs. 2013 Revised is down \$1,232,150 due to timing of capital 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.

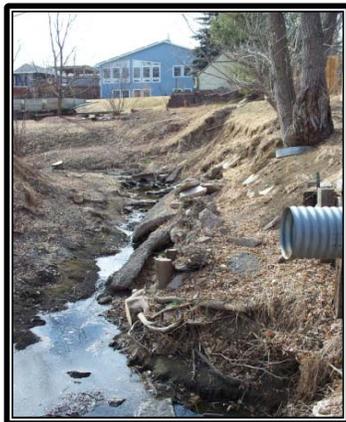
**Result-Benefit:** Stormwater runoff is safely controlled within the limitations of the existing system.

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**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.



Before and After Bank Stabilization Improvements on Weir Gulch



## **General Comments**

Half of all inlets, storm sewer pipes, and gulches are inspected and cleaned each year.

The major projects in 2013 and 2014 are completion of some minor local 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 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

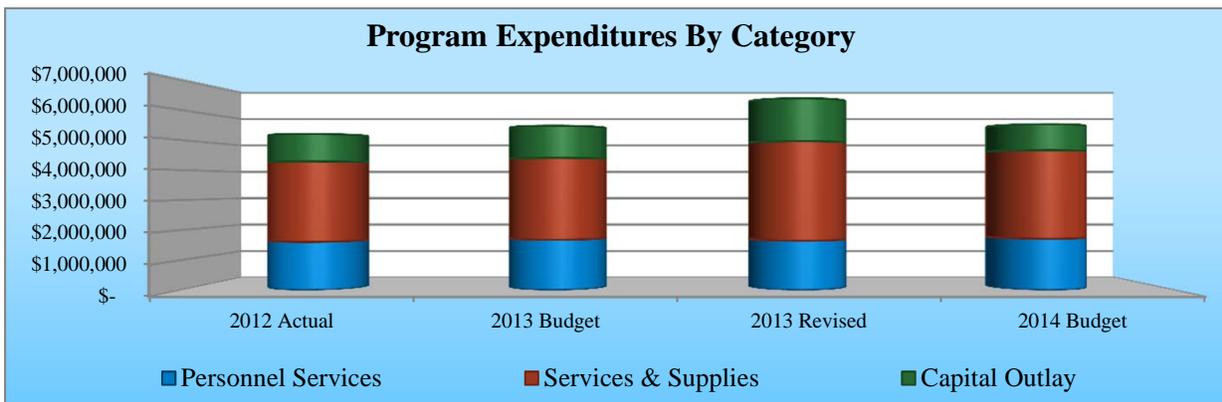
**Division:** Traffic Engineering

**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**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Personnel Services	\$ 1,607,376	\$ 1,679,462	\$ 1,644,438	\$ 1,712,819
Services & Supplies	\$ 2,679,516	\$ 2,726,292	\$ 3,317,579	\$ 2,945,164
Capital Outlay	\$ 912,607	\$ 1,065,362	\$ 1,423,430	\$ 865,362
<b>TOTAL:</b>	<b>\$ 5,199,499</b>	<b>\$ 5,471,116</b>	<b>\$ 6,385,447</b>	<b>\$ 5,523,345</b>



**Program Expenditures By Fund**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
General Fund	\$ 3,892,327	\$ 3,855,710	\$ 4,413,221	\$ 4,204,207
Capital Improvement Fund	\$ 550,004	\$ 1,045,406	\$ 914,158	\$ 819,138
Grants Fund	\$ 757,168	\$ 570,000	\$ 1,058,068	\$ 500,000
<b>TOTAL:</b>	<b>\$ 5,199,499</b>	<b>\$ 5,471,116</b>	<b>\$ 6,385,447</b>	<b>\$ 5,523,345</b>

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

	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
Traffic Engineer	1.00	1.00	1.00	1.00
Business Support Specialist	-	0.25	-	-
Civil Engineer III	0.04	-	-	-
Construction Inspector II	0.13	-	-	-
Environmental Services Technician	-	-	0.25	0.25
Office Support Specialist	0.19	-	-	-
Principal Traffic Engineer	1.00	1.00	1.00	1.00
Traffic Crew Leader	0.88	-	-	-
Traffic Engineering Assistant	-	-	0.18	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	1.87	2.00	2.00	2.00
Traffic Sign & Marking Spec II	1.00	1.00	1.00	1.00
Traffic Sign & Marking Spec III	0.99	1.00	1.00	1.00
Traffic Signal Specialist	3.73	4.00	4.00	4.00
Traffic Signal Supervisor	0.12	1.00	1.00	1.00
Traffic Signs & Marking Supervisor	1.00	1.00	1.00	1.00
<b>Total Full-Time Positions (FTE):</b>	<b>15.95</b>	<b>16.25</b>	<b>16.43</b>	<b>17.25</b>
<b>Part-Time Hours</b>	<b>10,436</b>	<b>8,678</b>	<b>8,356</b>	<b>6,858</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>20.97</b>	<b>20.42</b>	<b>20.45</b>	<b>20.55</b>

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

- ◆ 2013 Revised vs. 2013 Budget is up \$591,287 due to federal funding of traffic signal projects.
- ◆ 2014 Budget vs. 2013 Revised is down \$372,415 due to completion of traffic signal projects.

❖ **Capital Outlay**

- ◆ 2013 Budget vs. 2012 Actual is up \$152,755 due to developer funded traffic signal construction at Alaska Avenue and Vance Street.
- ◆ 2013 Revised vs. 2013 Budget is up \$358,068 due to federally funded traffic signal safety projects.
- ◆ 2014 Budget vs. 2013 Revised is down \$558,068 due to the completion of traffic signal safety projects.



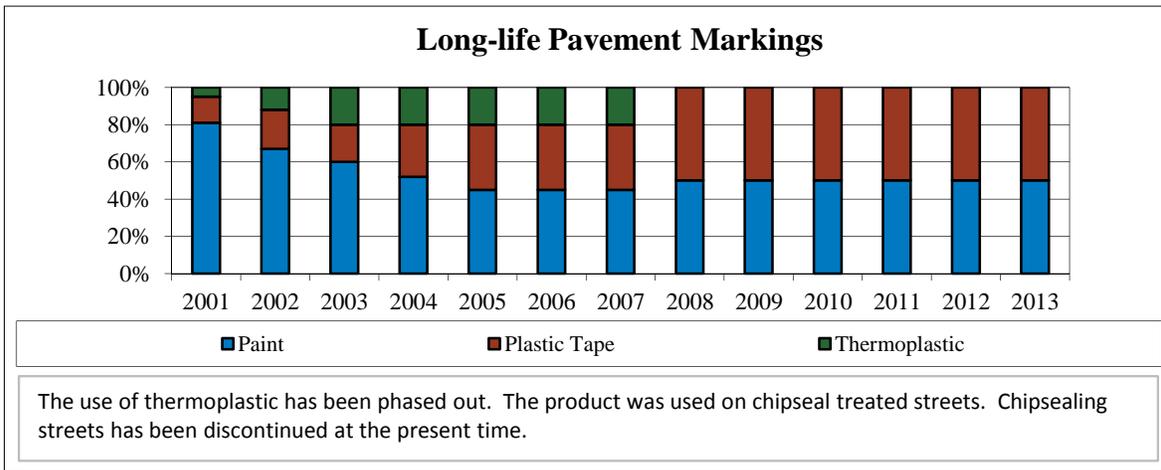
### Goals / Activities / Expectations / Results-Benefits

◆ **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:** Street lights 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.

	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Number of Street Lights	7,867	7,853	7,825	7,828
Street Light Power Cost*	\$1,632,359	\$1,729,709	\$1,813,896	\$1,813,896
Street Light Maintenance Costs*	\$247,290	\$340,644	\$592,194	\$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.



	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Total Traffic Signals Maintained	199	200	200	201
School Speed Zone Flashers	49	49	49	49
Speed Display Signs	11	12	13	13
Average Annual Maintenance Cost Per Signal:				
System Coordinated	\$4,895	\$4,995	\$5,000	\$5,100
Local Control	\$3,685	\$3,759	\$3,834	\$3,910
School Flashers	\$692	\$700	\$714	\$725
Average Cost Per New Signal	\$297,500	\$302,300	\$310,000	\$312,000
Average Cost Per New School Speed Zone Flasher	\$3,500	\$3,550	\$3,575	\$3,595
Average Cost Per New Solar Powered Speed Zone Flasher	\$6,250	\$6,250	\$6,275	\$6,275



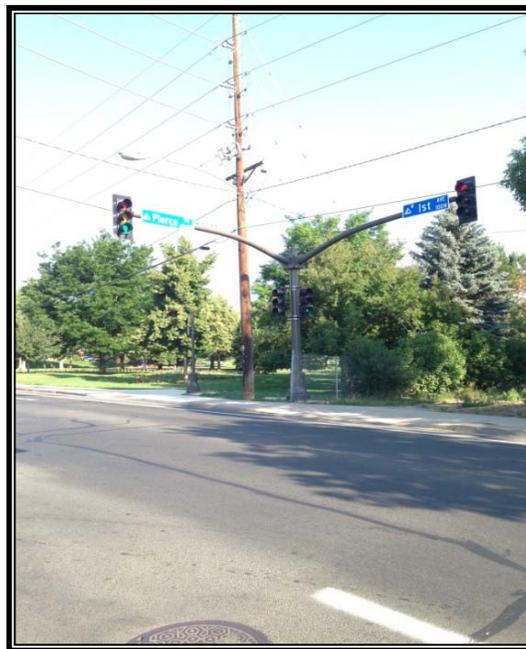
## General Comments

Alameda Parkway and Indiana Street is the additional traffic signal added in 2014.

Traffic signal safety improvements are scheduled for Kipling Parkway and Dartmouth Avenue, Kipling Parkway and Kentucky Drive, Mississippi Avenue and Wadsworth Boulevard and Mississippi Avenue and Pierce Street.

Traffic signal system detection and travel time gathering and reporting devices will be installed on Wadsworth Boulevard to monitor the flow of traffic from 26th Avenue to Mansfield Avenue. The federally funded project will provide additional tools to optimize signal timing.

With the recent completion of the Regional Transportation District (RTD) West rail line, traffic patterns and parking practices have changed and will continue to change for some time in the study area. Many of the Lakewood citizens that live near the West Line have expressed concerns about a variety of transportation issues. The City of Lakewood has committed to conduct a traffic study in 2013 and 2014. 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.



New Traffic Signal at 1st Avenue and Pierce Street

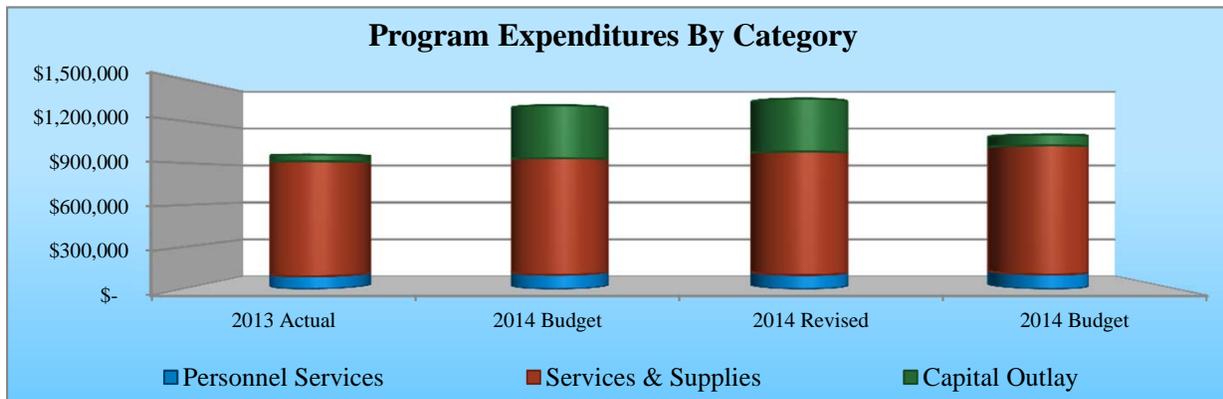


**Program:** Water Utility  
**Department:** Public Works  
**Division:** Utilities

**Purpose:** The Water Utility provides and maintains the water distribution system for approximately 730 accounts in northeast Lakewood.

**Program Expenditures By Category**

	2013 Actual	2014 Budget	2014 Revised	2014 Budget
Personnel Services	\$ 91,367	\$ 102,198	\$ 100,712	\$ 104,632
Services & Supplies	\$ 821,374	\$ 832,029	\$ 881,173	\$ 921,025
Capital Outlay	\$ 46,797	\$ 377,532	\$ 377,532	\$ 77,532
<b>TOTAL:</b>	<b>\$ 959,538</b>	<b>\$ 1,311,759</b>	<b>\$ 1,359,417</b>	<b>\$ 1,103,189</b>



**Program Expenditures By Fund**

	2013 Actual	2014 Budget	2014 Revised	2014 Budget
Water Enterprise Fund	\$ 959,538	\$ 1,311,759	\$ 1,359,417	\$ 1,103,189
<b>TOTAL:</b>	<b>\$ 959,538</b>	<b>\$ 1,311,759</b>	<b>\$ 1,359,417</b>	<b>\$ 1,103,189</b>



### Full-Time Positions

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

	2013 Actual	2014 Budget	2014 Revised	2014 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>87</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 Actual is up \$330,735 due to timing of capital projects.
- ◆ 2014 Budget vs. 2013 Revised is down \$300,000 due to timing of capital projects.

### 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.

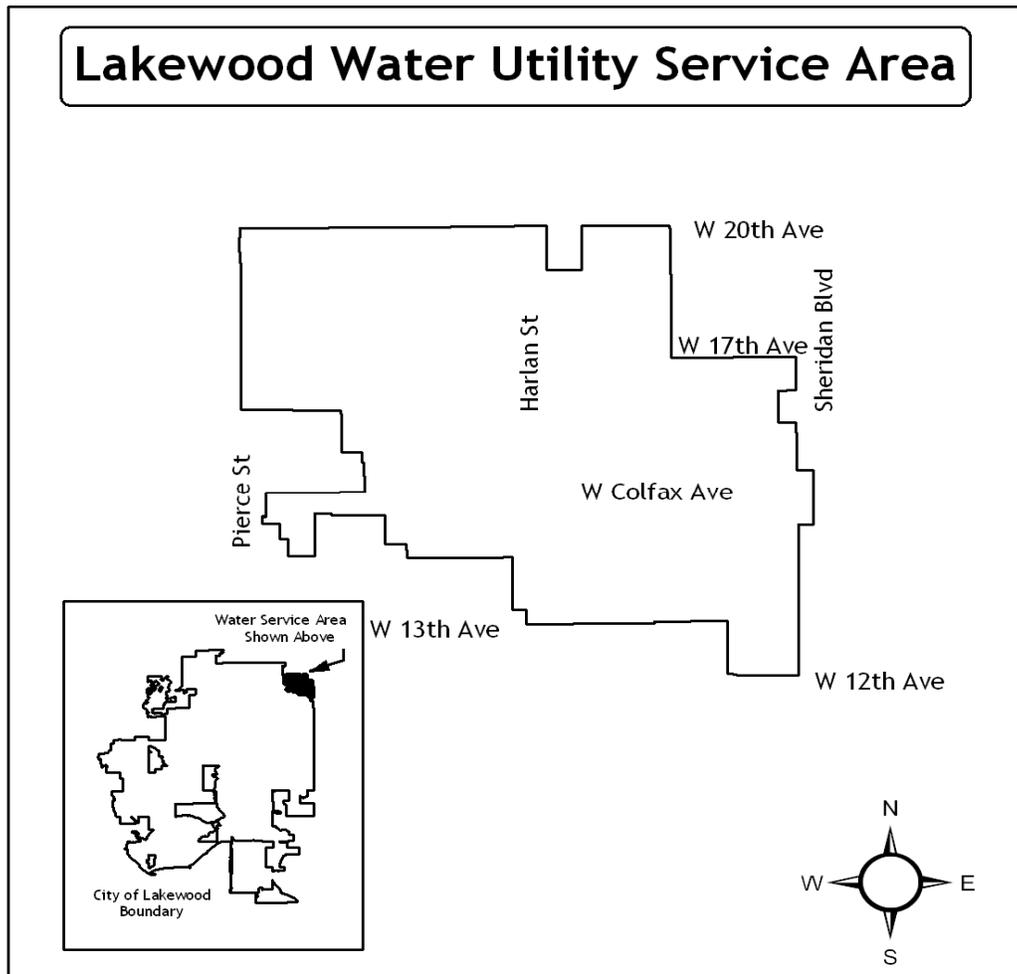


*Operating a Water Valve*

### General Comments

Lakewood's Water Utility serves approximately 730 accounts and is one of 21 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.

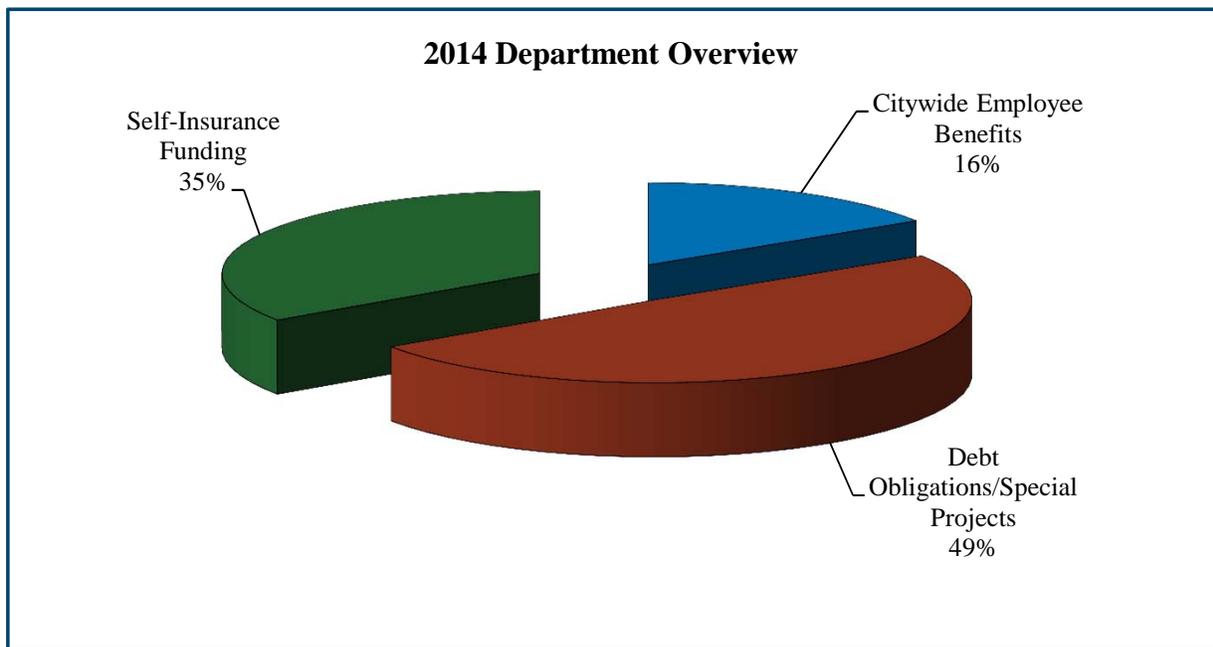




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# NON-DEPARTMENTAL



	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Citywide Employee Benefits	\$ 1,466,423	\$ 1,734,482	\$ 1,918,482	\$ 1,918,482
Debt Obligations/Special Projects	\$ 6,935,064	\$ 6,027,924	\$ 6,391,686	\$ 5,938,465
Self-Insurance Funding	\$ 2,720,514	\$ 4,055,485	\$ 4,043,553	\$ 4,152,111
<b>TOTAL:</b>	<b>\$ 11,122,001</b>	<b>\$ 11,817,891</b>	<b>\$ 12,353,721</b>	<b>\$ 12,009,058</b>
<b>Percent to All Funds</b>	8.13%	7.65%	7.39%	7.40%



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**Department: Non-Departmental**

**Mission Statement:** Sufficiently appropriate for Citywide Employee Benefits, Self-Insurance Funding, the Certificates of Participation, capital lease payments for a police facility, and certain special projects.

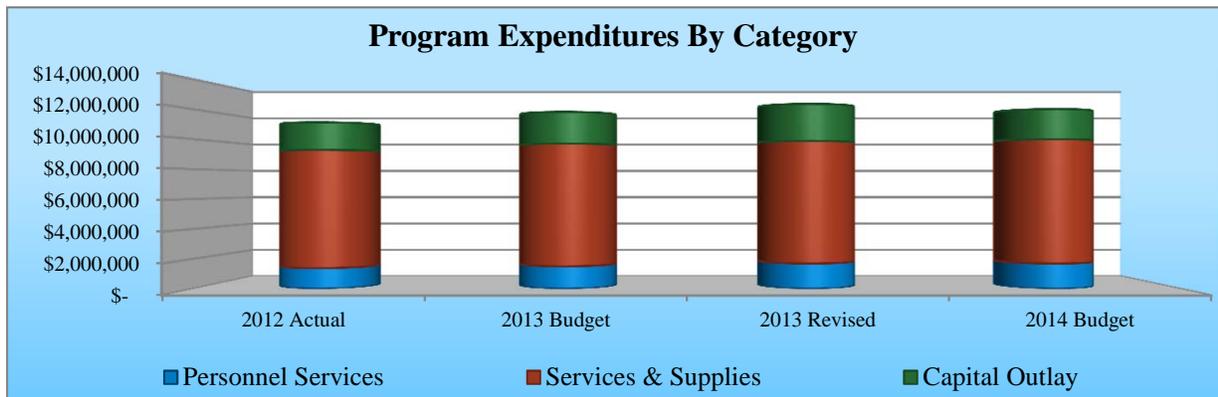
**Purpose:** The City has a number of employee benefits that are not assigned to the specific budgets within departments. These costs are paid for out of the Citywide Employee Benefits Program. These include retiree health plan funds, termination and severance payouts, contributions to the Police Duty 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, 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**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Personnel Services	\$ 1,379,234	\$ 1,503,592	\$ 1,687,592	\$ 1,687,592
Services & Supplies	\$ 7,904,440	\$ 8,199,617	\$ 8,192,685	\$ 8,306,083
Capital Outlay	\$ 1,838,327	\$ 2,114,682	\$ 2,473,444	\$ 2,015,383
<b>TOTAL:</b>	<b>\$ 11,122,001</b>	<b>\$ 11,817,891</b>	<b>\$ 12,353,721</b>	<b>\$ 12,009,058</b>



**Department Expenditures By Fund**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
General Fund	\$ 5,173,199	\$ 5,560,488	\$ 5,744,488	\$ 5,749,328
Capital Improvement Fund	\$ 3,490,124	\$ 2,345,682	\$ 2,709,444	\$ 2,251,383
Dental Self-Ins. Fund	\$ 749,727	\$ 1,166,431	\$ 1,166,431	\$ 1,166,431
Golf Course Enterprise Fund	\$ -	\$ 15,487	\$ 15,487	\$ 15,487
Grants Fund	\$ 147,717	\$ -	\$ -	\$ -
Property & Casualty Self-Ins. Fund	\$ 169,553	\$ 1,359,532	\$ 1,117,996	\$ 1,158,573
Retiree's Health Program Fund	\$ 90,447	\$ 175,000	\$ 175,000	\$ 175,000
Sewer Enterprise Fund	\$ -	\$ 55,367	\$ 55,367	\$ 55,367
Stormwater Enterprise Fund	\$ -	\$ 59,509	\$ 59,509	\$ 59,509
Water Enterprise Fund	\$ -	\$ 50,873	\$ 50,873	\$ 50,873
Workers' Comp Self-Ins. Fund	\$ 1,301,234	\$ 1,029,522	\$ 1,259,126	\$ 1,327,107
<b>TOTAL:</b>	\$ 11,122,001	\$ 11,817,891	\$ 12,353,721	\$ 12,009,058

**Full-Time Positions**

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

	2012 Actual	2013 Budget	2013 Revised	2014 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**

- ♦ 2013 Budget vs. 2012 Actual is up \$124,358 due primarily to the actual number and cost of payouts to separated employees in 2012 was less than budgeted; however, the full amount is again budgeted in 2013.
- ♦ 2013 Revised vs. 2013 Budget is up \$184,000 due to funding the previous City Manager's pension plan that was formerly funded within the City Manager's Office's budget.



## Budget Variances (continued)

### ❖ Capital Outlay

- ◆ 2013 Budget vs. 2012 Actual is up \$276,355 primarily due to redevelopment costs were lower in 2012 than anticipated for 2013.
- ◆ 2013 Revised vs. 2013 Budget is up \$358,762 primarily due to capital improvement contingencies.
- ◆ 2014 Budget vs. 2013 Revised is down \$458,061 primarily due to capital improvement contingencies.

## 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

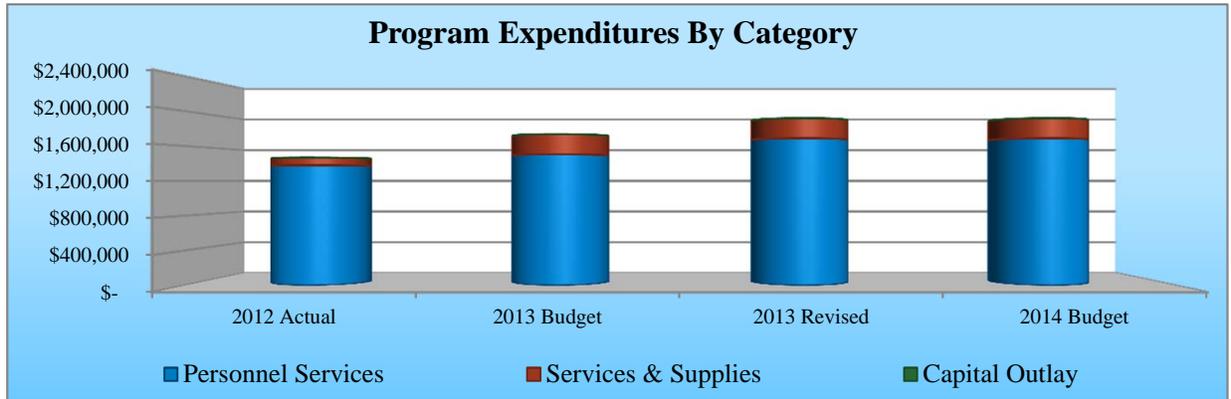
**Department:** Non-Departmental

**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**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Personnel Services	\$ 1,379,168	\$ 1,503,592	\$ 1,687,592	\$ 1,687,592
Services & Supplies	\$ 87,255	\$ 230,890	\$ 230,890	\$ 230,890
Capital Outlay	\$ -	\$ -	\$ -	\$ -
<b>TOTAL:</b>	<b>\$ 1,466,423</b>	<b>\$ 1,734,482</b>	<b>\$ 1,918,482</b>	<b>\$ 1,918,482</b>



**Program Expenditures By Fund**

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
General Fund	\$ 1,375,976	\$ 1,528,246	\$ 1,712,246	\$ 1,712,246
Golf Course Enterprise Fund	\$ -	\$ 15,487	\$ 15,487	\$ 15,487
Retiree's Health Program Fund	\$ 90,447	\$ 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>	<b>\$ 1,466,423</b>	<b>\$ 1,734,482</b>	<b>\$ 1,918,482</b>	<b>\$ 1,918,482</b>



### Full-Time Positions

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

	2012 Actual	2013 Budget	2013 Revised	2014 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

- ♦ 2013 Budget vs. 2012 Actual is up \$124,424 due primarily to the actual number and cost of payouts to separated employees in 2012 was less than budgeted; however, the full amount is again budgeted in 2013.
- ♦ 2013 Revised vs. 2013 Budget is up \$184,000 due to funding the previous City Manager's pension plan.

#### ❖ Services & Supplies

- ♦ 2013 Budget vs. 2012 Actual is up \$143,635 due to the costs for 2012 being lower than expected but the full amount has been budgeted for 2013.

### 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.

	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Payouts/Benefits	\$ 255,393	\$ 659,470	\$ 425,000	\$ 425,000
Police Duty Death and Disability	\$ 129,050	\$ 125,298	\$ 150,000	\$ 150,000
Recreation Center Passes	\$ 26,806	\$ 28,441	\$ 31,000	\$ 31,000
Travel Insurance	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Tuition Assistance	\$ 20,581	\$ 10,980	\$ 62,000	\$ 62,000
Unemployment Compensation	\$ 153,271	\$ 114,796	\$ 180,000	\$ 180,000
Employee Assistance Program	\$ 23,921	\$ 27,045	\$ 30,000	\$ 30,000
Retiree Health Plan Reserve	\$ 320,000	\$ 320,000	\$ 320,000	\$ 320,000
Retiree Health Plan Premiums	\$ 101,235	\$ 173,038 *	\$ 118,000	\$ 118,000
Retiree Health Lump Sum	\$ 11,668	\$ 7,547	\$ 57,000	\$ 57,000
Consulting Costs for Pension	\$ 9,363	\$ 1,000	\$ 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 during the 2013 annual renewal. These will be continually refined to make cost-effective use of total compensation dollars.

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

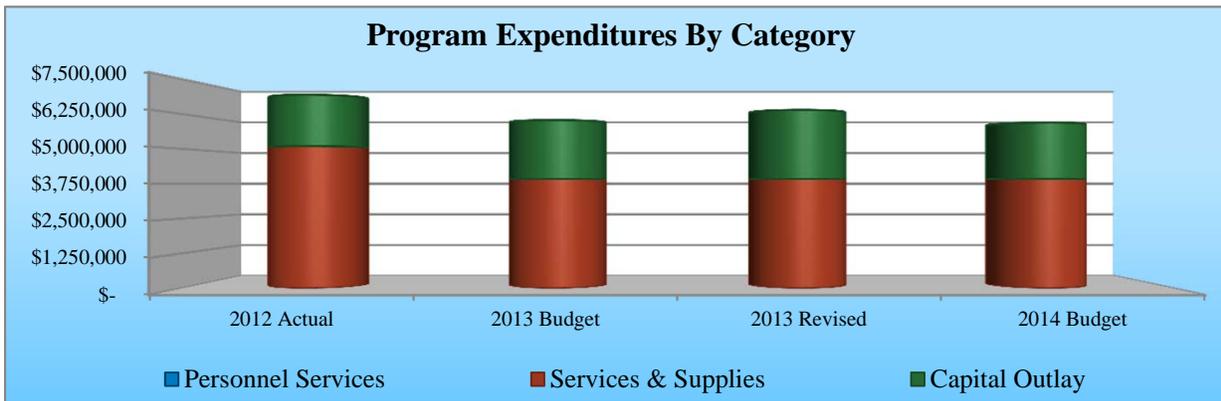
**Department:** Non-Departmental

**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, and the capital lease payments for a police facility. This program also provides for unexpected needs and for special projects.

### Program Expenditures By Category

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Personnel Services	\$ 66	\$ -	\$ -	\$ -
Services & Supplies	\$ 5,096,671	\$ 3,918,242	\$ 3,918,242	\$ 3,923,082
Capital Outlay	\$ 1,838,327	\$ 2,109,682	\$ 2,473,444	\$ 2,015,383
<b>TOTAL:</b>	<b>\$ 6,935,064</b>	<b>\$ 6,027,924</b>	<b>\$ 6,391,686</b>	<b>\$ 5,938,465</b>



### Program Expenditures By Fund

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
General Fund	\$ 3,297,223	\$ 3,532,242	\$ 3,532,242	\$ 3,537,082
Capital Improvement Fund	\$ 3,490,124	\$ 2,345,682	\$ 2,709,444	\$ 2,251,383
Grants	\$ 147,717	\$ -	\$ -	\$ -
Sewer Enterprise	\$ -	\$ 50,000	\$ 50,000	\$ 50,000
Stormwater Enterprise	\$ -	\$ 50,000	\$ 50,000	\$ 50,000
Water Enterprise	\$ -	\$ 50,000	\$ 50,000	\$ 50,000
<b>TOTAL:</b>	<b>\$ 6,935,064</b>	<b>\$ 6,027,924</b>	<b>\$ 6,391,686</b>	<b>\$ 5,938,465</b>



**Full-Time Positions**

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

	2012 Actual	2013 Budget	2013 Revised	2014 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 Actual is down \$1,178,429 primarily due to final payment on the Sales and Use Tax Revenue Refunding Bonds, Series 2009 was made in 2012.

❖ **Capital Outlay**

- ♦ 2013 Budget vs. 2012 Actual is up \$271,355 primarily due to redevelopment costs were lower in 2012 than anticipated for 2013.
- ♦ 2013 Revised vs. 2013 Budget is up \$363,762 primarily due to capital improvement contingencies.
- ♦ 2014 Budget vs. 2013 Revised is down \$458,061 primarily due to no capital improvement contingencies.

**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 2012 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.

**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.



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

**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 is provided for in this Non-Departmental budget. Expenses include one-time costs needed to complete special projects.

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 2013 Revised Budget, capital contingencies are budgeted \$500,000 for the Capital Improvement fund and \$50,000 in each of the utility enterprise funds. For the 2014 Budget, capital contingencies are budgeted \$50,000 in each of the utility enterprise funds.



**Program:** Self-Insurance Funding

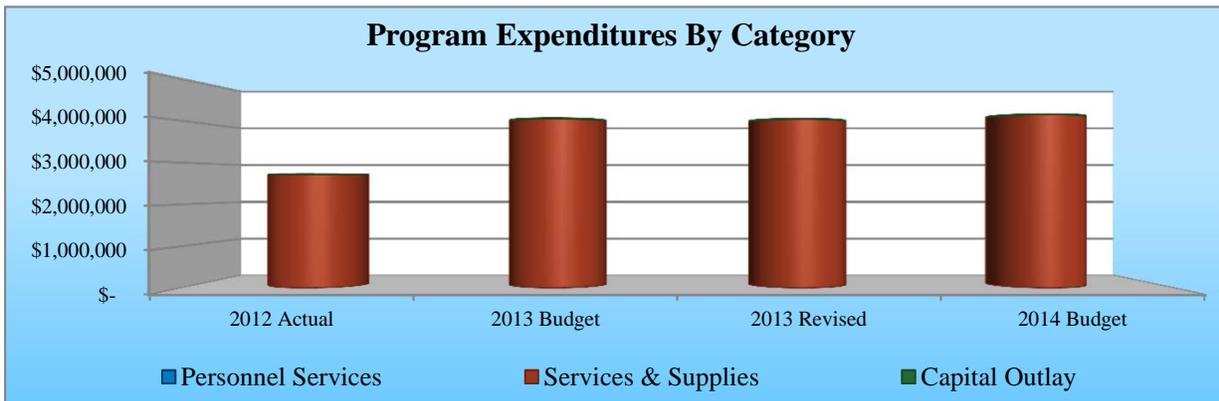
**Department:** Non-Departmental

**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

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
Personnel Services	\$ -	\$ -	\$ -	\$ -
Services & Supplies	\$ 2,720,514	\$ 4,050,485	\$ 4,043,553	\$ 4,152,111
Capital Outlay	\$ -	\$ 5,000	\$ -	\$ -
<b>TOTAL:</b>	\$ 2,720,514	\$ 4,055,485	\$ 4,043,553	\$ 4,152,111



### Program Expenditures By Fund

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
General Fund	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Dental Self-Ins. Fund	\$ 749,727	\$ 1,166,431	\$ 1,166,431	\$ 1,166,431
Property & Casualty Self-Ins. Fund	\$ 169,553	\$ 1,359,532	\$ 1,117,996	\$ 1,158,573
Workers' Comp Self-Ins. Fund	\$ 1,301,234	\$ 1,029,522	\$ 1,259,126	\$ 1,327,107
<b>TOTAL:</b>	\$ 2,720,514	\$ 4,055,485	\$ 4,043,553	\$ 4,152,111



**Full-Time Positions**

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

	2012 Actual	2013 Budget	2013 Revised	2014 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 Actual is up \$1,329,970 due to claim expenses in 2012 were less than anticipated.

**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.



# **CAPITAL IMPROVEMENT AND PRESERVATION PLAN**



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

### **2014 BUDGET CIPP OVERVIEW**

The 2013 Revised through 2018 Five-Year Capital Improvement and Preservation Plan (CIPP) includes six new projects while maintaining funding levels for annual programs.

The following sections describe (1) new projects included in the proposed CIPP, (2) the funding sources available to the CIPP, (3) the desired project selection process as established by City Council guidance, and (4) impacts on the operating budget.

### **NEW PROJECTS**

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

- Public Art Acquisition (page 454) – This project will add an annual funding source for the acquisition and installation of public art consistent with the City Council adopted Public Arts Master Plan. This project is funded from the Capital Improvement Fund (CIF).
- 1050 Quail St Fuel Facility Upgrades (page 470) – This project will add additional fuel storage capability consistent with recommendations from the City’s Emergency Fuel Operations Plan. This project is funded from the Capital Improvement Fund (CIF).
- Wadsworth Widening (page 477) – This Colorado Department of Transportation (CDOT) project will widen Wadsworth from 10<sup>th</sup> Ave to Highland Dr. Approximately 76% of the project’s funding is from federal and state grants. The remaining funding is from Capital Improvement Funds (CIF).
- Quincy, Ammons to Zephyr (page 484) – This Jefferson County project will widen Quincy from Kipling to Wadsworth. Lakewood is sharing in the cost to widen the section of the project within Lakewood. Approximately 96% of the project’s funding is from Jefferson County. The remaining funding is from Capital Improvement Funds (CIF).
- Mississippi Signals at Wadsworth and Pierce (page 485) – This project will upgrade traffic signals with improved signal displays and equipment. Approximately 95% of the project’s funding is from a federal grant. The remaining funding is from Capital Improvement Funds (CIF).
- Colfax Avenue Water Line (page 501) – This project will replace a water line in Colfax Avenue from Sheridan to Pierce that is in extremely poor condition. This project is funded from Water Enterprise Funds.

### **RECURRING VERSUS NONRECURRING CAPITAL EXPENDITURES**

Recurring (routine) capital expenditures are those that 1) are included in almost every budget and 2) will have no significant impact on the operating budget. Nonrecurring (non-routine or one-time) capital expenditures are those for projects that will have a significant impact such as an intersection rebuild, a roadway widening project, or construction of a new park.

The determination of whether a project is recurring or nonrecurring is listed on the individual project information sheets later in this section of the budget.

### **FUNDS INCLUDED IN THE CIPP**

The Capital Improvement and Preservation Plan is organized by funding source and functional category as follows:

#### **Capital Improvement Fund (CIF)**

The Capital Improvement Fund is the largest revenue source for the Capital Improvement and Preservation Plan. The Capital Improvement Fund derives its funds from three sources: 1) one-half cent of the City's three cent sales



**FIVE-YEAR CAPITAL IMPROVEMENT AND PRESERVATION PLAN (CIPP) (CONTINUED)**

**FUNDS INCLUDED IN THE CIPP (continued)**

and use tax, 2) 25 percent (25%) of Lakewood's share of the State Highway Users Fund (gasoline tax) which is required to be spent on transportation projects, and 3) 100 percent (100%) of Lakewood's share of the FASTER funding created by Colorado Senate Bill 09-108 that is to be used exclusively for construction and maintenance of transportation facilities. The remaining sales and use tax and State Highway Users Funds are credited to the General Fund. From time to time, at the discretion of the City Council, funds may be transferred to the Capital Improvement Fund for certain projects.

Open Space Fund (OS)

This fund derives its revenue from Lakewood's attributable share of the Jefferson County Open Space one-half cent sales tax. Each city within the county receives a portion of the money after the County government receives its portion. The County portion consists of one-half of all proceeds plus another share based on all vehicle registrations in the unincorporated areas plus administrative costs. From this equation, the County receives approximately two-thirds and the cities share approximately one-third of the total amount collected.

The County may, from its attributable share, provide grants to cities for certain projects. The City must apply for such grant funds on a project-by-project basis. Grants require matches from the individual cities.

In the early years of the Open Space Program, the funds were used to acquire land for open space. In 1980, voters approved a change that allowed the money to be used for development and maintenance of park land as well as land acquisition. In 1982, Council adopted a policy stating that parks developed with Open Space funds should be maintained by the same funds to the extent that maintenance could not be afforded with General Fund resources. This means that as parks come "on-line" a larger and larger portion of Lakewood's attributable share of Open Space funds is devoted to maintenance rather than to acquisition and development.

It must be noted that because of the increasing operational and maintenance costs, it can be expected that Open Space funds will ultimately be available only for operation and maintenance. The use of all Open Space funds for operation and maintenance may negatively influence future requests to Jefferson County Open Space for matching grants on City projects.

Conservation Trust Fund (CT)

This fund receives its money from the City's share of State Lottery proceeds. This fund, like the Open Space Fund, must be used for park acquisition, open space acquisition, park and recreational development, and maintenance of park and recreational capital improvements.

Community Development Block Grant (CDBG)

This federal funding source must be used to assist low-to moderate-income residents of Lakewood. It has been Lakewood's practice to program this money on a year-by-year basis.

Decisions for expending CDBG funds on capital projects are made through a process separate from the CIPP. The CDBG program, administered by the Planning Department, obtains public input to determine needs. Funding recommendations are then forwarded to City Council for public hearing and approval. The CIPP reflects the capital projects funded by the CDBG process.

Sewer Utility

Sewer Utility funding is derived exclusively from fees paid by customers the utility serves in northern Lakewood. All revenue from utility customers is dedicated to the expense of providing sewer utility services.



**FIVE-YEAR CAPITAL IMPROVEMENT AND PRESERVATION PLAN (CIPP) (CONTINUED)**

**FUNDS INCLUDED IN THE CIPP (continued)**

Water Utility

Water Utility funding is derived exclusively from fees paid by customers the utility serves in northeast Lakewood. All revenue from utility customers is dedicated to the expense of providing water utility services.

Stormwater Management Utility (SMU)

The Stormwater Management Utility is citywide and derives its revenue exclusively from fees paid by owners of developed property. All revenue from utility customers is dedicated to expenses of providing stormwater management utility services. The Urban Drainage and Flood Control District (UDFCD) provides matching money for many capital drainage projects. The UDFCD prepares its capital budget in the fall and Lakewood has applied for additional matching funds. Any UDFCD funds received will be shown in the CIPP based on UDFCD funding decisions.

Equipment Replacement Fund (ERF)

Funding for Equipment Replacement shown in the CIPP is derived from a General Fund transfer for Information Technology, vehicle replacement chargebacks to Enterprise Fund programs, a Capital Improvement Fund transfer for vehicle replacements in General Fund programs and Public, Education and Government (PEG) fees for KLTV 8. The General Fund transfer is to be used for capital technology replacements and upgrades. Vehicle chargebacks and the Capital Improvement Fund transfer are used to replace heavy equipment and vehicles. PEG revenue is to be used for KLTV 8 capital technology replacements and upgrades.

Matching Funds

In many cases the availability of, and requirements pertaining to, outside matching funds influences programming of Lakewood's CIPP projects.

**PROJECT SELECTION PROCESS OVERVIEW**

Since the early years of Lakewood, a capital plan has been prepared to guide major project expenditures. The planning process has evolved to include virtually every City department and a broad range of needs. To thoughtfully develop a balanced plan addressing the range of needs that exist requires several types of criteria that guide project selection. The existing criteria have been approved by City Council and continue to be utilized. Some have been reviewed periodically and brought up to date due to changed needs or community desires.

There are also general principles that influence decisions regarding the content of a proposed CIPP. These principles reflect the relationship desired between the City organization and citizens of Lakewood. The perspective that these principles reflect is a commitment to (a) providing high quality facilities and services and (b) fulfilling commitments to citizens. Components of these principles include:

1. The recognition that deleting projects that have previously been included in the plan is very undesirable. Every project has a public constituency and each project that is deleted from the plan before its completion diminishes the integrity of the CIPP and credibility of City government.
2. Strong efforts are made to maintain project schedules. Though delays are more palatable than deletions, when the City delays a project, this creates skepticism with citizens.
3. The need for large capital expenditures to replace facilities or equipment is typically predictable and should not suddenly arise and affect other planned capital projects.



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

### **PROJECT SELECTION PROCESS OVERVIEW (continued)**

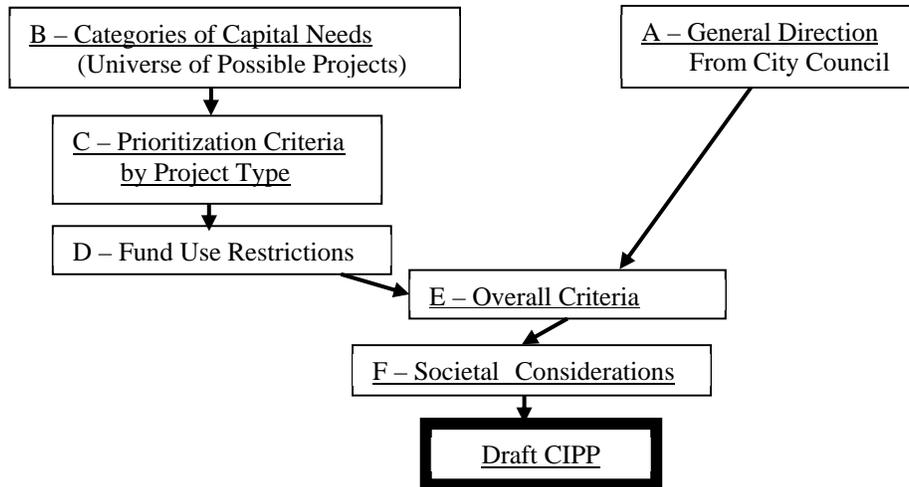
4. When a project is constructed, it is intended that it be adequately funded for completion rather than left in an incomplete state. Given the huge demand for improvements, it is unlikely that the City will revisit most projects and improve or complete them in the foreseeable future. Exceptions occur for projects that (a) require very large expenditures for total completion and also (b) can be broken down into phases that are individually complete. For instance, a regional park could be developed in several phases. Each phase, however, would stand on its own whether it was soccer fields, ball fields, and so forth.
5. Reserving some funds, particularly in the later years of the plan, provides opportunities to respond to matching funds from other agencies, to pressing needs that arise, and new priorities.
6. Much less flexibility typically exists in the earlier years of a CIPP because many projects require two to three years for public input, design, land acquisition, utility work, and construction. Consequently, a project slated in the CIPP for construction two or three years into the future is already in the planning and design stage. Further, the potential to insert a sizeable project in the early years of a CIPP is low given the time necessary to implement larger projects.

The principles listed above are not inflexible rules. In that context, several sets of criteria are used in prioritizing projects for the draft CIPP and are illustrated on the following two pages. The diagram on the next page illustrates the components that are utilized to generate a draft CIPP for Council's consideration. It also graphically represents how the components are blended during the process.



**FIVE-YEAR CAPITAL IMPROVEMENT AND PRESERVATION PLAN (CIPP) (CONTINUED)**

The following diagram illustrates the components that are utilized to generate a draft CIPP for Council’s consideration. It also graphically represents how the components are blended during the process.



<u>A – General Direction</u> City Council Strategic Goals Comprehensive Plan  City Council’s goals reflect the current Council’s priorities and affect the CIPP in the near term and in the long term.  The Comprehensive Plan is a general community development document that includes specific plans, all approved by City Council, that are intended to guide changes in the community to create the desired picture of Lakewood’s future.	
<u>B – Categories of Capital Needs</u>  For each category of need, City staff maintains a list of specific potential projects. The lists are developed from Council comments, citizen requests, staff observations, neighborhood plans, and corridor plans.	
<u>C – Criteria by Project Type</u>  Parks and Recreation Concrete Repair/Replacement Neighborhood Participation Program Sidewalk/Bikepath Stormwater Street Resurfacing	<u>D – Fund Use Restrictions</u>  - Capital Improvement Fund - Open Space Funds - Conservation Trust Funds - Community Development Block Grant - Utilities
<u>E – Overall Criteria</u>  Factors determining placement of projects in the CIPP provide guidance in evaluating maintenance, multi-phase projects, leveraging outside resources, etc. These considerations apply to all project types whether parks, streets, drainage, etc.	
<u>F – Societal Considerations</u>  A subjective aspect of developing priorities for a draft CIPP is the societal element. Over time, society and its perception of need changes. For example 40 years ago, budgeting for some urban amenities like landscaping was rare.	

The process described above is used once a year at the time a draft CIPP is prepared for Council consideration. In addition, during the course of some years there are events that affect the next draft CIPP, such as adoption by City Council of the Community Development Block Grant program. Multiple departments participate during preparation of the draft CIPP including Police, Planning, Public Works, Municipal Courts, Finance, Community Resources, City Clerk’s Office, and the City Manager’s Office.



**FIVE-YEAR CAPITAL IMPROVEMENT AND PRESERVATION PLAN (CIPP) (CONTINUED)**

**IMPACTS ON THE OPERATING BUDGET**

Several programs have changed from being funded through the operating budget (General Fund) to being funded from the CIPP. Such programs include:

<b><u>PROJECT NAME</u></b>	<b><u>2013R</u></b>	<b><u>2014</u></b>	<b><u>2015</u></b>	<b><u>2016</u></b>	<b><u>2017</u></b>	<b><u>2018</u></b>
Building Infrastructure/Operation	\$ 1,104,463	\$ 665,000	\$ 665,000	\$ 665,000	\$ 665,000	\$ 665,000
CIPP Support Services	305,086	314,480	326,052	338,445	351,749	366,064
Vehicle Replacement	1,344,073	1,497,540	1,500,614	1,503,868	1,507,320	1,510,988
Totals	\$2,753,622	\$2,477,020	\$2,491,666	\$2,507,313	\$2,524,069	\$2,542,052

- **Building Infrastructure/Operation** - This program pays for Citywide building facility infrastructure maintenance/replacements of roofs, mechanical equipment, and other building improvements reducing costs charged to the General Fund.
- **CIPP Support Services** - This program pays the salaries of employees working on capital projects reducing costs charged to the General Fund.
- **Vehicle Replacement** - This program funds the purchase of new vehicles and heavy equipment reducing costs charged to the General Fund.

**ABBREVIATIONS USED IN THE REMAINDER OF THIS CAPITAL IMPROVEMENT AND PRESERVATION PLAN**

CDBG	Community Development Block Grant	GOCO	Great Outdoors Colorado Grant
CDOT	Colorado Department of Transportation	GOLF	Golf Course Funds
CIF	Capital Improvement Fund	HES	Hazard Elimination Safety Federal Funds
CMAQ	Congestion Management Air Quality Federal Funds	JEFFCO OS	Jefferson County Open Space Grant
COP	Certificates of Participation	OS	Open Space Fund
CT	Conservation Trust Fund	SHSG	State Historical Society Grant
ED	Economic Development Fund	SMU	Stormwater Management Utility
ERF	Equipment Replacement Fund	STATE TRAILS	State Trails Grant
FASTER	Funding Advancements for Surface Transportation and Economic Recovery State Funds	STP-M	Surface Transportation Program Metro Federal Funds
GENERAL	General Fund	UDFCD	Urban Drainage & Flood Control District



## CAPITAL IMPROVEMENT FUND

PAGE	PROJECT NAME	2013 REVISED	2014	2015	2016	2017	2018
<b>ANNUAL PROGRAMS</b>							
452	Comprehensive Plan Corridor Implem.	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
453	Building Infrastructure	1,129,463	665,000	665,000	665,000	665,000	665,000
454	Public Art Acquisition	41,291	45,000	45,000	45,000	45,000	45,000
455	Developer Contributions	200,000	50,000	50,000	50,000	50,000	50,000
456	Neighborhood Entry Treatment Maint.	5,000	5,000	5,000	5,000	5,000	5,000
457	Neighborhood Participation Program	215,000	180,000	180,000	180,000	180,000	180,000
458	Traffic Safety Improvements	362,874	364,393	365,928	1,117,564	1,119,312	1,121,186
459	Signal Safety Improvements	229,268	229,893	230,474	111,085	111,729	112,408
460	Long Life Pavement Markings	222,016	224,852	227,311	229,925	232,710	235,684
461	Development Participation	50,000	150,000	450,000	150,000	50,000	50,000
462	Street Resurfacing/Concrete Rehab.	7,013,400	7,426,564	7,863,689	8,327,070	8,818,306	9,339,094
463	Water Rights	217,178	219,324	221,373	223,553	225,878	228,363
464	CIPP Support Services	305,086	314,480	326,052	338,445	351,749	366,064
465	Vehicle Replacement	1,344,073	1,497,540	1,500,614	1,503,868	1,507,320	1,510,988
	<b>SUBTOTALS</b>	<b>\$ 11,344,649</b>	<b>\$ 11,382,046</b>	<b>\$ 12,140,441</b>	<b>\$ 12,956,510</b>	<b>\$ 13,372,004</b>	<b>\$ 13,918,787</b>
<b>DEBTS AND OTHER LONG TERM OBLIGATIONS</b>							
466	2006B COP Payments <i>Add'l funds of \$12,005,060 from General and Equipment Replacement Funds (PEG fees)</i>	\$ 386,000	\$ 386,000	\$ 386,000	\$ 386,000	\$ 386,000	\$ 386,000
467	Revenue Sharing Agreements	1,823,444	1,865,383	1,910,152	1,948,355	1,987,322	2,027,068
468	William Frederick Hayden Park Acq <i>Add'l funds of \$490,000 from Conservation Trust Fund</i>	110,843	110,843	110,843	110,843	110,843	-
	<b>SUBTOTALS</b>	<b>\$ 2,320,287</b>	<b>\$ 2,362,226</b>	<b>\$ 2,406,995</b>	<b>\$ 2,445,198</b>	<b>\$ 2,484,165</b>	<b>\$ 2,413,068</b>
<b>CITY FACILITIES</b>							
469	Civic Center Improvements	\$ 1,007,365	\$ 3,945,759	\$ -	\$ -	\$ -	\$ -
470	1050 Quail St Fuel Facility Upgrades	-	-	150,000	-	-	-
	<b>SUBTOTALS</b>	<b>\$ 1,007,365</b>	<b>\$ 3,945,759</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TRANSPORTATION</b>							
471	Light Rail Station & Access Improvements	\$ 2,788,069	\$ -	\$ -	\$ -	\$ -	\$ -
472	W 14th & Lamar St Roundabout <i>Add'l funds of \$990,000 from Federal HES Funds</i>	210,000	-	-	-	-	-



## CAPITAL IMPROVEMENT FUND (continued)

PAGE	PROJECT NAME	2013 REVISED	2014	2015	2016	2017	2018
<b>TRANSPORTATION (continued)</b>							
473	260 Union Pedestrian Hybrid Signal <i>Add'l funds of \$153,000 from State FASTER Funds</i>	73,000	-	-	-	-	-
474	Kipling Signals @ Kentucky & Dartmouth <i>Add'l funds of \$570,000 from Federal HES and State Funds</i>	5,000	-	-	-	-	-
475	Wadsworth Boulevard Traffic <i>Add'l funds of \$210,000 from Federal CMAQ Funds</i>	52,068	-	-	-	-	-
476	Bike Paths/Sidewalks	625,000	300,000	300,000	300,000	300,000	500,000
477	Wadsworth Blvd, Highland Dr to 14th <i>Add'l funds of \$14,940,000 from State and Federal STP-M Funds</i>	1,420,000	-	2,800,000	-	-	-
478	West Corridor Neighborhood	100,000	-	-	-	-	-
479	Union Boulevard, 4th to 6th <i>Add'l funds of \$591,000 from State Funds</i>	359,000	-	-	-	-	-
480	Kipling/Colfax Intersection	300,000	-	-	-	-	-
481	Colfax/Simms Intersection <i>Add'l funds of \$50,000 from Federal STP-M Funds</i>	40,000	-	-	-	-	-
482	Kipling Light Rail Bike Path Overpass <i>Add'l funds of \$490,000 from Federal Funds</i>	405,000	-	-	-	-	-
483	Wadsworth Light Rail Bike Path Overpass <i>Add'l funds of \$600,000 from Federal Funds</i>	1,455,000	-	-	-	-	-
484	Quincy, Ammons to Zephyr <i>Add'l funds of \$5,400,000 from Jefferson County</i>	200,000	-	-	-	-	-
485	Mississippi Signals @ Wads & Pierce <i>Add'l funds of \$474,550 from Federal HES Funds</i>	-	25,450	-	-	-	-
SUBTOTALS		\$ 8,032,137	\$ 327,464	\$ 3,102,015	\$ 302,016	\$ 302,017	\$ 502,018
<b>PROJECT CONTINGENCIES</b>							
486	Capital Project Contingencies	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -
SUBTOTALS		\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL CAPITAL IMPROVEMENT FUND</b>		<u>\$ 23,204,438</u>	<u>\$ 18,017,495</u>	<u>\$ 17,799,451</u>	<u>\$ 15,703,724</u>	<u>\$ 16,158,186</u>	<u>\$ 16,833,873</u>



## CONSERVATION TRUST AND OPEN SPACE FUNDS

PAGE	PROJECT NAME	2013 REVISED	2014	2015	2016	2017	2018
<b>ANNUAL PROGRAMS</b>							
487	Parks Infrastructure	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000
	SUBTOTALS	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000
<b>DEBTS AND OTHER LONG TERM OBLIGATIONS</b>							
466	2006A COP Payments <i>Add'l funds of \$10,431,248 from General and Golf Course Funds</i>	\$ 977,743	\$ 977,743	\$ 978,427	\$ 977,671	\$ 977,535	\$ 979,200
468	William Frederick Hayden Park Acq <i>Add'l funds of \$665,861 from Capital Improvement Fund</i>	98,000	98,000	98,000	98,000	98,000	-
	SUBTOTALS	\$ 1,075,743	\$ 1,075,743	\$ 1,076,427	\$ 1,075,671	\$ 1,075,535	\$ 979,200
<b>CAPITAL PRESERVATION &amp; IMPROVEMENT</b>							
488	Site & Facility Improvements <i>Add'l funds of \$25,000 from CDBG</i>	\$ 527,000	\$ 670,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
	SUBTOTALS	\$ 527,000	\$ 670,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
<b>DEVELOPMENT PROJECTS</b>							
489	Carmody Park Improvements	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -
490	Lakewood Heritage Center	130,000	-	-	-	-	-
491	Bear Creek Lake Park <i>Add'l funds of \$200,000 from GOCO Grant</i>	260,000	-	-	-	-	-
492	Arts in the Park	20,000	20,000	20,000	20,000	20,000	20,000
493	Holbrooke Park Pond Improvements	35,000	5,000	5,000	5,000	5,000	5,000
494	Dry Gulch Trail <i>Add'l funds of \$90,000 from Jefferson County Open Space Grant</i>	90,000	-	-	-	-	-
495	Playground Replacement	300,000	120,000	120,000	120,000	120,000	120,000
496	Two Creeks Park <i>Add'l funds of \$12,500 from GOCO Grant</i>	12,500	-	-	-	-	-
497	Rail Car Museum	10,000	-	-	-	-	-
	SUBTOTALS	\$ 1,007,500	\$ 145,000	\$ 145,000	\$ 145,000	\$ 145,000	\$ 145,000



## CONSERVATION TRUST AND OPEN SPACE FUNDS (continued)

PAGE	PROJECT NAME	2013 REVISED	2014	2015	2016	2017	2018
<b>ACQUISITIONS</b>							
498	Land Acquisition <i>Add'l funds of \$52,283 from Jefferson County Open Space Grant and \$25,000 from Urban Drainage and Flood Control District</i>	\$ 99,283	\$ -	\$ -	\$ -	\$ -	\$ -
<b>SUBTOTALS</b>		\$ 99,283	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL CONSERVATION TRUST AND OPEN SPACE FUNDS</b>		\$ 2,834,526	\$ 2,015,743	\$ 1,746,427	\$ 1,745,671	\$ 1,745,535	\$ 1,649,200

## ALL OTHER CAPITAL FUNDS

## COMMUNITY DEVELOPMENT BLOCK GRANT

PAGE	PROJECT NAME	2013 REVISED	2014	2015	2016	2017	2018
488	Molholm Playground <i>Add'l funds of \$5,000 from Conservation Trust and Open Space Funds</i>	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL COMMUNITY DEVELOPMENT BLOCK GRANT</b>		\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -

## GOLF COURSE

PAGE	PROJECT NAME	2013 REVISED	2014	2015	2016	2017	2018
466	2006A COP Payments <i>Add'l funds of \$11,159,227 from General, Open Space, and Conservation Trust Funds</i>	\$ 844,197	\$ 914,784	\$ 865,354	\$ 814,724	\$ 814,612	\$ 816,000
<b>TOTAL GOLF COURSE</b>		\$ 844,197	\$ 914,784	\$ 865,354	\$ 814,724	\$ 814,612	\$ 816,000

## SEWER ENTERPRISE

PAGE	PROJECT NAME	2013 REVISED	2014	2015	2016	2017	2018
499	Sewer Lining	\$ 200,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
500	Sewer Replacements	75,000	-	-	-	-	-
486	Capital Project Contingencies	50,000	-	-	-	-	-
<b>TOTAL SEWER ENTERPRISE</b>		\$ 325,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000



## ALL OTHER CAPITAL FUNDS (continued)

## WATER ENTERPRISE

PAGE	PROJECT NAME	2013					
		REVISED	2014	2015	2016	2017	2018
501	Water Line Replacements	\$ 300,000	\$ -	\$ -	\$ 750,000	\$ -	\$ -
486	Capital Project Contingencies	50,000	-	-	-	-	-
<b>TOTAL WATER ENTERPRISE</b>		<b>\$ 350,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 750,000</b>	<b>\$ -</b>	<b>\$ -</b>

## STORMWATER ENTERPRISE

PAGE	PROJECT NAME	2013					
		REVISED	2014	2015	2016	2017	2018
502	2nd & Benton Pond Stormwater Quality Enhancements	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -
503	20th & Iris Drainage Improvements	600,000	-	-	-	-	-
504	West Corridor Drainage	370,000	-	-	-	-	-
505	North Dry Gulch Improvements <i>Add'l funds of \$2,500,000 from Urban Drainage &amp; Flood Control District</i>	550,000	650,000	650,000	650,000	-	-
506	Local Drainage Projects	412,000	150,000	150,000	150,000	150,000	150,000
486	Capital Project Contingencies	50,000	-	-	-	-	-
<b>TOTAL STORMWATER ENTERPRISE</b>		<b>\$ 2,082,000</b>	<b>\$ 800,000</b>	<b>\$ 800,000</b>	<b>\$ 800,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>

## EQUIPMENT REPLACEMENT

PAGE	PROJECT NAME	2013					
		REVISED	2014	2015	2016	2017	2018
507	City Radio Replacement	\$ 60,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -
508	Financial Management and Human Resources Systems Update	200,000	-	-	-	-	-
509	Citywide Scanner and Point of Sale Equipment Replacement	20,000	20,000	-	-	-	-
510	Strategic Wide Area Network Infrastructure	100,000	100,000	-	-	-	-
511	Enterprise Cybersecurity Services	-	15,000	-	-	-	-
512	Capital Computer Equipment	574,000	250,000	-	-	-	-
513	End User Computer Equipment	258,000	288,000	-	-	-	-
514	Back End Software Replacement	200,000	283,000	-	-	-	-
515	Criminal Justice Information System	-	67,200	-	-	-	-
516	Municipal Court Recording System	-	18,757	-	-	-	-
<b>TOTAL EQUIPMENT REPLACEMENT</b>		<b>\$ 1,412,000</b>	<b>\$ 1,141,957</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



<b>PROJECT: Comprehensive Plan Corridor Implementation (Recurring)</b>							
<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b><u>TOTAL</u></b>
CIF	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$60,000
<b>TOTAL</b>	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$60,000
<b>REASON FOR PROJECT:</b>	Studies will be conducted of major arterial street corridors in Lakewood and adopted plans will be implemented.						
<b>PROJECT DESCRIPTION:</b>	<p>Corridor Plans identify issues and ways to help the road function better, improve the look of the street, and to help businesses function better. Corridor Plans are adopted as amendments to the Lakewood Comprehensive Plan. As such, these plans are used to review new development and areas being redeveloped.</p> <p>Corridor plans will be implemented for Wadsworth, Alameda, Colfax, Kipling, Sheridan, and Mississippi including developing design prototypes, coordinating with RTD, working with private contractors, and working with other departments. Projects may include sidewalk improvements, landscaping, and pedestrian amenities.</p>						
<i>IMPACT ON OPERATING BUDGET</i> <input type="checkbox"/> <i>Yes (See below)</i> <input checked="" type="checkbox"/> <i>No</i> <i>OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN</i> <input type="checkbox"/> <i>Yes</i> <input type="checkbox"/> <i>No</i>							
<b>IMPACT ON OPERATING BUDGET:</b>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<b><u>TOTAL</u></b>	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
<b>TOTAL</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
<b>LOCATION SKETCH:</b>	N/A						



<b>PROJECT: Building Infrastructure (Recurring)</b>							
<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b><u>TOTAL</u></b>
CIF	\$1,129,463	\$665,000	\$665,000	\$665,000	\$665,000	\$665,000	\$4,454,463
<b>TOTAL</b>	\$1,129,463	\$665,000	\$665,000	\$665,000	\$665,000	\$665,000	\$4,454,463
<b>REASON FOR PROJECT:</b>	This project is designed to provide funding for citywide building facility infrastructure maintenance/replacement and federal accessibility requirements.						
<b>PROJECT DESCRIPTION:</b>	<p>This program addresses infrastructure maintenance and equipment replacement for buildings managed by the Community Resources Department.</p> <p>Building related infrastructure maintenance/replacement would include replacement of facility mechanical equipment, roof replacement, carpet replacement, and other building improvements.</p> <p>Improvements are identified by replacement schedules and condition inventories.</p>						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No							
<b>IMPACT ON OPERATING BUDGET:</b>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<b><u>TOTAL</u></b>	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Capital Outlay	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	
<b>TOTAL</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
<b>LOCATION SKETCH:</b>	N/A						
<p>Major projects ongoing in 2013 and 2014 include:</p> <ul style="list-style-type: none"> <li>• Building Maintenance Facility Inventory Software</li> <li>• Public Safety Center Electrical Upgrades</li> <li>• Quail Shops Electrical Upgrades</li> <li>• Public Safety Center Carpeting Replacement</li> <li>• Lakewood Link Recreation Center roof replacement</li> <li>• Charles Whitlock Recreation Center Restroom Tiling</li> <li>• Roof replacement Carmody Pool or Fox Hollow</li> <li>• Clements Center Fire Alarm upgrade</li> <li>• Wilbur Rogers Center Carpeting and Drainage improvements</li> </ul>							



<b>PROJECT: Public Art Acquisition (Recurring)</b>							
<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b><u>TOTAL</u></b>
CIF	\$41,291	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$266,291
TOTAL	\$41,291	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$266,291
REASON FOR PROJECT:	An ongoing funding source is established to fund the acquisition and installation of public art consistent with the City Council adopted Public Arts Master Plan.						
PROJECT DESCRIPTION:	Funding allocations are calculated based on one percent of the City capital project expenditures for new projects excluding maintenance and replacement expenditures. Funding shown in 2013R is the calculated one percent amount from actual 2012 project expenditures. Amounts shown in 2014 through 2018 are estimates at this time.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No							
OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No							
IMPACT ON OPERATING BUDGET:	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>		<b><u>TOTAL</u></b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		\$ 0
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		\$ 0
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		\$ 0
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		\$ 0
LOCATION SKETCH:	N/A						



<b>PROJECT: Developer Contributions (Recurring)</b>							
<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b><u>TOTAL</u></b>
CIF	\$200,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$450,000
TOTAL	\$200,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$450,000
REASON FOR PROJECT:	Cash contributions that developers have or will make to the City to satisfy their public improvement agreement requirements will be monitored.						
PROJECT DESCRIPTION:	A typical example of a cash contribution from a developer is for a portion of a traffic signal that will be warranted in the near future.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No							
OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No							
IMPACT ON OPERATING BUDGET:	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>		<b><u>TOTAL</u></b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		\$ 0
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		\$ 0
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		\$ 0
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		\$ 0
LOCATION SKETCH:	N/A						
Money budgeted in 2013 is for construction of a new, warranted traffic signal at Alameda and McIntyre.							



<b>PROJECT: Neighborhood Entry Treatment Maintenance (Recurring)</b>							
<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b><u>TOTAL</u></b>
CIF	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$30,000
TOTAL	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$30,000
REASON FOR PROJECT:	Adequate maintenance is provided for neighborhood entry treatments.						
PROJECT DESCRIPTION:	Maintenance and replacement of landscaping and hardscape features in neighborhood entry treatments will be completed.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No							
OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No							
IMPACT ON OPERATING BUDGET:	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b><u>TOTAL</u></b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
LOCATION SKETCH:	N/A						
<u>Eligible Locations</u>							
10th Avenue, east and west of Wadsworth Blvd							
10th Avenue, north side near Chase St							
Pierce Street, south of 1st Ave							
Simms St and Collins Ave							



<b>PROJECT: Neighborhood Participation Program (Recurring)</b>							
<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b><u>TOTAL</u></b>
CIF	\$215,000	\$180,000	\$180,000	\$180,000	\$180,000	\$180,000	\$1,115,000
TOTAL	\$215,000	\$180,000	\$180,000	\$180,000	\$180,000	\$180,000	\$1,115,000
REASON FOR PROJECT:	Neighborhood organizations are encouraged to identify needs in their neighborhood and propose projects to meet those needs. The program will allow the funding of any improvement that the City is normally capable of constructing.						
PROJECT DESCRIPTION:	Citizen initiated projects throughout Lakewood are constructed. Project submittals and selection occur in September each year for construction in the following year. The annual funding for this program has been increased from \$120,000 to \$180,000 annually in response to the number of requested projects each year.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No							
OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No							
IMPACT ON OPERATING BUDGET:	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b><u>TOTAL</u></b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
LOCATION SKETCH:	N/A						
<p>Projects include:</p> <ul style="list-style-type: none"> <li>• Morse Park rain garden</li> <li>• Playground improvements at Green Gables Park</li> <li>• Community Garden at Eiber Elementary</li> <li>• Lamar &amp; 14<sup>th</sup> Sculpture</li> <li>• O’Kane Park Tennis Court Renovation</li> <li>• Gray Street Community Garden Improvements</li> </ul>							



<b>PROJECT: Traffic Safety Improvements (Recurring)</b>							
<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b><u>TOTAL</u></b>
CIF	\$362,874	\$364,393	\$365,928	\$1,117,564	\$1,119,312	\$1,121,186	\$4,451,257
TOTAL	\$362,874	\$364,393	\$365,928	\$1,117,564	\$1,119,312	\$1,121,186	\$4,451,257
REASON FOR PROJECT:	Improvements to the safety of streets and roads in the City will continue in an organized manner.						
PROJECT DESCRIPTION:	Safety improvements will be constructed at locations within the City. Locations are determined through a yearly analysis of traffic accidents. Improvements may include guardrail repair, roadway widening, realignment, sidewalks/bike paths, median redesigns, streetlights, signal timing studies, etc. Funds from this program will also be used for the required local match to state and federal funds in years 2016-2018.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No							
OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No							
IMPACT ON OPERATING BUDGET:	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<b><u>TOTAL</u></b>	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
LOCATION SKETCH:	N/A						
<u>Projects:</u>							
<ul style="list-style-type: none"> <li>• Install guardrail at 20<sup>th</sup> Ave/Willow Ln</li> <li>• Design four traffic signal locations for future rebuilds</li> <li>• Install crosswalk pavement markings on state highways (\$75,000/year)</li> </ul>							



<b>PROJECT: Signal Safety Improvements (Recurring)</b>							
<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b><u>TOTAL</u></b>
CIF	\$229,268	\$229,893	\$230,474	\$111,085	\$111,729	\$112,408	\$1,024,857
<b>TOTAL</b>	\$229,268	\$229,893	\$230,474	\$111,085	\$111,729	\$112,408	\$1,024,857
<b>REASON FOR PROJECT:</b>	Enhancements to the traffic signal system will improve pedestrian and vehicular traffic safety. National standards are incorporated when upgrading traffic signal control equipment and traffic signal displays.						
<b>PROJECT DESCRIPTION:</b>	New signals, upgrading of existing traffic signals, and upgrading intersections on a priority basis will be completed. Additional funding of \$120,000 per year is budgeted in 2013 through 2015 to build new signals or implement other options at intersections that meet traffic warrants for a signal. It can take multiple years in order to have enough funding available to complete one signal location or implement an alternative solution.						
<i>IMPACT ON OPERATING BUDGET</i> <input type="checkbox"/> <i>Yes (See below)</i> <input checked="" type="checkbox"/> <i>No</i> <i>OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN</i> <input type="checkbox"/> <i>Yes</i> <input type="checkbox"/> <i>No</i>							
<b>IMPACT ON OPERATING BUDGET:</b>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<b><u>TOTAL</u></b>	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Capital Outlay	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	
<b>TOTAL</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
<b>LOCATION SKETCH:</b>	N/A						
<p>The Alameda/Jewell and Florida/Union intersections are currently being reviewed for improvement options. Construction of improvements will not occur until 2015.</p>							



<b>PROJECT: Long Life Pavement Markings (Recurring)</b>							
<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b><u>TOTAL</u></b>
CIF	\$222,016	\$224,852	\$227,311	\$229,925	\$232,710	\$235,684	\$1,372,498
<b>TOTAL</b>	\$222,016	\$224,852	\$227,311	\$229,925	\$232,710	\$235,684	\$1,372,498
<b>REASON FOR PROJECT:</b>	Maintaining adequate lane lines on City streets, especially during winter months, is extremely difficult. Long life pavement markings provide more durable street delineation when compared to paint. This results in greater safety to the driving public.						
<b>PROJECT DESCRIPTION:</b>	Plastic pavement markings will be placed on newly overlaid or existing streets which are not to be resurfaced in the next three to five years.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No							
<b>IMPACT ON OPERATING BUDGET:</b>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b><u>TOTAL</u></b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<b>TOTAL</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<b>LOCATION SKETCH:</b>	N/A						



<b>PROJECT: Developer Participation (Recurring)</b>							
<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b><u>TOTAL</u></b>
CIF	\$50,000	\$150,000	\$450,000	\$150,000	\$50,000	\$50,000	\$900,000
<b>TOTAL</b>	<b>\$50,000</b>	<b>\$150,000</b>	<b>\$450,000</b>	<b>\$150,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$900,000</b>
<b>REASON FOR PROJECT:</b>	Pursuant to City ordinance and agreements, the City and developers share development costs. These costs are normally for improvements that are above the need for public improvements created by the development.						
<b>PROJECT DESCRIPTION:</b>	As required by City ordinance and engineering regulations, the City is responsible for a portion of the cost of construction of some projects initiated by development. Cost sharing outlined in the Solterra public improvement agreement is anticipated to begin in 2014 and continue through 2016.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No							
<b>IMPACT ON OPERATING BUDGET:</b>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<b><u>TOTAL</u></b>	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Capital Outlay	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	
<b>TOTAL</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	
<b>LOCATION SKETCH:</b>	N/A						
<u>Potential 2013R – 2014 Projects</u>							
West Colfax Brick Pavers					\$3,000		
Miscellaneous Projects					\$5,000		
Solterra					\$100,000		



<b>PROJECT: Street Resurfacing/Concrete Rehabilitation (Recurring)</b>							
<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>TOTAL</u>
CIF	\$7,013,400	\$7,426,564	\$7,863,689	\$8,327,070	\$8,818,306	\$9,339,094	\$48,788,123
TOTAL	\$7,013,400	\$7,426,564	\$7,863,689	\$8,327,070	\$8,818,306	\$9,339,094	\$48,788,123
REASON FOR PROJECT:	Maintenance and rehabilitation of existing City street pavements, curbs, gutters and sidewalks will be completed. The budget is adequate to keep all Lakewood streets on an acceptable maintenance cycle.						
PROJECT DESCRIPTION:	This project provides for annual maintenance, repair, and rehabilitation of City streets on a priority basis. Included in the restoration work are the patching, slurry seal, overlay, street rebuild programs, and the repair of concrete drainage crosspans, curb, gutter, sidewalk, and bike path. The majority of the work is completed by contract to private entities.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No							
OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No							
IMPACT ON OPERATING BUDGET:	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>TOTAL</u>	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
LOCATION SKETCH:	The specific streets that will be resurfaced next year will be determined in the coming months. City Council will receive a memorandum listing those streets when it is available.						



<b>PROJECT: Water Rights (Recurring)</b>							
<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b><u>TOTAL</u></b>
CIF	\$217,178	\$219,324	\$221,373	\$223,553	\$225,878	\$228,363	\$1,335,669
<b>TOTAL</b>	\$217,178	\$219,324	\$221,373	\$223,553	\$225,878	\$228,363	\$1,335,669
<b>REASON FOR PROJECT:</b>	The Water Rights and Acquisition program and was established to acquire and defend water rights to be used on some parks. The Lakewood Golf Enterprise Fund pays for ongoing water rights costs and defense of water rights used on Lakewood golf courses. .						
<b>PROJECT DESCRIPTION:</b>	Actions of the City water attorney, City water engineer, and City staff are coordinated to defend existing City water rights from other water users and occasionally to acquire additional water rights for use on Lakewood golf courses or parks.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No							
<b>IMPACT ON OPERATING BUDGET:</b>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b><u>TOTAL</u></b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<b>TOTAL</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<b>LOCATION SKETCH:</b>	N/A						



<b>PROJECT: CIPP Support Services (Recurring)</b>							
<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b><u>TOTAL</u></b>
CIF	\$305,086	\$314,480	\$326,052	\$338,445	\$351,749	\$366,064	\$2,001,876
TOTAL	\$305,086	\$314,480	\$326,052	\$338,445	\$351,749	\$366,064	\$2,001,876
REASON FOR PROJECT:	A portion of staff time spent on capital projects is charged to the Capital Improvement Fund (CIF).						
PROJECT DESCRIPTION:	Staff time spent on capital projects is paid for by the CIF.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No							
OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No							
IMPACT ON OPERATING BUDGET:	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b><u>TOTAL</u></b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
LOCATION SKETCH:	N/A						



<b>PROJECT: Vehicle Replacement (Recurring)</b>							
<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b><u>TOTAL</u></b>
CIF	\$1,344,073	\$1,497,540	\$1,500,614	\$1,503,868	\$1,507,320	\$1,510,988	\$8,864,403
TOTAL	\$1,344,073	\$1,497,540	\$1,500,614	\$1,503,868	\$1,507,320	\$1,510,988	\$8,864,403
REASON FOR PROJECT:	Expenses for replacing vehicles in General Fund programs are funded by the Capital Improvement Fund. Expenses for replacing vehicles in Enterprise Fund programs are funded by chargebacks to the specific program.						
PROJECT DESCRIPTION:	City vehicles are replaced.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No							
OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No							
IMPACT ON OPERATING BUDGET:	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b><u>TOTAL</u></b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
LOCATION SKETCH:	N/A						



<b>PROJECT: Debt Payments for Certificates of Participation (Recurring)</b>							
<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>TOTAL</u>
GENERAL	\$2,751,106	\$2,755,946	\$2,808,489	\$2,856,630	\$2,852,512	\$2,861,954	\$16,886,637
CIF	\$ 386,000	\$ 386,000	\$ 386,000	\$ 386,000	\$ 386,000	\$ 386,000	\$ 2,316,000
EQUIP REPL	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 480,000
GOLF	\$ 844,197	\$ 914,784	\$ 865,354	\$ 814,724	\$ 814,612	\$ 816,000	\$ 5,069,671
OS	\$ 353,074	\$ 353,074	\$ 353,321	\$ 353,048	\$ 352,999	\$ 353,600	\$ 2,119,116
CT	\$ 624,669	\$ 624,669	\$ 625,106	\$ 624,623	\$ 624,536	\$ 625,600	\$ 3,749,203
TOTAL	\$5,039,046	\$5,114,473	\$5,118,270	\$5,115,025	\$5,110,659	\$5,123,154	\$30,620,627
REASON FOR PROJECT:	Payments are made on the Certificates of Participation for the Homestead Golf Course, Urban Parks Maintenance Building, the Link pool addition, Public Safety Center Renovation, Public Safety Center Parking Structure Renovation, the Charles Whitlock Recreation Center, the Carmody Recreation Center renovation, and the Civic Center.						
PROJECT DESCRIPTION:	Payments will be made for the 2006A and 2006B Certificates of Participation. Payments will continue through 2022.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No							
OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No							
IMPACT ON OPERATING BUDGET:	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>TOTAL</u>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
LOCATION SKETCH:	N/A						



<b>PROJECT: Revenue Sharing Agreements (Recurring)</b>							
<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b><u>TOTAL</u></b>
CIF	\$1,823,444	\$1,865,383	\$1,910,152	\$1,948,355	\$1,987,322	\$2,027,068	\$11,561,724
TOTAL	\$1,823,444	\$1,865,383	\$1,910,152	\$1,948,355	\$1,987,322	\$2,027,068	\$11,561,724
REASON FOR PROJECT:	The City has entered into economic development revenue sharing agreements.						
PROJECT DESCRIPTION:	Revenue sharing agreement expenses are estimated and appropriated within the Capital Improvement Fund. The revenues shared provide for the construction and maintenance of capital improvements.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No							
OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No							
IMPACT ON OPERATING BUDGET:	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<b><u>TOTAL</u></b>	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
LOCATION SKETCH:	N/A						





<b>PROJECT: Civic Center Improvements (Nonrecurring)</b>							
<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b><u>TOTAL</u></b>
CIF	\$1,007,365	\$3,945,759	\$ 0	\$ 0	\$ 0	\$ 0	\$4,953,124
<b>TOTAL</b>	\$1,007,365	\$3,945,759	\$ 0	\$ 0	\$ 0	\$ 0	\$4,953,124
<b>REASON FOR PROJECT:</b>	The Lakewood Civic Center Plaza, parking garage, and drive lane are in need of major renovations. In addition to drainage concerns, there are structural problems that are causing on going deterioration.						
<b>PROJECT DESCRIPTION:</b>	Funding in 2013 will renovate the West Drive aisle and provide construction documents for the plaza renovations. 2014 funding will provide for the construction of recommended plaza renovations.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No							
<b>IMPACT ON OPERATING BUDGET:</b>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<b><u>TOTAL</u></b>	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
<b>TOTAL</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
<b>LOCATION SKETCH:</b>							
<p>The sketch map shows the Civic Center area with the following labels: Civic Center North (470 South Allison Parkway), Cultural Center (470 South Allison Parkway), Civic Center South (485 South Allison Parkway), Plaza, West Drive Aisle, South Allison Parkway, Civic Center Property, Retail Building (4400 Westwood Drive), Public Safety Center Parking Garage, Public Safety Center (445 South Allison Parkway), and a North arrow.</p>							



PROJECT: **1050 Quail Street Fueling Facility Additional Fuel Storage** (Nonrecurring)

<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>TOTAL</u>
CIF	\$ 0	\$ 0	\$150,000	\$ 0	\$ 0	\$ 0	\$150,000
TOTAL	\$ 0	\$ 0	\$150,000	\$ 0	\$ 0	\$ 0	\$150,000

REASON FOR PROJECT: The City of Lakewood completed an Emergency Fuel Operations Plan. The plan recommends adding additional fuel storage to extend the time vehicles can be fueled during an emergency situation before bulk refueling to the site is required.

PROJECT DESCRIPTION: This project will add additional fuel storage at the 1050 Quail Street to be consistent with the recommendations in the City’s Emergency Fuel Operations Plan.

IMPACT ON OPERATING BUDGET  Yes (See below)  No  
OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN  Yes  No

<u>IMPACT ON OPERATING BUDGET:</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>TOTAL</u>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

LOCATION SKETCH:





<b>PROJECT: Light Rail Station and Access Improvements (Nonrecurring)</b>							
<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b><u>TOTAL</u></b>
CIF	\$2,788,069	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$2,788,069
TOTAL	\$2,788,069	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$2,788,069
<b>REASON FOR PROJECT:</b>	Improvements are needed in and around light rail stations and include reinstatement of some originally planned station amenities as well as new sidewalks.						
<b>PROJECT DESCRIPTION:</b>	Improvements to stations include windscreens, litter receptacles, bike racks, art inlays, signage, benches, and landscaping. Currently there are traffic signals at Colfax intersections with Kendall and Newland. Kendall and Newland end at 14 <sup>th</sup> Avenue. The Colfax signals will be moved from Kendall and Newland to Lamar, directly north of a light rail station, and Harlan, an existing minor collector street. Lamar and Harlan are both streets that cross the light rail. Remaining funding will be used for sidewalks to improve access to the light rail stations and site improvements around the Oak Street Station.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No							
OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No							
<b>IMPACT ON OPERATING BUDGET:</b>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<b><u>TOTAL</u></b>	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
<b>LOCATION SKETCH:</b>	N/A						
Improvements will occur at all light rail stations in Lakewood: Red Rocks, Federal Center, Oak, Garrison, Wadsworth, Lamar, and Sheridan.							



**PROJECT: W 14<sup>th</sup> Ave & Lamar St Roundabout (Nonrecurring)**

<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>TOTAL</u>
CIF	\$ 210,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 210,000
HES Grant	\$ 990,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 990,000
<b>TOTAL</b>	<b>\$1,200,000</b>	<b>\$ 0</b>	<b>\$1,200,000</b>				

**REASON FOR PROJECT:** The W 14<sup>th</sup> Ave & Lamar St intersection is experiencing an above average rate of traffic accidents for a non-signalized intersection. The City was successful in obtaining a safety grant to enhance vehicular and pedestrian safety at this location.

**PROJECT DESCRIPTION:** Work includes constructing a single lane roundabout at 14<sup>th</sup> & Lamar to significantly reduce conflicting movements in the intersection as well as constructing curb, gutter and sidewalk along the east side of Lamar St from 14<sup>th</sup> Ave to 13<sup>th</sup> Ave.

IMPACT ON OPERATING BUDGET  Yes (See below)  No  
 OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN  Yes  No

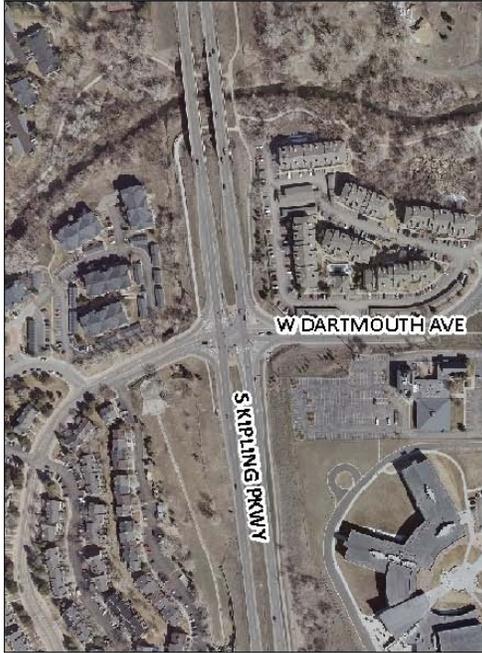
<u>IMPACT ON OPERATING BUDGET:</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>TOTAL</u>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<b>TOTAL</b>	<b>\$ 0</b>					

**LOCATION SKETCH:**



<b>PROJECT: 260 Union Pedestrian Hybrid Signal (Nonrecurring)</b>							
<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>TOTAL</u>
CIF	\$ 73,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$73,000
FASTER Grant	<u>\$153,000</u>	<u>\$ 0</u>	<u>\$153,000</u>				
<b>TOTAL</b>	<b>\$226,000</b>	<b>\$ 0</b>	<b>\$226,000</b>				
<b>REASON FOR PROJECT:</b>	A safe pedestrian crossing of Union Blvd at a point that provides direct access to the Federal Center light rail platform will be created. The City was successful in obtaining a state FASTER grant to enhance pedestrian safety by installing a pedestrian signal.						
<b>PROJECT DESCRIPTION:</b>	A pedestrian hybrid signal to enhance pedestrian safety will be installed. A pedestrian hybrid signal is a mid-block signal that is activated by a pedestrian. The signal is dark until activated and then it flashes yellow, then solid red. At this point, vehicles come to a stop. The signal then flashes red allowing drivers to continue when the lane is clear of pedestrians.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No							
<b>IMPACT ON OPERATING BUDGET:</b>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>TOTAL</u>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Capital Outlay	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>
<b>TOTAL</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>LOCATION SKETCH:</b>							



<b>PROJECT: Kipling/Kentucky and Kipling/Dartmouth Signals (Nonrecurring)</b>							
<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>TOTAL</u>
CIF	\$ 5,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 5,000
HES	\$513,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$513,000
State	\$ 57,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 57,000
<b>TOTAL</b>	<b>\$575,000</b>	<b>\$ 0</b>	<b>\$575,000</b>				
<b>REASON FOR PROJECT:</b>	Safety at high-accident intersection locations will be improved.						
<b>PROJECT DESCRIPTION:</b>	The project will upgrade traffic signals at these locations with improved signal displays and equipment. Design will begin in 2013 with construction anticipated in 2013 and 2014.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No							
OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No							
<b>IMPACT ON OPERATING BUDGET:</b>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>TOTAL</u>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<b>TOTAL</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>LOCATION SKETCH:</b>	<p style="text-align: center;"><b>S Kipling Pkwy Intersections</b></p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <p><b>W Kentucky Dr</b></p>  </div> <div style="text-align: center;"> <p><b>W Dartmouth Ave</b></p>  </div> </div>						



<b>PROJECT: Wadsworth Boulevard Traffic Detection Equipment (Nonrecurring)</b>							
<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b><u>TOTAL</u></b>
CIF	\$ 52,068	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 52,068
CMAQ	<u>\$210,000</u>	<u>\$ 0</u>	<u>\$210,000</u>				
TOTAL	\$262,068	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$262,068
REASON FOR PROJECT:	Permanent traffic signal system count stations on Wadsworth Boulevard are provided.						
PROJECT DESCRIPTION:	The project will consist of placing radar detectors at approximately 20 locations on Wadsworth Boulevard from 26 <sup>th</sup> Avenue to Mansfield Avenue to gather real time traffic data that will be used to improve traffic signal timing.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No							
OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No							
IMPACT ON OPERATING BUDGET:	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b><u>TOTAL</u></b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Capital Outlay	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
LOCATION SKETCH:	N/A						



<b>PROJECT: Bike Paths/Sidewalks (Recurring)</b>							
<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b><u>TOTAL</u></b>
CIF	\$625,000	\$300,000	\$300,000	\$300,000	\$300,000	\$500,000	\$2,325,000
<b>TOTAL</b>	\$625,000	\$300,000	\$300,000	\$300,000	\$300,000	\$500,000	\$2,325,000
<b>REASON FOR PROJECT:</b>	Numerous missing links exist throughout Lakewood in what would otherwise be long, continuous bike paths or sidewalks. The purpose of this project is to build missing links of bike paths or sidewalks adjacent to properties that are already developed. Properties must have little chance of redeveloping to an extent that would create the need for the property owner to construct the missing piece of bike path or sidewalk.						
<b>PROJECT DESCRIPTION:</b>	Projects include the design and construction of bike paths or sidewalks and may include right-of-way acquisition in some locations. Projects are prioritized using criteria approved by City Council. Annual funding has been restored in 2013 at \$300,000 per year. Funds budgeted in 2013 is for final payments for 2012 construction and a sidewalk connection to the Federal Center light rail station. A program funding increase is planned in 2018 and future years to help address the funding shortfall to build sidewalks.						
<i>IMPACT ON OPERATING BUDGET</i> <input type="checkbox"/> <i>Yes (See below)</i> <input checked="" type="checkbox"/> <i>No</i> <i>OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN</i> <input type="checkbox"/> <i>Yes</i> <input type="checkbox"/> <i>No</i>							
<b>IMPACT ON OPERATING BUDGET:</b>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<b><u>TOTAL</u></b>	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Capital Outlay	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	
<b>TOTAL</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
<b>LOCATION SKETCH:</b>	N/A						
2013 & 2014 locations include: <ul style="list-style-type: none"> <li>• Union Boulevard between 2nd and 4th Avenues east to the Federal Center light rail station</li> <li>• Locations for 2014 construction will be identified during the remainder of 2013.</li> </ul>							



<b>PROJECT: Wadsworth Boulevard, Highland Dr to 14<sup>th</sup> Ave (Nonrecurring)</b>							
<b>SOURCE</b>	<b>2013R</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>TOTAL</b>
CIF	\$1,420,000	\$ 0	\$2,800,000	\$ 0	\$ 0	\$ 0	\$ 4,220,000
State	\$ 0	\$ 0	\$3,300,000	\$ 0	\$ 0	\$ 0	\$ 3,300,000
STP-M	<u>\$6,240,000</u>	<u>\$ 0</u>	<u>\$5,400,000</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$11,640,000</u>
<b>TOTAL</b>	<b>\$7,660,000</b>	<b>\$ 0</b>	<b>\$11,500,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$19,160,000</b>
<b>REASON FOR PROJECT:</b>	Widening of Wadsworth Boulevard will be completed to accommodate vehicular and pedestrian traffic in a safe manner.						
<b>PROJECT DESCRIPTION:</b>	This project widens Wadsworth to six through lanes from Highland Dr to 14 <sup>th</sup> Avenues. The work includes design, right-of-way acquisition, and construction which include a 10 foot wide multi-use path along each side of Wadsworth and 100 year drainage improvements to the Dry Gulch crossing at 12 <sup>th</sup> Avenue. CDOT is managing this work. In 2015, additional funds have been budgeted to build the section of Wadsworth from 10 <sup>th</sup> south to Highland Dr.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No							
<b>IMPACT ON OPERATING BUDGET:</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>TOTAL</b>	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Capital Outlay	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>
<b>TOTAL</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>LOCATION SKETCH:</b>							



<b>PROJECT: West Corridor Neighborhood Transportation Study (Nonrecurring)</b>							
<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b><u>TOTAL</u></b>
CIF	\$100,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$100,000
<b>TOTAL</b>	\$100,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$100,000
<b>REASON FOR PROJECT:</b>	After the opening of light rail service to the City of Lakewood, a comprehensive study will be undertaken to identify traffic and parking impacts on pedestrian, bicycle, and vehicular movements caused by the light rail implementation. The study will recommend operational and future capital improvements in the area bounded by Oak Street, Colfax Avenue, Sheridan Blvd, and 10 <sup>th</sup> Avenue.						
<b>PROJECT DESCRIPTION:</b>	The study will be a comprehensive traffic and safety evaluation of corridors and neighborhood traffic patterns for pedestrians, bicycles, and vehicles. It is anticipated that the study will begin three to six months after opening of the light rail line, which was April 2013, to allow for traffic patterns to stabilize and schools to open. Some data collection may extend into 2014 to ensure good weather for pedestrians and bicycle counts.						
<i>IMPACT ON OPERATING BUDGET</i> <input type="checkbox"/> <i>Yes (See below)</i> <input checked="" type="checkbox"/> <i>No</i> <i>OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN</i> <input type="checkbox"/> <i>Yes</i> <input type="checkbox"/> <i>No</i>							
<b>IMPACT ON OPERATING BUDGET:</b>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<b><u>TOTAL</u></b>	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
<b>TOTAL</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
<b>LOCATION SKETCH:</b>	N/A						



<b>PROJECT: Union Boulevard, 4<sup>th</sup> to 6<sup>th</sup> (Nonrecurring)</b>							
<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b><u>TOTAL</u></b>
CIF	\$ 359,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$359,000
State	\$ 591,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$591,000
<b>TOTAL</b>	<b>\$950,000</b>	<b>\$ 0</b>	<b>\$950,000</b>				
<b>REASON FOR PROJECT:</b>	The operational characteristics of Union Boulevard and the Simms/Union bridge were improved.						
<b>PROJECT DESCRIPTION:</b>	The project built a right turn deceleration lane for southbound Union at 4 <sup>th</sup> Avenue and built double left turn lanes on the Simms/Union bridge for northbound and southbound turning onto US 6 <sup>th</sup> Avenue. Also included was median work at the 6 <sup>th</sup> Avenue eastbound off ramp to improve operational characteristics at the off ramp intersection with Union. This work was coordinated with the RTD FasTracks work.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No							
<b>IMPACT ON OPERATING BUDGET:</b>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<b><u>TOTAL</u></b>	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
<b>TOTAL</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	
<b>LOCATION SKETCH:</b>							
<p>The sketch shows a street grid. Union Blvd runs north-south. W 6th Ave runs east-west across the top. W Alameda Ave runs east-west across the bottom. 4th Ave runs east-west across the middle. Other streets shown are Simms St (north and south of Union Blvd), Kipling St, and Garrison St. A red line on Union Blvd between 4th Ave and 6th Ave indicates the project location. A north arrow is on the right side.</p>							





<b>PROJECT: Colfax/Simms Intersection (Nonrecurring)</b>							
<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b><u>TOTAL</u></b>
CIF	\$40,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$40,000
STP-M	\$50,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$50,000
TOTAL	\$90,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$90,000
REASON FOR PROJECT:	This intersection was rebuilt to reduce congestion and enhance safety.						
PROJECT DESCRIPTION:	The project built a second left turn lane for the south and east legs of the intersection. A right turn lane was built for the west leg. Sidewalk and signal upgrades were also included. Construction is complete. Money budgeted is for final contractor payments.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No							
OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No							
IMPACT ON OPERATING BUDGET:	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b><u>TOTAL</u></b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
LOCATION SKETCH:							



<b>PROJECT: Kipling Light Rail Bike Path Overpass (Nonrecurring)</b>							
<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b><u>TOTAL</u></b>
CIF	\$405,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$405,000
<b>TOTAL</b>	\$405,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$405,000
<b>REASON FOR PROJECT:</b>	Grade-separated crossing of a major arterial street for the existing bike path in cooperation with the RTD FasTracks Light Rail Project was built.						
<b>PROJECT DESCRIPTION:</b>	Design and construction of a bike path bridge was integrated into the structure for the light rail crossing. The project cost is estimated at \$895,000. The remaining balance of \$490,000 is federally funded.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No							
<b>IMPACT ON OPERATING BUDGET:</b>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<b><u>TOTAL</u></b>	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
<b>TOTAL</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
<b>LOCATION SKETCH:</b>							

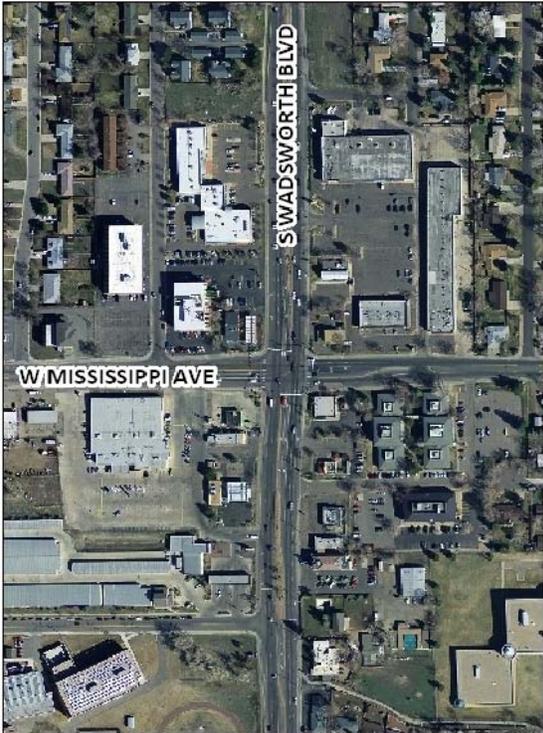
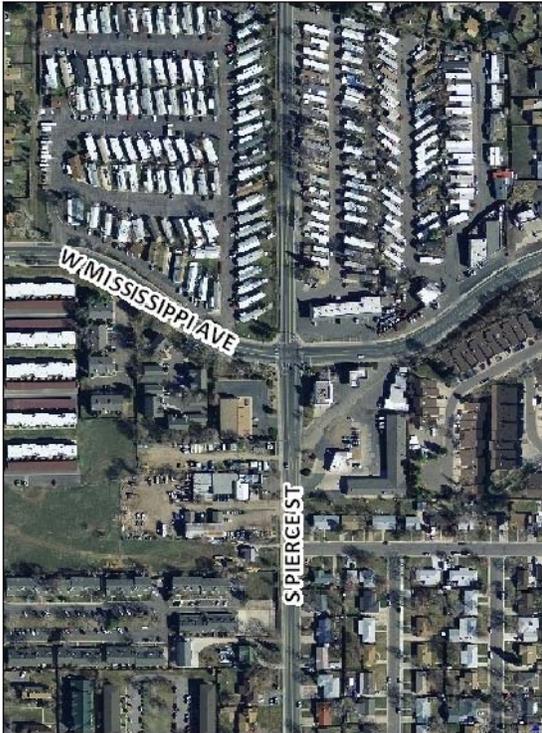


<b>PROJECT: Wadsworth Light Rail Bike Path Overpass (Nonrecurring)</b>							
<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>TOTAL</u>
CIF	\$1,455,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$1,455,000
TOTAL	\$1,455,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$1,455,000
REASON FOR PROJECT:	Grade-separated crossing of a major arterial street for the existing bike path in cooperation with the RTD FasTracks Light Rail Project was built.						
PROJECT DESCRIPTION:	Design and construction of a bike path bridge was integrated into the structure for the light rail crossing. Total project cost is estimated at \$2,055,000. The remaining balance of \$600,000 is federally funded.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No							
OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No							
IMPACT ON OPERATING BUDGET:	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>TOTAL</u>	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
LOCATION SKETCH:							



<b>PROJECT: Quincy, Ammons to Zephyr (Nonrecurring)</b>							
<b>SOURCE</b>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b>TOTAL</b>
CIF	\$ 200,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 200,000
Jefferson County	<u>\$5,400,000</u>	<u>\$ 0</u>	<u>\$5,400,000</u>				
<b>TOTAL</b>	\$5,600,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$5,600,000
<b>REASON FOR PROJECT:</b>	Jefferson County is undertaking a project to reconstruct Quincy Avenue from Kipling to Wadsworth. A portion of the City of Lakewood is within the project limits.						
<b>PROJECT DESCRIPTION:</b>	This project will widen a section of Quincy Avenue in the City of Lakewood. Lakewood will pay the actual costs for the widening work within the City boundary.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No							
<b>IMPACT ON OPERATING BUDGET:</b>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<b>TOTAL</b>	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Capital Outlay	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	
<b>TOTAL</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
<b>LOCATION SKETCH:</b>							



<b>PROJECT: Mississippi/Wadsworth and Mississippi/Pierce Signals (Nonrecurring)</b>							
<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>TOTAL</u>
CIF	\$ 0	\$ 25,450	\$ 0	\$ 0	\$ 0	\$ 0	\$ 25,450
HES	\$ 0	\$474,550	\$ 0	\$ 0	\$ 0	\$ 0	\$474,550
<b>TOTAL</b>	\$ 0	\$500,000	\$ 0	\$ 0	\$ 0	\$ 0	\$500,000
<b>REASON FOR PROJECT:</b>	Safety at high-accident intersection locations will be improved.						
<b>PROJECT DESCRIPTION:</b>	The project will upgrade traffic signals at these locations with improved signal displays and equipment. Design will begin in 2014 with construction anticipated in 2014 and 2015.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No							
<b>IMPACT ON OPERATING BUDGET:</b>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>TOTAL</u>	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
<b>TOTAL</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
<b>LOCATION SKETCH:</b>	<b>W Mississippi Ave Intersections</b>						
<b>S Wadsworth Blvd</b>				<b>S Pierce St</b>			
							



<b>PROJECT: Capital Project Contingencies (Nonrecurring)</b>							
<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b><u>TOTAL</u></b>
CIF	\$500,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$500,000
Sewer Enterprise	\$ 50,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 50,000
SMU	\$ 50,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 50,000
Water Enterprise	<u>\$ 50,000</u>	<u>\$ 0</u>	<u>\$ 50,000</u>				
<b>TOTAL</b>	\$650,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$650,000
<b>REASON FOR PROJECT:</b>	A contingency amount is budgeted for those times when spending for a capital project is greater than originally anticipated due to unforeseen circumstances.						
<b>PROJECT DESCRIPTION:</b>	Budget contingencies are provided by specific fund and only for funds that support capital projects.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No							
<b>IMPACT ON OPERATING BUDGET:</b>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>		<b><u>TOTAL</u></b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		\$ 0
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		\$ 0
Capital Outlay	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>		<u>\$ 0</u>
<b>TOTAL</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		\$ 0
<b>LOCATION SKETCH:</b>	N/A						



<b>PROJECT: Parks Infrastructure (Recurring)</b>							
<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b><u>TOTAL</u></b>
CT	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$750,000
TOTAL	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$750,000
REASON FOR PROJECT:	This program is designed to provide funding for Citywide park facility infrastructure maintenance/replacement and federal accessibility requirements.						
PROJECT DESCRIPTION:	<p>This program addresses irrigation water, infrastructure maintenance, and equipment replacement for park facilities managed by the Community Resources Department.</p> <p>Park facility infrastructure maintenance/replacement includes tennis court repair, asphalt and concrete repairs of parking lots and pathways, irrigation pumping system maintenance, and replacement and maintenance of other park structures.</p> <p>Improvements are identified by equipment replacement schedules and Americans with Disability Act (ADA) transition plans.</p>						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No							
IMPACT ON OPERATING BUDGET:	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b><u>TOTAL</u></b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
LOCATION SKETCH:	N/A						
<p>CT funds are for small capital projects throughout the park system.</p>							



<b>PROJECT: Site &amp; Facility Improvements (Recurring)</b>							
<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b><u>TOTAL</u></b>
CT	\$527,000	\$670,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,797,000
CDBG	\$ 25,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 25,000
<b>TOTAL</b>	<b>\$552,000</b>	<b>\$670,000</b>	<b>\$400,000</b>	<b>\$400,000</b>	<b>\$400,000</b>	<b>\$400,000</b>	<b>\$2,822,000</b>
<b>REASON FOR PROJECT:</b>	The Department of Community Resources' Comprehensive Master Plan sets a high priority on preserving existing parks and facilities and making them meet today's needs. The City's parks and facilities need repairs and equipment replacement periodically, which are not affordable in an annual appropriation for maintenance. This annual program is designed to provide funding for those items. This program also provides funds for small capital projects.						
<b>PROJECT DESCRIPTION:</b>	Capital repair and improvements are funded at City parks and facilities for the list below.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No							
<b>IMPACT ON OPERATING BUDGET:</b>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b><u>TOTAL</u></b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<b>TOTAL</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>LOCATION SKETCH:</b>	N/A						
<u>2013-14 Projects Include:</u> Green Mountain Recreation Center Tennis Court Replacement Walker Branch Park Improvements Richey Park Water Tap McDonnell Park Water Tap Bear Creek Lake Park Water Ramp Support Green Gables Park Playground Clear Creek Trail Contribution Morse Park Rain Garden Molholm Playground							



**PROJECT: Carmody Park Improvements (Nonrecurring)**

<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>TOTAL</u>
OS	\$150,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$150,000
<b>TOTAL</b>	\$150,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$150,000

**REASON FOR PROJECT:** The Department of Community Resources' Comprehensive Master Plan sets a high priority on preserving existing parks and facilities and making them meet today's needs.

**PROJECT DESCRIPTION:** This project will provide funds to the Master Plan for Carmody Park.

**IMPACT ON OPERATING BUDGET**  Yes (See below)  No  
**OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN**  Yes  No

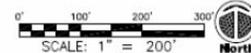
<b>IMPACT ON OPERATING BUDGET:</b>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>TOTAL</u>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<b>TOTAL</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

**LOCATION SKETCH:**



**Carmody Park Site Master Plan**

City of Lakewood - GOCO Grant Application March 2013  
2200 South Kipling Street, Lakewood, CO





**PROJECT: Lakewood Heritage Center (Nonrecurring)**

SOURCE	2013R	2014	2015	2016	2017	2018	TOTAL
CT	\$130,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$130,000
TOTAL	\$130,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$130,000

**REASON FOR PROJECT:** The Department of Community Resources' Comprehensive Master Plan sets a high priority on preserving existing parks and facilities and making them meet today's needs.

**PROJECT DESCRIPTION:** Aging infrastructure at the Lakewood Heritage Center needs upgrading. The 2013 project will replace the primary electrical service to the area and provide more reliable service.

IMPACT ON OPERATING BUDGET  Yes (See below)  No  
 OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN  Yes  No

IMPACT ON OPERATING BUDGET:	2013	2014	2015	2016	2017	TOTAL
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

**LOCATION SKETCH:**



**PROJECT: Bear Creek Lake Park (Nonrecurring)**

SOURCE	2013R	2014	2015	2016	2017	2018	TOTAL
OS	\$260,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$260,000
GOCO Grant	\$200,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$200,000
<b>TOTAL</b>	<b>\$460,000</b>	<b>\$ 0</b>	<b>\$460,000</b>				

**REASON FOR PROJECT:** Bear Creek Lake Park is a fee use area designed to generate revenue to offset the costs of operating the facility. Currently the facility generates approximately 50% of the revenue needed to cover operational costs. A primary reason for this differential is the lack of improvements, which will attract more users, and the quality of the improvements provided.

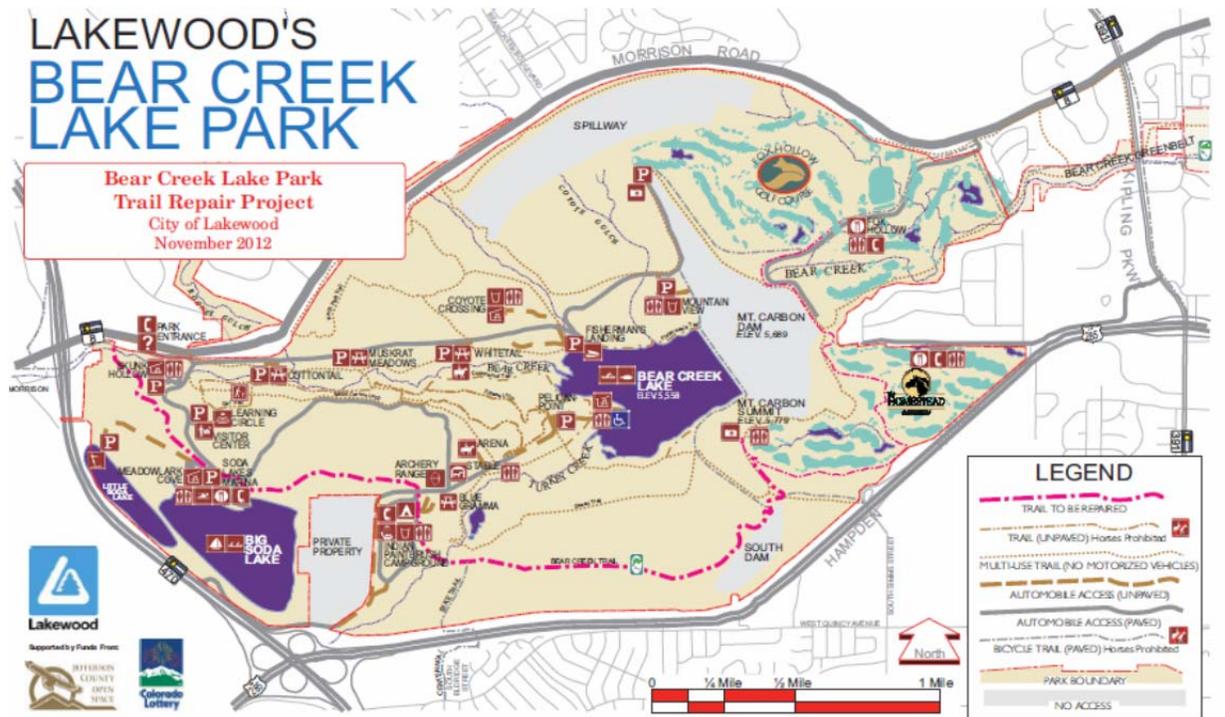
**PROJECT DESCRIPTION:** Based upon the updated master plan for the park, this project will fund improvements to the facility. In 2013, the City received a grant from Great Outdoors Colorado to perform major repairs on the bicycle path through the park. Additional minor capital improvements will also be undertaken

IMPACT ON OPERATING BUDGET  Yes (See below)  No  
 OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN  Yes  No

**IMPACT ON OPERATING BUDGET:**

	2013	2014	2015	2016	2017	TOTAL
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services & Supplies	\$16,000	\$18,700	\$19,261	\$19,839	\$20,434	\$94,234
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<b>TOTAL</b>	<b>\$16,000</b>	<b>\$18,700</b>	<b>\$19,261</b>	<b>\$19,839</b>	<b>\$20,434</b>	<b>\$94,234</b>

**LOCATION SKETCH:**





<b>PROJECT: Arts in the Park (Recurring)</b>							
<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b><u>TOTAL</u></b>
OS	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$120,000
<b>TOTAL</b>	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$120,000
<b>REASON FOR PROJECT:</b>	The Department of Community Resources' Comprehensive Master Plan strongly recommends the inclusion of art works within public spaces. This project will provide "seed" money to attract private funds to institute a program of placing art works in parks in accordance with guidelines approved by the City Council.						
<b>PROJECT DESCRIPTION:</b>	City matching funds are provided to obtain art works for various park sites and funds are provided for site improvements for the artwork.						
<i>IMPACT ON OPERATING BUDGET</i> <input type="checkbox"/> <i>Yes (See below)</i> <input checked="" type="checkbox"/> <i>No</i> <i>OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN</i> <input type="checkbox"/> <i>Yes</i> <input type="checkbox"/> <i>No</i>							
<b>IMPACT ON OPERATING BUDGET:</b>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<b><u>TOTAL</u></b>	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
<b>TOTAL</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
<b>LOCATION SKETCH:</b>	These funds will be used for various arts projects throughout the City.						



<b>PROJECT: Holbrook Park Pond Improvements (Nonrecurring)</b>							
<b>SOURCE</b>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b>TOTAL</b>
OS	\$35,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$60,000
TOTAL	\$35,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$60,000
<b>REASON FOR PROJECT:</b>	The Department of Community Resources' Comprehensive Master Plan sets a high priority on preserving existing parks and facilities and making them meet today's needs.						
<b>PROJECT DESCRIPTION:</b>	Lower pond at Holbrook Park Has been reconfigured to enhance aesthetics and eliminate siltation and vegetation problems. Work on the project includes five years of monitoring the new wetlands for proper establishment.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No							
OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No							
<b>IMPACT ON OPERATING BUDGET:</b>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b>TOTAL</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<b>LOCATION SKETCH:</b>							



<b>PROJECT: Dry Gulch Trail (Nonrecurring)</b>							
<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b>TOTAL</b>
JCOS Grant	\$ 90,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 90,000
OS	<u>\$ 90,000</u>	<u>\$ 0</u>	<u>\$90,000</u>				
<b>TOTAL</b>	\$180,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$180,000
<b>REASON FOR PROJECT:</b>	The Department of Community Resources' Comprehensive Master Plan sets a high priority on developing trail connections throughout the City. In addition, the City Bike Plan calls for the same.						
<b>PROJECT DESCRIPTION:</b>	With the acceptance of the Dry Gulch Trail Plan, the first phase of implementation is planned for the eastern connection. This project will construct a portion of the trail from the Sheridan station to Harlan Street.						
IMPACT ON OPERATING BUDGET <input checked="" type="checkbox"/> Yes (See below) <input type="checkbox"/> No OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No							
<b>IMPACT ON OPERATING BUDGET:</b>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<b>TOTAL</b>	
Personnel Services	\$ 0	\$5,000	\$5,180	\$5,360	\$5,560	\$21,100	
Services & Supplies	\$ 0	\$3,000	\$3,000	\$3,000	\$3,000	\$12,000	
Capital Outlay	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	
<b>TOTAL</b>	\$ 0	\$8,000	\$8,180	\$8,360	\$8,560	\$33,100	
<b>LOCATION SKETCH:</b>							



<b>PROJECT: Playground Replacement (Recurring)</b>							
<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b><u>TOTAL</u></b>
OS	\$300,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$900,000
TOTAL	\$300,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$900,000
REASON FOR PROJECT:	The Department of Community Resources' Comprehensive Master Plan sets a high priority on preserving existing parks and facilities and making them meet today's needs.						
PROJECT DESCRIPTION:	This project will provide funds to replace and upgrade City playgrounds throughout the system.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No							
OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No							
IMPACT ON OPERATING BUDGET:	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>		<b><u>TOTAL</u></b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		\$ 0
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		\$ 0
Capital Outlay	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>		<u>\$ 0</u>
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		\$ 0
LOCATION SKETCH:	<p>2013 Funds will be used for Lakewood Park.</p> <p>2014 Project has not been designated pending an evaluation of all the City Playgrounds</p>						



**PROJECT: Two Creeks Park (Nonrecurring)**

<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>TOTAL</u>
OS	\$12,500	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$12,500
GOCO Grant	<u>\$12,500</u>	<u>\$ 0</u>	<u>\$12,500</u>				
<b>TOTAL</b>	<b>\$25,000</b>	<b>\$ 0</b>	<b>\$25,000</b>				

**REASON FOR PROJECT:** The plan will allow for future development of the park and provide additional amenities to the Molholm/Two Creeks neighborhood. In addition, the park will serve as the trailhead for Dry Gulch trail and create a connection between parks, Denver trail systems, RTD light rail stations, residences, and businesses in this area.

**PROJECT DESCRIPTION:** The Department of Community Resources received a grant to develop the Two Creeks Park plan which may incorporate amenities such as a playground, a picnic area, and a walking trail that will extend the length of the park.

IMPACT ON OPERATING BUDGET  Yes (See below)  No  
 OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN  Yes  No

IMPACT ON OPERATING BUDGET:

	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>TOTAL</u>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Capital Outlay	<u>\$ 0</u>					
<b>TOTAL</b>	<b>\$ 0</b>					

**LOCATION SKETCH:**





<b>PROJECT: Rail Car Museum (Nonrecurring)</b>							
<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b><u>TOTAL</u></b>
CT	\$10,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$10,000
TOTAL	\$10,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$10,000
REASON FOR PROJECT:	The Rail Car Museum is expected to house the historic Denver and Intermountain Interurban Car No. 25, provide meeting, common and exhibit space, and have 250' of rail track.						
PROJECT DESCRIPTION:	Funds are for construction drawings, phasing, and the determination of the overall cost of building the proposed facility.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No							
OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No							
IMPACT ON OPERATING BUDGET:	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<b><u>TOTAL</u></b>	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Capital Outlay	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
LOCATION SKETCH:	N/A						



<b>PROJECT: Land Acquisition (Nonrecurring)</b>							
<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>TOTAL</u>
JCOS	\$52,283	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$52,283
OS	\$52,283	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$52,283
CT	\$47,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$47,000
UDFCD	<u>\$25,000</u>	<u>\$ 0</u>	<u>\$25,000</u>				
<b>TOTAL</b>	<b>\$176,566</b>	<b>\$ 0</b>	<b>\$176,566</b>				
<b>REASON FOR PROJECT:</b>	The Lakewood Comprehensive Plan indicates a need for additional parkland in several areas of the City. This program will provide a base level of funding for acquiring desirable pieces of real estate for park and open space purposes.						
<b>PROJECT DESCRIPTION:</b>	Funds in 2013 will be used for acquisition of parcels for the Dry Gulch Trail project.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No							
<b>IMPACT ON OPERATING BUDGET:</b>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>TOTAL</u>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Capital Outlay	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>
<b>TOTAL</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>LOCATION SKETCH:</b>							



<b>PROJECT: Sewer Lining (Recurring)</b>							
<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>TOTAL</u>
Sewer Enterprise	\$200,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$700,000
<b>TOTAL</b>	\$200,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$700,000
<b>REASON FOR PROJECT:</b>	Sewer lines become clogged with roots and suffer from minor structural deficiencies.						
<b>PROJECT DESCRIPTION:</b>	Clogged and structurally deficient lines are lined to correct problems.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No							
<b>IMPACT ON OPERATING BUDGET:</b>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>TOTAL</u>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<b>TOTAL</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<b>LOCATION SKETCH:</b>	N/A						
Planned locations include: <ul style="list-style-type: none"> <li>• Colfax Ave, Benton St to Depew St</li> <li>• Gray St at 14<sup>th</sup> Ave</li> <li>• Harlan St at 14<sup>th</sup> Ave</li> <li>• Jay St at 14<sup>th</sup> Ave</li> <li>• Reed St at 14<sup>th</sup> Ave</li> <li>• 12<sup>th</sup> Ave at Reed St</li> <li>• Zephyr St at 13<sup>th</sup> Ave</li> <li>• 12<sup>th</sup> Ave at Allison St</li> <li>• Colfax Ave at Garland St</li> <li>• Plus approximately 20 point repair locations</li> </ul>							



<b>PROJECT: Sewer Replacements (Nonrecurring)</b>							
<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b><u>TOTAL</u></b>
Sewer Enterprise	\$75,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$75,000
<b>TOTAL</b>	\$75,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$75,000
<b>REASON FOR PROJECT:</b>	Sanitary sewer lines that are in extremely poor condition require replacement.						
<b>PROJECT DESCRIPTION:</b>	This program will replace sanitary sewer lines in extremely poor condition.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No							
<b>IMPACT ON OPERATING BUDGET:</b>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>		<b><u>TOTAL</u></b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		\$ 0
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		\$ 0
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		\$ 0
<b>TOTAL</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		\$ 0
<b>LOCATION SKETCH:</b>	N/A						
Potential locations include: <ul style="list-style-type: none"> <li>• Colfax Ave/Oak St</li> <li>• Colfax Ave/Pierson St</li> <li>• Carr St at Lakewood Gulch</li> <li>• Teller St/W 12<sup>th</sup> Ave</li> </ul>							



<b>PROJECT: Water Line Replacements (Nonrecurring)</b>							
<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u><b>TOTAL</b></u>
Sewer Enterprise	\$300,000	\$ 0	\$ 0	\$ 750,000	\$ 0	\$ 0	\$1,050,000
<b>TOTAL</b>	\$300,000	\$ 0	\$ 0	\$ 750,000	\$ 0	\$ 0	\$1,050,000
<b>REASON FOR PROJECT:</b>	Water lines that are in extremely poor condition require replacement.						
<b>PROJECT DESCRIPTION:</b>	This program will replace water lines in extremely poor condition. Money budgeted in 2016 is to replace a line in Colfax Avenue from Sheridan to Pierce.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No							
<b>IMPACT ON OPERATING BUDGET:</b>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u><b>TOTAL</b></u>	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
<b>TOTAL</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
<b>LOCATION SKETCH:</b>	N/A						
Potential locations include: <ul style="list-style-type: none"> <li>• W 12<sup>th</sup> Ave, Ames to Benton</li> <li>• Benton St, 12<sup>th</sup> to 13<sup>th</sup></li> <li>• W 13<sup>th</sup> Ave, Benton to Chase</li> <li>• Pierce St at Colfax</li> <li>• Colfax Avenue from Sheridan to Pierce</li> <li>• Various value replacements</li> </ul>							



<b>PROJECT: 2<sup>nd</sup> &amp; Benton Pond Stormwater Quality Enhancement (Nonrecurring)</b>							
<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b><u>TOTAL</u></b>
SMU	\$100,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$100,000
TOTAL	\$100,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$100,000
<b>REASON FOR PROJECT:</b>	The City of Lakewood is required to obtain and meet the requirements of a federally mandated National Pollutant Discharge Elimination System (NPDES) permit. One of many requirements is to retro-fit stormwater quality features into some existing stormwater detention facilities.						
<b>PROJECT DESCRIPTION:</b>	Outfall structures in the 2 <sup>nd</sup> & Benton detention pond are to be re-graded and installed to incorporate stormwater quality enhancement features.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No							
<b>IMPACT ON OPERATING BUDGET:</b>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<b><u>TOTAL</u></b>	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
<b>LOCATION SKETCH:</b>							



PROJECT: 20<sup>th</sup> & Iris Drainage Improvements (Nonrecurring)

<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>TOTAL</u>
SMU	\$600,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$600,000
TOTAL	\$600,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$600,000

REASON FOR PROJECT: Stormwater flows from north and west of the 20<sup>th</sup> & Iris intersection are intercepted by irrigation ditches and the additional water has caused local flooding issues downstream on the irrigation ditch laterals.

PROJECT DESCRIPTION: A combination of curb and gutter, a collection structure, pipe, and open roadside ditches will be constructed to separate stormwater flows from the irrigation ditch water. Stormwater removed from the irrigation ditch will be conveyed down Iris Street to Dry Gulch.

IMPACT ON OPERATING BUDGET  Yes (See below)  No  
OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN  Yes  No

<u>IMPACT ON OPERATING BUDGET:</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>TOTAL</u>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

LOCATION SKETCH:





<b>PROJECT: West Corridor Drainage Improvements (Nonrecurring)</b>							
<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b><u>TOTAL</u></b>
SMU	\$370,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$370,000
TOTAL	\$370,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$370,000
REASON FOR PROJECT:	Inadequate drainage facilities resulted in properties being flooded during major storm events.						
PROJECT DESCRIPTION:	Design, rights-of-way acquisition and construction of drainage improvements were completed to reduce flooding and nuisance flows in cooperation with the RTD FasTracks Light Rail Project. All City funding was from the Stormwater Management Utility (SMU).						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No							
OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No							
IMPACT ON OPERATING BUDGET:	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b><u>TOTAL</u></b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
LOCATION SKETCH:	N/A						
Local drainage improvements at multiple locations.							



<b>PROJECT:</b>		<b>North Dry Gulch Improvements (Nonrecurring)</b>					
<b>SOURCE</b>	<b>2013R</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>TOTAL</b>
SMU	\$ 550,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 0	\$ 0	\$2,500,000
UDFCD	\$ 550,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 0	\$ 0	\$2,500,000
<b>TOTAL</b>	<b>\$1,100,000</b>	<b>\$1,300,000</b>	<b>\$1,300,000</b>	<b>\$1,300,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$5,000,000</b>
<b>REASON FOR PROJECT:</b>	Drainage improvements are required to reduce flooding along North Dry Gulch.						
<b>PROJECT DESCRIPTION:</b>	The drainage improvement plan for North Dry Gulch will be updated and improvements will be constructed. The outfall system update is underway. Due to cost, it is anticipated that construction of any improvements would not occur before 2016.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No							
<b>IMPACT ON OPERATING BUDGET:</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>TOTAL</b>	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
<b>TOTAL</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	
<b>LOCATION SKETCH:</b>							



<b>PROJECT: Local Drainage Projects (Recurring)</b>							
<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b><u>TOTAL</u></b>
SMU	\$412,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$1,162,000
TOTAL	\$412,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$1,162,000
REASON FOR PROJECT:	Flooding of streets, private parking lots, and structures occur due to an inadequate storm drainage system.						
PROJECT DESCRIPTION:	Storm sewer improvements from a prioritized list will be constructed. All City funding will be from the Stormwater Management Utility (SMU). Matching money from UDFCD is not available for this type of drainage project because it is not on a master planned drainage way.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No							
IMPACT ON OPERATING BUDGET:	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<b><u>TOTAL</u></b>	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
LOCATION SKETCH:	N/A						
Construction in 2013-2014 is anticipated for the following locations:							
<ul style="list-style-type: none"> <li>• W 5<sup>th</sup> Ave/Allison St</li> <li>• Kipling St/Morrison Road</li> <li>• 90 S Zephyr St</li> <li>• Wadsworth near Eastman</li> <li>• W 3rd Ave/Depew St</li> <li>• W 17<sup>th</sup> Ave/Lee St</li> </ul>							
Future potential locations include:							
<ul style="list-style-type: none"> <li>• 6 S Yarrow St</li> </ul>							



<b>PROJECT: City Radio Replacement (Nonrecurring)</b>							
<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>TOTAL</u>
ERF	\$ 60,000	\$ 100,000	\$ 0	\$ 0	\$ 0	\$ 0	\$160,000
GRANTS	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>
<b>TOTAL</b>	<b>\$ 60,000</b>	<b>\$ 100,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$160,000</b>
<b>REASON FOR PROJECT:</b>	The City is replacing its 17 year old non-public safety radios due to their age and current incompatibility with the new digital communications technology utilized by public safety.						
<b>PROJECT DESCRIPTION:</b>	The goal of this project is to maintain current levels of radio communications capability for intra-City interoperability and upgrade City radios with the ability to operate effectively with our first responder communications capability on day-to-day requirements and particularly in event of critical incidents. This also includes the test and service equipment needed in the rollout.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No							
<b>IMPACT ON OPERATING BUDGET:</b>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>TOTAL</u>	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Capital Outlay	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	
<b>TOTAL</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	
<b>SYSTEM DIAGRAM:</b>	<div style="display: flex; justify-content: space-around; align-items: center;">   </div>						



<b>PROJECT: Financial Management and Human Resource Systems Update (Nonrecurring)</b>							
<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>TOTAL</u>
ERF	\$ 200,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$200,000
<b>TOTAL</b>	\$ 200,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$200,000
<b>REASON FOR PROJECT:</b>	The City updates its financial management system (FMS), purchasing, and human resources information system (HRIS) via ongoing and annual maintenance patches and major version updates every 4-5 years. The software version update results in new efficiencies between City departments.						
<b>PROJECT DESCRIPTION:</b>	The version of software and data interfaces used by the City for financial control will be updated to the most current version. The last version update was done in 2008.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No							
<b>IMPACT ON OPERATING BUDGET:</b>		<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>TOTAL</u>
Personnel Services		\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services & Supplies		\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Capital Outlay		\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<b>TOTAL</b>		\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<b>SYSTEM DIAGRAM:</b>							



<b>PROJECT: Citywide Scanner and Point of Sale Equipment Replacement (Nonrecurring)</b>							
<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b><u>TOTAL</u></b>
ERF	\$20,000	\$20,000	\$ 0	\$ 0	\$ 0	\$ 0	\$40,000
TOTAL	\$20,000	\$20,000	\$ 0	\$ 0	\$ 0	\$ 0	\$40,000
REASON FOR PROJECT:	The City business units utilize scanner and point of sale equipment daily to manage records and to perform the regular aspects of delivering service to citizens. Having a centralized equipment replacement program established for these equipment assets is critical to advancing the efficiency by which we serve the public.						
PROJECT DESCRIPTION:	Replace Laserfiche System Scanners and point of sale equipment as needed across the City business units.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No							
OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No							
IMPACT ON OPERATING BUDGET:	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>		<b><u>TOTAL</u></b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		\$ 0
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		\$ 0
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		\$ 0
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		\$ 0
SYSTEM DIAGRAM:							



<b>PROJECT: Strategic Wide Area Network (WAN) Infrastructure (Nonrecurring)</b>							
<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>TOTAL</u>
ERF	\$100,000	\$100,000	\$ 0	\$ 0	\$ 0	\$ 0	\$200,000
<b>TOTAL</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$200,000</b>
<b>REASON FOR PROJECT:</b>	The Wide Area Network (WAN) provides cost effective phone service, email, and other applications at remote facilities, such as recreation centers. 1980's leased T1 lines require replacement due to increased business demands for communications and information. A one-time investment versus increasing the budget for recurring leased line charges will be made.						
<b>PROJECT DESCRIPTION:</b>	The City's WAN will be modernized to improve the speed of citizen service delivery and staff efficiencies at facilities that are not part of the City Hall campus. The City will partner with West Metro Fire District and other jurisdictions to share or reuse microwave radio towers, fiber optic cable, and staff expertise to save costs and to make one fully interoperable communication system.						
<b>IMPACT ON OPERATING BUDGET</b> <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No <b>OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No							
<b>IMPACT ON OPERATING BUDGET:</b>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>TOTAL</u>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Capital Outlay	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>
<b>TOTAL</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>SYSTEM DIAGRAM:</b>	<p>The diagram illustrates the City's Wide Area Network (WAN) infrastructure. It features a central hub-and-spoke architecture. On the left, a 'City Data Network' is shown with a central server rack and multiple network switches. On the right, a 'City Data Network' is also depicted with a central server rack and network switches. A 'PSTN' (Public Switched Telephone Network) cloud is shown at the bottom, connected to various devices and switches. The diagram includes a legend in the top left corner and a small logo in the bottom right corner.</p>						



<b>PROJECT: Enterprise Cybersecurity Services (Nonrecurring)</b>							
<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b><u>TOTAL</u></b>
ERF	\$ 0	\$15,000	\$ 0	\$ 0	\$ 0	\$ 0	\$15,000
<b>TOTAL</b>	<b>\$ 0</b>	<b>\$15,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$15,000</b>
<b>REASON FOR PROJECT:</b>	The rapid changes in technology create rising complexity in the City's network infrastructure. Preventing security breaches and protecting the City's data requires periodic security services to assess the City's technology environment.						
<b>PROJECT DESCRIPTION:</b>	Security audit services aid with standards compliance initiatives for the Payment Card Industry, Health Insurance Portability & Accountability Act (HIPAA) and Criminal Justice Information System (CJIS) security standards.						
<i>IMPACT ON OPERATING BUDGET</i> <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No <i>OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN</i> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No							
<b>IMPACT ON OPERATING BUDGET:</b>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<b><u>TOTAL</u></b>	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Capital Outlay	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	
<b>TOTAL</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	
<b>SYSTEM DIAGRAM:</b>							



<b>PROJECT: Capital Computer Equipment Replacement (Nonrecurring)</b>							
<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b><u>TOTAL</u></b>
ERF	\$ 574,000	\$ 250,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 824,000
TOTAL	\$ 574,000	\$ 250,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 824,000
REASON FOR PROJECT:	Maintaining a consistent replacement cycle of the City's computer equipment remains an essential component to both user efficiency and the stability of the network infrastructure. The City strives to maintain a 5 – 7 year replacement cycle on servers, storage, and network infrastructure to derive the maximum return on hardware investments.						
PROJECT DESCRIPTION:	Aging City servers, storage, and network infrastructure are replaced based on age of the hardware and vendor end of life support schedules.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No							
OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No							
IMPACT ON OPERATING BUDGET:	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>		<b><u>TOTAL</u></b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		\$ 0
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		\$ 0
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		\$ 0
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		\$ 0
SYSTEM DIAGRAM:	N/A						



<b>PROJECT: End User Computer Equipment Replacement (Nonrecurring)</b>							
<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b><u>TOTAL</u></b>
ERF	\$ 258,000	\$ 288,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 546,000
TOTAL	\$ 258,000	\$ 288,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 546,000
REASON FOR PROJECT:	Maintaining a consistent replacement cycle of the City's personal computers (PCs), laptops, and printers remains an essential component to both user efficiency and productivity. The City strives to maintain a 5 replacement cycle on PCs, laptops, and printers to derive the maximum return on hardware investments.						
PROJECT DESCRIPTION:	Aging City servers and desktop computers are replaced based on age of the PC as well as system or user requirements.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No							
OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No							
IMPACT ON OPERATING BUDGET:	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>		<b><u>TOTAL</u></b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		\$ 0
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		\$ 0
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		\$ 0
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		\$ 0
SYSTEM DIAGRAM:	N/A						



<b>PROJECT: Back End Software Replacement (Nonrecurring)</b>							
<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b><u>TOTAL</u></b>
ERF	\$ 200,000	\$ 283,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 483,000
TOTAL	\$ 200,000	\$ 283,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 483,000
REASON FOR PROJECT:	Maintaining a consistent replacement cycle of the City's enterprise wide back end software is critical to the function and support of all city systems. The City strives to maintain a 5-7 year replacement cycle on server operating systems, databases, and backup software to derive the maximum return on the software investments.						
PROJECT DESCRIPTION:	Aging City back end software is replaced based on age of the software as well as system or department requirements.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No							
OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No							
IMPACT ON OPERATING BUDGET:	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>		<b><u>TOTAL</u></b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		\$ 0
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		\$ 0
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		\$ 0
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		\$ 0
SYSTEM DIAGRAM:	N/A						



<b>PROJECT: CJIS Compliance – Multi-factor Authentication and Disk Encryption (Nonrecurring)</b>							
<b>SOURCE</b>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b>TOTAL</b>
ERF	\$ 0	\$ 67,200	\$ 0	\$ 0	\$ 0	\$ 0	\$ 67,200
TOTAL	\$ 0	\$ 67,200	\$ 0	\$ 0	\$ 0	\$ 0	\$ 67,200
<b>REASON FOR PROJECT:</b>	An FBI policy requires “Advanced Authentication” or two-tier security for access to the Criminal Justice Information System (CJIS). Compliance must be in place by September 2014.						
<b>PROJECT DESCRIPTION:</b>	The Criminal Justice Information System (CJIS) is a federal computer system providing police department access to fingerprint records, criminal histories, and sex offender registrations. A Federal Bureau of Investigations (FBI) policy requires “Advanced Authentication” or two-tier security for access to the system as well as encrypting data stored on police department mobile data computers in the police cars. Compliance must be in place by September 2014. Preliminary vendor estimates indicate provisioning this system for the police department will cost approximately \$67,200 one-time and \$5,000 on-going annually for software maintenance payments.						
<i>IMPACT ON OPERATING BUDGET</i> <input checked="" type="checkbox"/> <i>Yes (See below)</i> <input type="checkbox"/> <i>No</i> <i>OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN</i> <input checked="" type="checkbox"/> <i>Yes</i> <input type="checkbox"/> <i>No</i>							
<b>IMPACT ON OPERATING BUDGET:</b>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>		<b>TOTAL</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		\$ 0
Services & Supplies	\$ 0	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000		\$ 20,000
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		\$ 0
TOTAL	\$ 0	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000		\$ 20,000
<b>SYSTEM DIAGRAM:</b>	N/A						



<b>PROJECT: Municipal Court Recording System Replacement (Nonrecurring)</b>							
<u>SOURCE</u>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b><u>TOTAL</u></b>
ERF	\$ 0	\$ 18,757	\$ 0	\$ 0	\$ 0	\$ 0	\$ 18,757
<b>TOTAL</b>	<b>\$ 0</b>	<b>\$ 18,757</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 18,757</b>
<b>REASON FOR PROJECT:</b>	The current court recording system was installed in 2005. It is a digital audio system that runs through a personal computer on Windows. The recommended replacement is 5-7 years; it is now 8 years old. The Court has had recording quality problems. The Court investigated options including updating the current system and has a recommended replacement that is used by several local jurisdictions including Aurora Municipal Court and the Colorado State Courts.						
<b>PROJECT DESCRIPTION:</b>	A 2012 quote for hardware and software for all 3 courtrooms was \$17,052. This request is for that amount plus 10% contingency.						
<b>IMPACT ON OPERATING BUDGET</b> <input checked="" type="checkbox"/> <i>Yes (See below)</i> <input type="checkbox"/> <i>No</i> <b>OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN</b> <input type="checkbox"/> <i>Yes</i> <input checked="" type="checkbox"/> <i>No</i>							
<b>IMPACT ON OPERATING BUDGET:</b>	<u>2013R</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<b><u>TOTAL</u></b>	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Capital Outlay	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	
<b>TOTAL</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	
<b>SYSTEM DIAGRAM:</b>	N/A						



# **APPENDIX**



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**SCHEDULE OF PURCHASES \$50,000 AND GREATER  
2013 - 2014 AUTHORIZATION SUMMARY**

<b>DESCRIPTION</b>	<b>2013 Original Authorization</b>	<b>2013 Adjustment to Authorization</b>	<b>2013 Total Authorization</b>	<b>2014 Original Authorization</b>	<b>FUND</b>
<b>MAYOR AND CITY COUNCIL</b>	<b>\$ 75,827</b>	<b>\$ -</b>	<b>\$ 75,827</b>	<b>\$ 77,240</b>	
Colorado Municipal League	75,827	-	75,827	77,240	General
<b>CITY MANAGER'S OFFICE</b>	<b>\$ 339,000</b>	<b>\$ -</b>	<b>\$ 339,000</b>	<b>\$ 155,000</b>	
Printing Equipment-Lease	155,000	-	155,000	155,000	General
Retired City Manager Pension Plan	184,000	-	184,000	-	General
<b>CITY ATTORNEYS OFFICE</b>	<b>\$ 494,895</b>	<b>\$ -</b>	<b>\$ 494,895</b>	<b>\$ 509,790</b>	
General Legal-Widner Michow & Cox, LLP	254,895	-	254,895	254,895	General
Outside Legal	240,000	-	240,000	254,895	General
<b>CITY CLERK'S OFFICE</b>	<b>\$ 70,000</b>	<b>\$ -</b>	<b>\$ 70,000</b>	<b>\$ 70,000</b>	
Elections (Annual/Regular/ Coordinated with Jefferson County)	70,000	-	70,000	70,000	General
<b>COMMUNITY RESOURCES - FAMILY SERVICES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 104,000</b>	
15-Passenger Buses (2)	-	-	-	104,000	GRANT
<b>COMMUNITY RESOURCES - HERITAGE CULTURE &amp; THE ARTS</b>	<b>\$ 325,000</b>	<b>\$ (83,000)</b>	<b>\$ 242,000</b>	<b>\$ 412,162</b>	
Bravo Magazine	80,000	-	80,000	80,000	HCA*
Dawson Wallace Dance Project (formerly David Taylor) - Nutcracker	80,000	-	80,000	80,000	HCA*
Museum Buildings	95,000	(83,000)	12,000	97,000	HCA*
Performance Now Theater Co.	70,000	-	70,000	70,000	HCA*
Public Art	-	-	-	85,162	HCA*
<b>COMMUNITY RESOURCES - PLANNING &amp; CONSTR.</b>	<b>\$ 4,668,843</b>	<b>\$ (1,383,635)</b>	<b>\$ 3,285,208</b>	<b>\$ 5,953,602</b>	
Carmody Center Improvements	150,000	-	150,000	-	OSF*
City Facilities Roof Replacement	-	-	-	500,000	CIF*
City Facility Asset Inventory	-	65,000	65,000	-	CIF*
Civic Center Plaza and Parking Garage	3,000,000	(1,992,635)	1,007,365	3,945,759	CIF*
Custodial Services/ Recreation Centers	189,000	10,000	199,000	199,000	General
Custodian Services/ Civic Center	260,000	-	260,000	260,000	General
Dry Gulch Acquisition	-	127,000	127,000	-	OSF*
Fire and Burglar Alarm Service	61,000	-	61,000	55,000	General OSF*



**SCHEDULE OF PURCHASES \$50,000 AND GREATER  
2013 - 2014 AUTHORIZATION SUMMARY**

DESCRIPTION	2013 Original Authorization	2013 Adjustment to Authorization	2013 Total Authorization	2014 Original Authorization	FUND
<b>COMMUNITY RESOURCES – PLANNING &amp; CONSTR. (continued)</b>					
Green Gables Park Playground Replacement	-	50,000	50,000	-	OSF*
Green Mountain Rec Center Tennis Court Replacement	-	180,000	180,000	-	OSF*
HVAC Maintenance Service Contract	50,000	-	50,000	50,000	General
Lakewood Heritage Center Electrical	130,000	-	130,000	-	OSF*
Lakewood Link Roof Replacement	250,000	-	250,000	-	CIF*
Morse Park Rain Garden	-	85,000	85,000	-	OSF*
Park Improvements (TBD)	220,000	77,000	297,000	535,000	OSF*
Public Safety Center Carpeting	150,000	15,000	165,000	90,000	CIF*
Walker-Branch Park Improvements	-	-	-	110,000	OSF*
William Frederick Hayden Park Acquisition	110,843	-	110,843	110,843	CIF*
William Frederick Hayden Park Acquisition	98,000	-	98,000	98,000	CTF*
<b>COMMUNITY RESOURCES - RECREATION</b>	<b>\$ 79,000</b>	<b>\$ 3,950</b>	<b>\$ 82,950</b>	<b>\$ 82,950</b>	
Community Connections Magazine	79,000	3,950	82,950	82,950	General
<b>COMMUNITY RESOURCES - REGIONAL PARKS AND GOLF</b>	<b>\$ 167,414</b>	<b>\$ 424,904</b>	<b>\$ 592,318</b>	<b>\$ 203,177</b>	
Bear Creek Lake Park Concrete Trail Repairs	-	360,000	360,000	-	OSF*
Bear Creek Lake Park Improvements	100,000	-	100,000	-	OSF*
Fox Hollow Golf Carts Lease Payment	-	-	-	75,875	Golf
Golf Course Maintenance Equipment	-	65,000	65,000	65,000	Golf
Homestead Golf Carts Lease Payment	67,414	(96)	67,318	62,302	Golf
<b>COMMUNITY RESOURCES - URBAN PARKS</b>	<b>\$ 675,000</b>	<b>\$ 15,000</b>	<b>\$ 690,000</b>	<b>\$ 500,000</b>	
Concrete Path Replacement	50,000	-	50,000	50,000	OSF*
Park Fertilizer Program	100,000	-	100,000	100,000	General OSF*



**SCHEDULE OF PURCHASES \$50,000 AND GREATER  
2013 - 2014 AUTHORIZATION SUMMARY**

<b>DESCRIPTION</b>	<b>2013 Original Authorization</b>	<b>2013 Adjustment to Authorization</b>	<b>2013 Total Authorization</b>	<b>2014 Original Authorization</b>	<b>FUND</b>
<b>COMMUNITY RESOURCES - URBAN PARKS (continued)</b>					
Playground Replacement (TBD) Lakewood-2013/Carmody-2014	295,000	5,000	300,000	120,000	OSF*
Right of Way Mowing Contract	65,000	5,000	70,000	65,000	General
Small Park and Median Maintenance Contract	115,000	-	115,000	115,000	General
Tennis Court Resurfacing/Cracksealing	50,000	5,000	55,000	50,000	OSF* CIF*
<b>FINANCE DEPARTMENT</b>	<b>\$ 795,478</b>	<b>\$ -</b>	<b>\$ 795,478</b>	<b>\$ 795,478</b>	
Copier Leases	157,453	-	157,453	157,453	General
Financial Statement Audit	69,000	-	69,000	69,000	General
✓ Postage	144,025	-	144,025	144,025	General
✓ Revenue System Software	425,000	-	425,000	425,000	General
<b>INFORMATION TECHNOLOGY</b>	<b>\$ 1,777,000</b>	<b>\$ 170,000</b>	<b>\$ 1,947,000</b>	<b>\$ 1,654,200</b>	
✓ BI Dashboard Software	100,000	(100,000)	-	-	ERF*
✓ City Radio Replacement	-	60,000	60,000	60,000	ERF*
✓ City Radio Transition	150,000	-	150,000	150,000	General
CJIS Encryption + Hardware	-	-	-	67,200	ERF*
Core Switch Replacement	-	60,000	60,000	-	ERF*
Core Firewall Replacement	-	60,000	60,000	-	ERF*
Desktop Collaboration Software Licensing	75,000	-	75,000	75,000	General
Enterprise Backup Software Upgrade	-	-	-	150,000	ERF*
Enterprise Database Replacement	-	100,000	100,000	100,000	ERF*
✓ ERP Software Maintenance	130,000	-	130,000	130,000	General
✓ JD Edwards HRIS /FMS Version 9 Upgrade	200,000	-	200,000	-	ERF*
PC Hardware & Software	250,000	-	250,000	280,000	ERF*
PC Laptop OS Upgrade	-	60,000	60,000	-	ERF*
✓ Public Safety Software Maintenance	100,000	-	100,000	100,000	ERF*
✓ Security Compliance	75,000	-	75,000	-	ERF*
✓ Storage Area Network-Servers	200,000	(5,000)	195,000	110,000	ERF*
✓ Telephone & Telecommunication Wide Area Network Equipment	332,000	-	332,000	332,000	General
	165,000	(65,000)	100,000	100,000	ERF*
<b>MUNICIPAL COURT</b>	<b>\$ 82,000</b>	<b>\$ 7,705</b>	<b>\$ 89,705</b>	<b>\$ 89,705</b>	
Flesch Law Firm (Public Defender)	82,000	7,705	89,705	89,705	General



**SCHEDULE OF PURCHASES \$50,000 AND GREATER  
2013 - 2014 AUTHORIZATION SUMMARY**

<b>DESCRIPTION</b>	<b>2013 Original Authorization</b>	<b>2013 Adjustment to Authorization</b>	<b>2013 Total Authorization</b>	<b>2014 Original Authorization</b>	<b>FUND</b>
<b>PLANNING</b>	<b>\$ 360,000</b>	<b>\$ 360,366</b>	<b>\$ 720,366</b>	<b>\$ -</b>	
CHAC Downpayment Assist. Program	50,000	-	50,000	-	HOME
Contract to operate the CDBG homeowner rehab program	70,000	-	70,000	-	CDBG
MWHS for Lamar Station Apartments	180,000	-	180,000	-	HOME
MWHS - Self Sufficiency Program	60,000	-	60,000	-	CDBG
Sustainable Communities Initiative	-	360,366	360,366	-	Grant
<b>POLICE DEPARTMENT</b>	<b>\$ 774,400</b>	<b>\$ 38,000</b>	<b>\$ 812,400</b>	<b>\$ 1,043,900</b>	
Bi-Directional Amplifier	110,000	(30,000)	80,000	-	Grant
CAD Maintenance	95,000	30,000	125,000	137,500	Grant
Carnation Janitorial	88,706	-	88,706	88,706	General
Continental Cleaners	60,000	-	60,000	60,000	General
Juvenile Assessment Center	80,544	-	80,544	80,544	General
Logging Recorder--CAD	-	-	-	250,000	Grant
Mobile Command Post	50,000	-	50,000	-	Grant
Mobile Radio Replacement	-	-	-	200,000	Grant
Table Mountain Animal Center	132,150	-	132,150	132,150	General
Whelen Alarm Upgrade	95,000	6,000	101,000	-	Grant
Wireless Data Services	63,000	32,000	95,000	95,000	Grant
<b>PUBLIC WORKS – ENGINEERING</b>	<b>\$ 4,551,069</b>	<b>\$ 7,149,150</b>	<b>\$ 11,700,219</b>	<b>\$ 1,300,000</b>	
14th & Lamar Roundabout	-	1,200,000	1,200,000	-	Grant
20th & Iris Drainage Improvements	-	600,000	600,000	-	SWEF*
Bike Overpass @ Kipling	-	405,000	405,000	-	Grant
Bike Overpass @ Wadsworth	-	1,455,000	1,455,000	-	Grant
Developer Contribution - Alameda/McIntyre Signal	-	200,000	200,000	50,000	CIF*
Developer Participation	150,000	(100,000)	50,000	150,000	CIF*
Dry Gulch	1,000,000	(450,000)	550,000	650,000	SWEF*
Light Rail Improvements	1,488,069	1,300,000	2,788,069	-	CIF*
Local Drainage Improvements	150,000	262,150	412,150	150,000	SWEF*
Quincy, Ammons to Zephyr	-	200,000	200,000	-	CIF*
Sewer Line Replacement	75,000	-	75,000	-	SEF*
Sidewalk Construction	300,000	325,000	625,000	300,000	CIF*
Stormwater Quality Improvements	-	100,000	100,000	-	SWEF*
Union, 4th to 6th	-	950,000	950,000	-	Grant
Wadsworth, 10th to 14th	1,088,000	332,000	1,420,000	-	CIF*
Water Line Replacement	300,000	-	300,000	-	WEF*
West Corridor Drainage	0	370,000	370,000	-	SWEF*



**SCHEDULE OF PURCHASES \$50,000 AND GREATER  
2013 - 2014 AUTHORIZATION SUMMARY**

<b>DESCRIPTION</b>	<b>2013 Original Authorization</b>	<b>2013 Adjustment to Authorization</b>	<b>2013 Total Authorization</b>	<b>2014 Original Authorization</b>	<b>FUND</b>
<b>PUBLIC WORKS – ENVIRON SERVICES</b>	<b>\$ 579,000</b>	<b>\$ (42,061)</b>	<b>\$ 536,939</b>	<b>\$ 536,939</b>	
Brownfields Funds	450,000	-	450,000	450,000	Grant
Special Environmental Needs	129,000	(42,061)	86,939	86,939	General
<b>PUBLIC WORKS – FLEET MGMT</b>	<b>\$ 1,800,000</b>	<b>\$ 50,000</b>	<b>\$ 1,850,000</b>	<b>\$ 2,263,000</b>	
Vehicles and Equipment	1,800,000	50,000	1,850,000	2,200,000	ERF*
Wing Plow Purchase	-	-	-	63,000	ERF
<b>PUBLIC WORKS – STREET MAINTENANCE</b>	<b>\$ 7,890,000</b>	<b>\$ 20,000</b>	<b>\$ 7,910,000</b>	<b>\$ 8,040,000</b>	
Asphalt Rejuvenating Contract	300,000	75,000	375,000	240,000	CIF*
Asphalt Supply Contract	260,000	-	260,000	260,000	General CIF*
Belmar Snow Removal	70,000	(5,000)	65,000	70,000	General
Bioxide Chemical Purchase	60,000	-	60,000	60,000	SEF*
Concrete Repair Program	1,500,000	(100,000)	1,400,000	1,550,000	CIF*
Crack Seal Contract	300,000	-	300,000	300,000	CIF*
Ice Slicer Contract	300,000	-	300,000	300,000	General
Sewer Lining Contract	200,000	-	200,000	100,000	SEF*
Sewer Root Control Contract	50,000	-	50,000	50,000	SEF*
Sewer TV Contract	50,000	-	50,000	50,000	SEF*
Snowplow Contracting Services	300,000	(50,000)	250,000	260,000	General
Street Overlay Contract	4,500,000	100,000	4,600,000	4,800,000	CIF*
<b>PUBLIC WORKS – TRAFFIC ENGINEERING</b>	<b>\$ 1,360,000</b>	<b>\$ 488,068</b>	<b>\$ 1,848,068</b>	<b>\$ 1,190,000</b>	
260 Union Ped Signal	-	226,000	226,000	-	Grant
Kipling Signals @ Kent & Dart	570,000	-	570,000	-	Grant
Miss Signals @ Wads & Pierce	-	-	-	500,000	Grant
Long-Life Pavement Marking	150,000	-	150,000	150,000	CIF*
West Corridor Neighborhood Transportation Study	100,000	-	100,000	-	CIF*
Signal System Software Maintenance	50,000	-	50,000	50,000	General
Traffic Safety Improvements	165,000	-	165,000	165,000	CIF*
Traffic Signal Construction and Heavy Maintenance	325,000	-	325,000	325,000	CIF*
Wadsworth Blvd. System Det.	-	262,068	262,068	-	Grant
<b>NON-DEPARTMENTAL</b>	<b>\$ 19,986,150</b>	<b>\$ (667,197)</b>	<b>\$ 19,318,953</b>	<b>\$ 21,438,511</b>	
Dental Insurance	1,166,431	-	1,166,431	1,166,431	General
Duty Death & Disability Fund	150,000	-	150,000	155,000	General
Employer Pension Contributions	5,987,400	-	5,987,400	5,987,400	All



**SCHEDULE OF PURCHASES \$50,000 AND GREATER  
2013 - 2014 AUTHORIZATION SUMMARY**

<b>DESCRIPTION</b>	<b>2013 Original Authorization</b>	<b>2013 Adjustment to Authorization</b>	<b>2013 Total Authorization</b>	<b>2014 Original Authorization</b>	<b>FUND</b>
<b>NON-DEPARTMENTAL</b>					
Insurance Premiums (Liability, Property/Casualty, Worker's Compensation)	512,664	167,315	679,979	704,171	PDF/WCF*
Life Insurance	165,000	15,000	180,000	186,000	General
Long-term Disability Insurance	290,000	-	290,000	290,000	General
Medical Insurance	10,005,000	(1,705,000)	8,300,000	10,300,000	General
Medical Insurance (Retiree)	118,000	-	118,000	118,000	General
Property Insurance Claims	851,655	653,488	1,505,143	1,589,509	PCF
Retired City Manager Pension	-	184,000	184,000	184,000	General
Retiree Health	320,000	-	320,000	320,000	General
Survivor Benefits	120,000	18,000	138,000	138,000	General
Unemployment Claims - State of Colorado	180,000	-	180,000	180,000	General
Vision Insurance	120,000	-	120,000	120,000	General
<b>TOTAL PURCHASES OVER \$50,000</b>	<b>\$ 46,850,076</b>	<b>\$ 6,551,250</b>	<b>\$ 53,401,326</b>	<b>\$ 46,419,654</b>	

## \* Note:

CDBG = Community Development Block Grant

CIF = Capital Improvement Fund

CTF = Conservation Trust Fund

ED = Economic Development

ERF = Equipment Replacement Fund

HOME = HOME Grant

HCA = Heritage Culture and The Arts

✓ Sole Source

MD = Medical &amp; Dental Self-Insurance

OSF = Open Space Fund

PCF = Property/Casualty Self-Insurance Fund

SEF = Sewer Enterprise Fund

SWEF = Stormwater Enterprise Fund

WCF = Workers' Compensation Self-Insurance Fund

*The schedule above is required by City Council.*



## SCHEDULE OF TRANSFERS

	2012 Actual	2013 Budget	2013 Revised	2014 Budget
<b>FROM:</b>				
<b>TO:</b>				
<b>TRANSFER PURPOSE</b>				
<b>General Fund</b>	<b>\$ 5,801,335</b>	<b>\$ 4,372,971</b>	<b>\$ 4,326,903</b>	<b>\$ 2,731,721</b>
<b>Capital Improvement Fund</b>	<b>\$ 4,568,070</b>	<b>\$ 3,180,000</b>	<b>\$ 3,145,000</b>	<b>\$ 1,520,000</b>
Civic Center Plaza	600,000	3,000,000	3,000,000	1,400,000
Improvements around RTD Light Rail	2,788,070	-	-	-
Neighborhood Improvement Program	180,000	180,000	145,000	120,000
Construction, Maintenance, & Oper	1,000,000	-	-	-
<b>Equipment Replacement Fund</b>	<b>\$ 187,969</b>	<b>\$ 187,969</b>	<b>\$ 187,969</b>	<b>\$ 187,969</b>
Technology Replacement	94,693	94,693	94,693	94,693
PD Technology Maintenance/Upgrade	93,276	93,276	93,276	93,276
<b>Heritage, Culture, and The Arts Fund</b>	<b>\$ 1,045,296</b>	<b>\$ 1,005,002</b>	<b>\$ 993,934</b>	<b>\$ 1,023,752</b>
City Participation	985,296	1,005,002	993,934	1,023,752
Supplemental Funding for SCFD	60,000	-	-	-
<b>Capital Improvement Fund</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 76,291</b>	<b>\$ 798,957</b>
<b>Equipment Replacement Fund</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 35,000</b>	<b>\$ 753,957</b>
Technology Upgrades/Enhancements	-	-	-	605,000
Tax Revenue System	-	-	35,000	-
Court Recording System	-	-	-	18,757
Criminal Justice Information System	-	-	-	67,200
Wing Plows for Snow Removal	-	-	-	63,000
<b>Heritage, Culture, and The Arts Fund</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 41,291</b>	<b>\$ 45,000</b>
Public Art	-	-	41,291	45,000
<b>Lakewood Reinvestment Authority</b>	<b>\$ 20,665</b>	<b>\$ 16,189</b>	<b>\$ 20,665</b>	<b>\$ 20,665</b>
<b>General Fund</b>	<b>\$ 20,665</b>	<b>\$ 16,189</b>	<b>\$ 20,665</b>	<b>\$ 20,665</b>
Loan Repayments	20,665	16,189	20,665	20,665
<b>TOTAL TRANSFERS</b>	<b>\$ 5,822,000</b>	<b>\$ 4,389,160</b>	<b>\$ 4,423,859</b>	<b>\$ 3,551,343</b>

AN ORDINANCE

ADOPTING A REVISED BUDGET FOR THE YEAR 2013 FOR THE CITY OF LAKEWOOD, COLORADO, AND FURTHER ADOPTING THE ANNUAL BUDGET FOR THE CITY FOR THE FISCAL YEAR BEGINNING ON THE FIRST DAY OF JANUARY, 2014, AND ENDING ON DECEMBER 31, 2014, ESTIMATING THE AMOUNT OF MONEY NECESSARY TO BE RAISED BY LEVYING TAXES FOR THE YEAR 2013, TO DEFRAY THE COSTS OF MUNICIPAL GOVERNMENT OF THE CITY OF LAKEWOOD, COLORADO, FOR THE FISCAL YEAR BEGINNING JANUARY 1, 2014 AND ENDING DECEMBER 31, 2014, AND ESTIMATING THE AMOUNT OF MONEY TO BE DERIVED FROM OTHER REVENUE SOURCES, SETTING FORTH THE APPROPRIATIONS FOR EACH FUND

WHEREAS, the City Manager of the City of Lakewood, designated to prepare both the revised annual budget for the year 2013 and the annual budget for the City of Lakewood, Colorado, for the fiscal year beginning January 1, 2014 and ending December 31, 2014, has prepared said budgets and has submitted them to City Council pursuant to the Lakewood Home Rule Charter; and

WHEREAS, after reviewing the requirements for anticipated expenditures as well as anticipated revenues from other sources for 2014, the City Council has determined that for the year 2013, the proper mill levy, which shall be collected in 2014 by the Treasurer of the County of Jefferson, State of Colorado, upon each dollar of the assessed valuation of all taxable property within the City, shall be 4.711 mills; and

WHEREAS, the City Council, upon notice duly advertised, held Public Hearings on said budget and mill levy on September 9, 2013, and September 30, 2013, pursuant to the Lakewood Home Rule Charter; and

WHEREAS, the City Council also desires to authorize the City Manager to transfer unassigned funds between and among departments and funds as deemed appropriate, pursuant to Section 12.7 of the Lakewood Home Rule Charter; and

NOW, THEREFORE, BE IT ORDAINED by the City Council of the City of Lakewood, Colorado, that:

**SECTION 1. There is hereby appropriated from the revenue derived from taxation and from all other sources during the years 2013 and 2014, the amounts hereinafter designated as financial uses and ending balance as set forth in the following All Funds Summary:**

**ALL FUNDS SUMMARY**

The following chart summarizes the financial sources, financial uses, and funds available for all City funds.

<b>Funds</b>	<b>2013 Beginning Balance *</b>	<b>2013 Revised Financial Sources</b>	<b>2013 Revised Financial Uses</b>	<b>2013 Ending Balance</b>	<b>2014 Financial Sources</b>	<b>2014 Financial Uses</b>	<b>2014 Ending Balance</b>
<b>General</b>	<b>\$ 33,460,352</b>	<b>\$ 100,536,609</b>	<b>\$ 103,632,661</b>	<b>\$ 30,364,300</b>	<b>\$ 102,100,220</b>	<b>\$ 105,271,754</b>	<b>\$ 27,192,766</b>
<b>Special Revenue Funds</b>	<b>8,524,642</b>	<b>21,380,443</b>	<b>22,652,372</b>	<b>7,252,713</b>	<b>19,643,189</b>	<b>19,833,182</b>	<b>7,062,720</b>
Conservation Trust	966,725	1,310,981	1,711,669	566,037	1,308,824	1,517,669	357,192
Economic Development	3,738,778	1,104,663	1,005,309	3,838,132	1,105,676	978,052	3,965,756
Grants	251,688	12,206,140	12,242,203	215,625	10,336,931	10,465,684	86,872
Heritage, Culture, Arts	429,762	2,390,488	2,400,999	419,251	2,428,748	2,584,133	263,866
Open Space	3,137,689	4,368,171	5,292,192	2,213,668	4,463,010	4,287,644	2,389,034
<b>Capital Projects Funds</b>	<b>20,051,221</b>	<b>19,682,077</b>	<b>26,751,495</b>	<b>12,981,803</b>	<b>18,864,841</b>	<b>23,254,395</b>	<b>8,592,249</b>
Capital Improvement	16,337,606	17,275,820	23,259,495	10,353,931	15,709,312	19,669,438	6,393,805
Equipment Replacement	3,713,615	2,406,257	3,492,000	2,627,872	3,155,529	3,584,957	2,198,444
<b>Enterprise Funds</b>	<b>29,111,820</b>	<b>11,602,564</b>	<b>14,881,745</b>	<b>25,832,639</b>	<b>11,844,850</b>	<b>13,732,921</b>	<b>23,944,568</b>
Golf Course Enterprise	9,769,555	4,628,223	4,759,423	9,638,355	4,875,496	5,020,287	9,493,564
Sewer Enterprise	8,410,611	3,313,235	4,321,761	7,402,085	3,313,238	4,306,734	6,408,589
Stormwater Enterprise	9,403,286	2,516,533	4,390,271	7,529,548	2,509,480	3,251,838	6,787,190
Water Enterprise	1,528,368	1,144,573	1,410,290	1,262,651	1,146,636	1,154,062	1,255,225
<b>Internal Service Funds</b>	<b>12,090,012</b>	<b>2,170,896</b>	<b>3,718,553</b>	<b>10,542,355</b>	<b>2,182,197</b>	<b>3,827,111</b>	<b>8,897,441</b>
Dental Self-Insurance	1,683,003	1,217,309	1,166,431	1,733,881	1,224,137	1,166,431	1,791,587
Property & Casualty							
Self-Insurance	3,591,009	379,793	1,117,996	2,852,806	377,718	1,158,573	2,071,951
Retirees Health Program	2,270,219	352,798	175,000	2,448,017	364,109	175,000	2,637,126
Worker's Compensation							
Self-Insurance	4,545,781	220,996	1,259,126	3,507,651	216,233	1,327,107	2,396,777
<b>Total All Funds</b>	<b>\$ 103,238,047</b>	<b>\$ 155,372,589</b>	<b>\$ 171,636,826</b>	<b>\$ 86,973,810</b>	<b>\$ 154,635,297</b>	<b>\$ 165,919,363</b>	<b>\$ 75,689,744</b>

One Horse Business Improvement District

\$1,823,444

\$1,865,383

\* For all funds except the Enterprise Funds and the Internal Service Funds, the beginning balance is the fund balance. For the Enterprise Funds and the Internal Service Funds, the beginning balance is net position.

**SECTION 2.** Pursuant to the Lakewood Home Rule Charter, both the revised budget for the year 2013 and the budget for the City of Lakewood, Colorado for the fiscal year beginning January 1, 2014 and ending December 31, 2014 as heretofore proposed to the City Council by the City Manager, be and the same are hereby adopted and approved as the Revised 2013/2014 Annual Budget.

**SECTION 3.** The budget and financial policies herein approved and adopted shall be signed by the Mayor and City Clerk and made part of the public records of the City. A copy of the Revised 2013/ 2014 Annual Budget is on file in the City Clerk's Office and is available for public inspection.

**SECTION 4.** For the purposes of defraying the expenses of the Budget of the City of Lakewood, Colorado, during the fiscal year beginning January 1, 2014 and ending on December 31, 2014, there is hereby levied a tax of 4.711 mills upon each dollar of the total valuation of all taxable property within the City of Lakewood, Colorado, for the year 2013.

**SECTION 5.** The City Manager or her designee is hereby authorized and directed to immediately certify to the County Commissioners of the County of Jefferson, State of Colorado, the Total (gross) Mill Levy of 4.711 as herein set forth.

**SECTION 6** Pursuant to Section 12.7 of the Lakewood Home Rule Charter, the City Council hereby authorizes the City Manager to transfer any unencumbered appropriation balance, or portion thereof, from unassigned funds between and among departments or funds as deemed appropriate.

**SECTION 7.** This Ordinance shall take effect thirty (30) days after final publication.

I hereby attest and certify that the within and foregoing ordinance was introduced and read on first reading at a regular meeting of the Lakewood City Council on the 9th day of September, 2013; published by title in the Denver Post and in full on the City of Lakewood's website, [www.lakewood.org](http://www.lakewood.org), on the 12th day of September, 2013; set for public hearing on the 30th day of September, 2013, read, finally passed and adopted by the City Council on the 30th day of September, 2013 and, signed and approved by the Mayor on the 1st day of October, 2013.

  
\_\_\_\_\_  
Bob Murphy, Mayor

ATTEST:

  
\_\_\_\_\_  
Margy Greer, City Clerk



APPROVED AS TO FORM:

  
\_\_\_\_\_  
Tim Cox, City Attorney



**ACRONYMS**

<b>ACH</b>	Automated Clearing House
<b>ACIC</b>	Advisory Commission for an Inclusive Community
<b>ADA</b>	Americans with Disabilities Act
<b>APCO</b>	Association of Public Communications Officials
<b>ARRA</b>	American Recovery and Reinvestment Act
<b>BCLP</b>	Bear Creek Lake Park
<b>BRE</b>	Business Retention & Expansion
<b>CAD</b>	Computer-Aided Dispatch
<b>CADD</b>	Computer-Aided Design and Drafting
<b>CAFR</b>	Comprehensive Annual Financial Report
<b>CAPER</b>	Consolidated Annual Performance and Evaluation Report
<b>CBI</b>	Colorado Bureau of Investigation
<b>CCC</b>	Clements Community Center
<b>CCIC</b>	Colorado Crime Information Center
<b>CDBG</b>	Community Development Block Grant
<b>CDOT</b>	Colorado Department of Transportation
<b>CEG</b>	Continuing Education Group
<b>CIF</b>	Capital Improvement Fund
<b>CIPP</b>	Capital Improvement and Preservation Plan
<b>CJIS</b>	Criminal Justice Information System
<b>CML</b>	Colorado Municipal League
<b>COBRA</b>	Consolidated Omnibus Budget Reconciliation Act of 1985
<b>COP</b>	Certificate of Participation
<b>CPA</b>	Certified Public Accountant
<b>CPPB</b>	Certified Professional Public Buyers
<b>CPPO</b>	Certified Public Procurement Officers
<b>CT</b>	Conservation Trust Fund
<b>DDACTS</b>	Data-Driven Approach to Crime and Safety
<b>DMV</b>	Department of Motor Vehicles
<b>DNA</b>	Deoxyribonucleic Acid
<b>DRCOG</b>	Denver Regional Council of Governments
<b>DUI</b>	Driving Under the Influence



**ACRONYMS (continued)**

<b>ECE</b>	Early Childhood Education
<b>ED</b>	Economic Development
<b>EEO</b>	Equal Employment Opportunity
<b>EEOC</b>	Equal Employment Opportunity Commission
<b>EOC</b>	Emergency Operations Center
<b>EPA</b>	Environmental Protection Agency
<b>ERF</b>	Equipment Replacement Fund
<b>ERM</b>	Electronic Records Management
<b>EUDL</b>	Enforcing Underage Drinking Laws
<b>FASTER</b>	Funding Advancement for Surface Transportation and Economic Recovery defined within the Colorado Revised Statute, Title 43, Article 4, Part 8.
<b>FBI</b>	Federal Bureau of Investigations
<b>FCC</b>	Federal Communications Commission
<b>FCPA</b>	Fair Campaign Practices Act
<b>FEMA</b>	Federal Emergency Management Agency
<b>FEVER</b>	Fostering Electric Vehicle Expansion in the Rockies
<b>FLSA</b>	Fair Labor Standards Act
<b>FMLA</b>	Family Medical Leave Act
<b>FMS</b>	Financial Management System
<b>FTE</b>	Full Time Equivalent
<b>GAAP</b>	Generally Accepted Accounting Principles
<b>GASB</b>	Government Accounting Standards Board
<b>GASB 54</b>	The Governmental Accounting Standards Board Statement Number 54, Fund Balance Reporting and Governmental Fund Type Definitions
<b>GFOA</b>	Government Finance Officers Association
<b>GIS</b>	Geographic Information System
<b>GOCO</b>	Great Outdoors Colorado
<b>GSA</b>	General Services Administration (United States)
<b>HIDTA</b>	High Density Drug Trafficking Areas
<b>HIPAA</b>	Health Insurance Portability & Accountability Act
<b>HRA</b>	Health Reimbursement Account
<b>HRIS</b>	Human Resource Information System
<b>IGA</b>	Intergovernmental Agreement



**ACRONYMS (continued)**

<b>IMB</b>	Intelligent Mail Barcodes
<b>IT</b>	Information Technology
<b>JAG</b>	Justice Assistance Grant
<b>JDE</b>	JD Edwards (Software)
<b>JIS</b>	Juvenile Information System
<b>LEAF</b>	Law Enforcement Assistance Fund
<b>LEAP</b>	Low-Income Energy Assistance Program
<b>LLC</b>	Limited Liability Company
<b>LLEBG</b>	Local Law Enforcement Block Grants
<b>LPBA</b>	Lakewood Public Building Authority
<b>LRA</b>	Lakewood Reinvestment Authority
<b>LRT</b>	Light Rail Transit
<b>MATT</b>	Metropolitan Auto Theft Task Force
<b>MDEDC</b>	Metro Denver Economic Development Corporation
<b>NIBRS</b>	National Incident Based Reporting System
<b>NIMS</b>	National Incident Management System
<b>NLC</b>	National League of Cities
<b>NRS</b>	Neighborhood Revitalization Strategy
<b>ODP</b>	Official Development Plan
<b>OEDIT</b>	State Office of Economic Development & International Trade
<b>OS</b>	Open Space (Jefferson County)
<b>OSHA</b>	Occupational Safety & Hazards Authority
<b>PC</b>	Personal Computer
<b>PEG</b>	Public Education Government Access
<b>PIF</b>	Public Improvement Fee
<b>POST</b>	Peace Officer Standards and Training
<b>PPACA</b>	Patient Protection & Affordable Care Act
<b>PSAP</b>	Public Safety Answering Point
<b>RISE</b>	Recreational Inclusive Services for Everyone
<b>RMS</b>	Records Management System
<b>ROI</b>	Return on Investment
<b>RTD</b>	Regional Transportation District
<b>SCFD</b>	The Scientific and Cultural Facilities District



**ACRONYMS (continued)**

<b>SET</b>	Special Enforcement Team
<b>SRO</b>	School Resource Officer
<b>SWAT</b>	Special Weapons and Tactics
<b>TABOR</b>	Taxpayers' Bill of Rights
<b>TAC</b>	Transport Across Colorado
<b>TEA-21</b>	Transportation Equity Act for the 21 <sup>st</sup> Century
<b>TIF</b>	Tax Increment Financing
<b>UDFCD</b>	Urban Drainage and Flood Control District
<b>UPPCC</b>	Universal Public Procurement Certification Council
<b>VoIP</b>	Voice over Internet Protocol (VoIP)
<b>WAN</b>	Wide Area Network
<b>WMDTF</b>	West Metro Drug Task Force
<b>YET</b>	Youth Education Teams



## GLOSSARY

<b>Account</b>	A record of a business transaction; a reckoning of money received or paid.
<b>Accounting System</b>	The total structure of records and procedures which discover, record, classify, summarize, and report information on the financial position and results of operations of a government or any of its funds, fund types, balanced account groups, or organizational components.
<b>Accounts Payable</b>	A short-term liability account reflecting amounts owed to others for goods and services received by the City.
<b>Accounts Receivable</b>	An asset account reflecting amounts due from others for goods or services furnished by the City (but, not including amounts due from other funds or other governments).
<b>Accrual Basis</b>	The recording of the financial effects on a government of transactions and other events and circumstances that have cash consequences for the government in the periods in which those transactions, events and circumstances occur, rather than only in the periods in which cash is received or paid by the government.
<b>Ad Valorem Tax</b>	A tax based on value (e.g., a property tax)
<b>Agency Fund</b>	A fund used to account for assets held by a government as an agent for individuals, private organizations, or other governments, and/or other funds.
<b>All Funds Budget</b>	The “all funds budget” is the total of the appropriations for each fund.
<b>Allocation</b>	Funds that are apportioned or designated to a program, function, or activity.
<b>Americans with Disabilities Act (ADA)</b>	The Americans with Disabilities Act prohibits discrimination, based on disability, in employment, public accommodations, government services, transportation and telecommunications.
<b>Appropriation</b>	The legal authorization by City Council to make expenditures and/or to incur obligation for specific purposes.
<b>Assessed Valuation</b>	A valuation set upon real estate or other property by a government as a basis for levying taxes. The County Assessor determines the assessed valuation of residential and commercial property as a percentage of its actual value using an established base year for calculating the property values.



**GLOSSARY (continued)**

<b>Assets</b>	Resources owned or held by a government which have monetary value.
<b>Balanced Budget</b>	Pursuant to Article XII, Section 12.3(g) of the Lakewood City Charter: “The adopted budget for the ensuing fiscal year shall include...the balance between total estimated expenditures and total estimated revenues, including surpluses.”
<b>Baseline</b>	Current trends and future expectations, assuming no programmatic changes or adjustments, to revenue and expenditure policies.
<b>Basis of Accounting</b>	A term used when revenues, expenditures, expenses, and transfers are recognized in the accounts and reported in the financial statements. Specifically, it relates to the timing and characterization of the measurements made, regardless of the nature of the measurement, on either the cash or the accrual method.
<b>Bear Creek Lake Park (BCLP)</b>	A regional 2,624 acre park that includes the Soda Lakes. Activities include fishing, boating, sailing, wind surfing, horseback riding, overnight camping, walking trails; open space, nature viewing, interpretive programs, swim beach, picnic shelters and tables, outdoor barbeques, restrooms, and bike trails.
<b>Bond</b>	Most often, a written promise to pay a specified sum of money (called the face value or principal amount), at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified fixed rate.
<b>Budget</b>	The City’s operational and functional plan balancing expenditures for a fiscal year with the expected income or revenue for the fiscal year. A budget identifies the various programs, goals, activities, expectations, and results/benefits.
<b>Budget Message</b>	A summary and general discussion of the proposed budget, accompanying the budget document. The budget message is presented in writing by the City Manager, who is the individual under the Lakewood City Charter responsible for proposing the annual budget.
<b>Capital Improvement and Preservation Plan (CIPP)</b>	A five-year plan for capital construction and/or maintenance associated with preserving capital assets of the City.
<b>Capital Improvement Fund (CIF)</b>	The purpose of the Capital Improvement Fund is to account for expenditures for the acquisition, construction, and improvement of capital assets. Revenue for this fund is primarily derived from .5% of the City’s three percent (3%) sales and use taxes.



**GLOSSARY (continued)**

<b>Capital Outlay</b>	The expenditure category that results in the acquisition of, or addition to, fixed assets, including equipment, fixtures, motor vehicles, etc. with an individual cost of \$5,000 or greater, land and buildings of \$50,000, and infrastructure of \$100,000, and an estimated useful life in excess of one year.
<b>Capital Projects Funds</b>	Capital Projects Funds are created to account for resources used for the acquisition, construction, and maintenance of major capital facilities other than those financed by proprietary funds and trust funds. These funds are established to maintain a separate accounting of specific capital projects as directed by City Council.
<b>Cash Reserve</b>	An amount appropriated in the budget to be set aside for use in major economic or natural catastrophes. The cash reserve is a part of the general fund carry-forward.
<b>Certificate of Participation (COP)</b>	Certificates of Participation are obligations issued to finance assets that can be leased, including land, buildings, and equipment. The municipality makes lease payments over a specified period of time to use the property or equipment. The lease payments are subject to annual appropriation by the City Council.
<b>Citizen Participation Plan</b>	The plan sets forth policies and procedures for citizen participation as it relates to the Community Development Block Grant (CDBG) and HOME programs to ensure that requirements of the U.S. Department of Housing and Urban Development (HUD) are met.
<b>City Participation</b>	Funds needed to support a service that is part of another fund where the fund is not capable of recovering the full cost of the service.
<b>Colorado Bureau of Investigation (CBI)</b>	The Colorado Bureau of Investigation is a central crime bureau and laboratory providing criminal investigative support to Law Enforcement agencies to aid in prevention, detection, and investigation of criminal activity throughout the state of Colorado.
<b>Colorado Crime Information Center (CCIC)</b>	Colorado Crime Information Center is the database link to criminal history and warrant information.
<b>Colorado Department of Transportation (CDOT)</b>	The Colorado Department of Transportation is responsible for construction and maintenance of the State highway system and bridges.
<b>Colorado Municipal League (CML)</b>	The Colorado Municipal League is a nonprofit, nonpartisan organization that represents Colorado's cities and towns collectively in matters before the state and federal government and provides a wide range of information services to assist municipal officials in managing their governments.



**GLOSSARY (continued)**

<b>Commission on Accreditation for Law Enforcement Agencies</b>	The Commission is a non-profit corporation that administers the law enforcement accreditation program. The Commission develops standards, and evaluates local law enforcement agencies on their ability to meet/exceed standards of professional excellence.
<b>Community Development Block Grant (CDBG)</b>	Community Development Block Grants provide financial assistance to communities for public facilities and planning activities that address issues detrimental to the health and safety of local residents, and to reduce the costs of essential community services. The U.S. Department of Housing and Urban Development funds the Community Development Block Grant program.
<b>Community Policing</b>	Community Policing is proactive, solution-based, and community driven. It occurs when law-abiding citizens work together to ensure a safe environment.
<b>Comprehensive Annual Financial Report (CAFR)</b>	The Comprehensive Annual Financial Report provides information which is used by investment companies such as Moodys' Investors Services and Standard and Poors Corporation to determine the City's fiscal integrity and set bond rates. It includes a comprehensive presentation of the City's financial and operating activities.
<b>Comprehensive Plan</b>	The plan sets the policies and guidelines for the development and re-development within the City of Lakewood.
<b>Computer-Aided Design and Drafting (CADD)</b>	Personal computer based software used by engineering technicians to development construction drawings for street, sanitary sewer and storm sewer projects.
<b>Conservation Trust (CT) Fund</b>	This fund is established as required by Section 31-25-220, Colorado Revised Statutes, 1973 to account for monies received from the State of Colorado for Conservation Trust Fund (lottery) purposes.
<b>Consolidated Omnibus Budget Reconciliation Act of 1985 (COBRA)</b>	This is a law that requires employers to offer continued medical and dental coverage to employees and/or their dependents who have had a qualifying event which makes them no longer eligible for coverage on the employer's plans.
<b>Contingency</b>	Funds appropriated to cover unexpected expenses that may occur during the budgeted year.
<b>Contractual Services</b>	Services that are purchased from other private or governmental entities under a contract.
<b>Corridor Plan</b>	Corridor plans are created for areas along Lakewood's major streets providing an overall vision for the corridor.



**GLOSSARY (continued)**

<b>Debt</b>	An obligation resulting from the borrowing of money or from the purchase of goods and services.
<b>Deficit</b>	(1) The excess of the liabilities of a fund over its assets (2) The excess of expenditures over revenues during an accounting period, or in the case of proprietary (Enterprise) funds, the excess of expenses over revenues during an accounting period.
<b>Dental Self-Insurance Fund</b>	This fund was established by Ordinance O-2006-22 for employee medical and/or dental self-insurance purposes which include the payment of claims, administrative expenses, legal expenses, and payment for prevention efforts. On April 1, 2010, the self-insurance program for medical claims was discontinued.
<b>Denver Regional Council of Governments (DRCOG)</b>	The Denver Regional Council of Governments is a voluntary association of 49 county and municipal governments in the greater Denver, Colorado area. The Council works together to address issues of regional concern including growth and development, transportation, the environment, provision of services to the region's older population, and performs analysis of economic and development trends.
<b>Depreciation</b>	(1) Expiration in the service life of fixed assets attributable to wear and tear, deterioration, inadequacy and obsolescence (2) The portion of the cost of a fixed asset charged as an expense during a particular period. In accounting for depreciation, the cost of a fixed asset, less any salvage value, is prorated over the estimated service life of such an asset, and each period is charged with a portion of such cost. Through this process, the entire cost of the asset is ultimately charged off as an expense.
<b>Duty Death &amp; Disability Trust Fund</b>	This fund was established under the provisions of the Police Duty Death & Disability Trust Agreement to provide benefits to survivors and dependents of police agents killed or agents incurring a total disability in the line of duty.
<b>Economic Development Fund</b>	The Economic Development Fund is established by Ordinance 85-54 to provide financial assistance for public improvements for certain business enterprises which further the economic development goals of the City.
<b>Emergency Operations Center (EOC)</b>	An Emergency Operations Center is a central command and control facility responsible for carrying out the principles of emergency preparedness and emergency management, or disaster management functions at a strategic level in an emergency situation, and ensuring the continuity of operation of the City.



**GLOSSARY (continued)**

<b>Encumbrances</b>	Commitments related to unperformed contracts for goods or services. Used in budgeting, encumbrances represent the estimated amount of expenditures ultimately to result if unperformed contracts in process are completed.
<b>Enterprise Funds</b>	Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or where the City Council has decided that periodic determination of net income is appropriate for accountability purposes.
<b>Entity</b>	The basic unit upon which accounting and/or financial reporting activities focus, e.g., the City of Lakewood.
<b>Equal Employment Opportunity Laws (EEO)</b>	Equal Employment Opportunity laws prevent discrimination by employers, based on race, sex, religion, national origin, physical disability, and age.
<b>Equipment Replacement Fund (ERF)</b>	The Equipment Replacement Fund is established to maintain a reserve to replace equipment when it becomes most economical. The Capital Improvement Fund and all Enterprise Funds are charged both direct and indirect fees through the charge back process for vehicle and equipment replacement.
<b>Evapotranspiration</b>	The amount of water being lost to the atmosphere through evaporation and plants going about their daily lives.
<b>Expenditures</b>	The outlay of cash for goods or services which result in a decrease in net financial resources.
<b>Family Medical Leave Act (FMLA)</b>	The Federal Family Medical leave Act of 1993 is a law that requires employers to give employees time off for serious health conditions of themselves or certain specified family members or during the birth or adoption of a child.
<b>Federal Emergency Management Agency (FEMA)</b>	The Federal Emergency Management Agency is an independent agency of the federal government charged with building and supporting the nation's emergency management system. FEMA's mission is to reduce loss of life and property and protect our nation's critical infrastructure from all types of hazards through a comprehensive, risk-based, emergency management program of mitigation, preparedness, response and recovery.
<b>Fee</b>	A charge levied to a user of a specific good or service in direct exchange for that good or service.



**GLOSSARY (continued)**

<b>Fiduciary Funds</b>	Fiduciary Funds are either Trust Funds or Agency Funds. Trust Funds are used to account for assets held by the government in a trustee capacity. Agency Funds are used to account for assets held by the government as an agent for individuals, private organizations, and other governments and/or funds.
<b>Fiscal Year</b>	A twelve-month period of time to which the annual budget applies, and, at the end of which, a governmental unit determines its financial position and results of its operations.
<b>Fixed Assets</b>	Assets of a long-term character which are intended to continue to be held or used beyond one year, such as land, buildings, and improvements other than buildings, machinery and equipment.
<b>Food</b>	Food for domestic home consumption is defined per City Code Chapter 3.01.
<b>Full Time Equivalent (FTE)</b>	Full Time Equivalent means the budgetary equivalent of one permanent position continuously filled full time (2,080 hours per year) for an entire fiscal year.
<b>Fund</b>	An independent fiscal and accounting entity with a self-balancing set of accounts which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with law, regulations, policies, restrictions or limitations.
<b>Fund Balance</b>	The excess or deficiency of the assets of a fund over its liabilities and reserves at any point in time.
<b>General Fund</b>	The General Fund account for all transactions of the City of Lakewood not accounted for in other funds and is the City's primary operating fund. This fund represents an accounting for the City's ordinary operations financed from taxes and other general revenues and is the City's most significant fund in relation to overall expenditures.
<b>Generally Accepted Accounting Principles (GAAP)</b>	Comprehensive standards and applications established for presenting and reporting financial transactions.
<b>Geographic Information System (GIS)</b>	A Geographic Information System is a computer system capable of assembling, storing, manipulating, and displaying geographically referenced information, i.e., data identified according to their locations.
<b>Golf Course Fund</b>	The Golf Course Fund was established in 1990 to develop the Fox Hollow at Lakewood Golf Course, which opened in August 1993. An additional golf course, Homestead Golf Course, was completed in summer 2002.



**GLOSSARY (continued)**

<b>Government Finance Officers Association (GFOA)</b>	GFOA is the professional association of state/provincial and local finance officers in the United States and Canada. The GFOA is dedicated to the sound management of government financial resources.
<b>Governmental Accounting Standards Board (GASB)</b>	The Governmental Accounting Standards Board was organized in 1984 by the Financial Accounting Foundation (FAF) to establish standards of financial accounting and reporting for state and local governmental entities. The GASB's function is important because external financial reporting can demonstrate financial accountability to the public and is the basis for investment, credit, and many legislative and regulatory decisions.
<b>Governmental Funds</b>	Funds generally used to account for tax-supported activities. There are five different types of governmental funds: The general fund, special revenue funds, debt service funds, and capital projects funds.
<b>Grants</b>	Contributions or gifts of cash or other assets from another government, or a private or non-profit entity. Grants are generally to be used or expended for a specific purpose, activity, or facility.
<b>Grants Fund</b>	The Grants Fund is established to maintain a separate accounting for Federal, State, and other qualified grants.
<b>Great Outdoors Colorado (GOCO)</b>	Created by voters in 1992 to distribute lottery proceeds to outdoor projects, including wildlife.
<b>HEAD Start</b>	HEAD Start is a child development program that serves low-income children and their families.
<b>Heritage, Culture &amp; The Arts Fund</b>	This fund is established to provide a full complement of heritage, cultural, and art activities to the general public on a continuing basis financed primarily through user charges.
<b>HOME Grant Funds</b>	HOME Grant funds are made available by the U.S. Department of Housing and Urban Development. The Grant program is designed to encourage partnerships between federal, state and local governments, housing developers, and/or nonprofit service agencies. Grants are used to fund the construction and rehabilitation of affordable housing for low-income families.
<b>Human Resource Information System (HRIS)</b>	A computerized system for human resource related applications, such as employee data management, benefits, etc.
<b>Information Technology (IT)</b>	Includes matters concerned with the furtherance of computer science and technology, design, development, installation and implementation of information systems and applications.



**GLOSSARY (continued)**

<b>Intergovernmental Agreement (IGA)</b>	Formal agreements between governments that promote and coordinate cooperation.
<b>Intergovernmental Revenues</b>	Revenues from other governments in the form of grants, entitlements, shared revenues, or payments in lieu of taxes.
<b>Internal Service Funds</b>	Internal Service Funds are used to account for the financing of goods and services provided by one department or agency to other departments or agencies of the governmental units, or to other governmental units, on a cost-reimbursement basis
<b>JD Edwards (JDE)</b>	The JD Edwards software is the City's integrated financial and human resources management system which is used to manage and perform tasks such as purchasing, accounts payable, tracking budgets and project costs, timesheets and payroll, and managing employee data. In 2003, JD Edwards merged with PeopleSoft, Inc. and may be periodically referred to as PeopleSoft.
<b>Juvenile Information System (JIS)</b>	A cooperative program that shares juvenile records with authorized/participating agencies.
<b>KLTV 8</b>	KLTV 8 is the letters used to identify the City's Cable Broadcasting Station: K - all stations west of the Mississippi use the K L - Lakewood TV - Television 8 - Cable channel number utilized for the television station
<b>Lakewood Legacy Foundation</b>	The Lakewood Legacy Foundation was started in 1986 as a community trust and is a 501(C)(3) tax-exempt entity under the Internal Revenue Code. The Foundation has broadened its scope to include the future funding of a wide range of nonprofit programs.
<b>Lakewood Public Building Authority (LPBA)</b>	The Lakewood Public Building Authority was incorporated in 1979 as a Colorado nonprofit corporation created to facilitate the construction of public improvements within the City.
<b>Lakewood Reinvestment Authority (LRA)</b>	On November 4, 1997, Lakewood voters authorized the creation of an urban renewal authority. Consequently, The Lakewood Reinvestment Authority was formed and officially created on January 12, 1998. The goal of the Lakewood Reinvestment Authority is to assure economic soundness of public/private development within the City and a commitment to increasing the overall revenue base. The LRA is an entity that is legally separate from the City.



**GLOSSARY (continued)**

<b>Leads OnLine</b>	An online investigation software system for law enforcement, providing a cloud based software program to manage pawn shop transactions. The software program allows for rapid cross-jurisdiction reporting and investigation.
<b>Light Rail Transit (LRT)</b>	Light rail transit is a mode of urban transportation utilizing predominantly reserved but not necessarily grade-separated rights-of-way. Electrically propelled rail vehicles operate singly or in trains. LRT provides a wide range of passenger capabilities and performance characteristics at moderate costs.
<b>Limited Liability Company (LLC)</b>	A Limited Liability Company is essentially a business entity created by contract between the members, much as a general partnership. An LLC has members rather than shareholders. It has a manager or managers instead of a board of directors. Management may be vested in the members or it may be vested in the manager(s). The members are protected from personal liability for the acts of the LLC, much like shareholders of a corporation.
<b>Line Item</b>	Funds requested and/or appropriated on a detailed or itemized basis.
<b>Local Growth</b>	“Local Growth” for a non-school district means a net percentage change in actual value of all real property in a district from construction of taxable real property improvements, minus destruction of similar improvements, and additions to, minus deletions from, taxable real property.
<b>Local Law Enforcement Block Grant (LLEBG)</b>	The Local Law Enforcement Block Grant program was created in May 1986 to assist state and local authorities in developing programs that focus on developing criminal justice strategies to achieve safe communities.
<b>Major Fund</b>	The General Fund is always a major fund. Otherwise, major funds are funds whose revenues, expenditures / expenses, assets, or liabilities are at least 10 percent (10%) of corresponding totals for all governmental or enterprise funds and at least 5 percent (5%) of the aggregate amount for all governmental and enterprise funds for the same item. Any other governmental or enterprise fund may be reported as a major fund if the government’s officials believe that fund is particularly important to financial statement users.
<b>Master Plan</b>	A planning guide that provides a framework for general department direction and large-scale projects with multiple elements. A master plan outlines appropriate measures for development and sustainability, generally over five to ten year intervals and may include: public input through meetings, focus groups, and citizen surveys; programming, inventory, and budgetary analysis; service and gap analysis; and goals and recommendations to meet future needs.



**GLOSSARY (continued)**

<b>Metro Denver Economic Development Corporation (MDEDC)</b>	The Metro Denver Economic Development Corporation is a public-private not-for-profit economic development organization comprised of over 58 cities, counties, and economic development agencies providing a broad array of services to assist companies with location, expansion, and market decisions.
<b>Mill Levy</b>	Rate by which assessed valuation is multiplied to determine property tax. A mill is 1/10 of one cent or \$1.00 of tax for each \$1,000 of assessed value.
<b>Modified Accrual Basis</b>	The accrual basis of accounting adapted to the governmental fund-type measurement focus. Under it, revenues and other financial resource increments (e.g., bond issue proceeds) are recognized when they become susceptible to accrual, that is when they become both “measurable” and “available to finance expenditures of the current period.” “Available” means collectible in the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recognized when the fund liability is incurred except for inventories and prepaid insurance.
<b>National League of Cities (NLC)</b>	The National League of Cities is a national organization that serves as a national resource to and an advocate for municipal governments. It provides a network for information sharing and for speaking on behalf of America's cities in Washington, D.C. and all state capitols.
<b>Neighborhood Participation Program</b>	The City of Lakewood offers grants to build projects that would improve qualifying Lakewood neighborhoods. To be eligible, projects must have a general benefit to the neighborhood, must be located on public property, and requests must come from groups representing the neighborhood.
<b>Neighborhood Planning</b>	A plan developed from the collaborative efforts between City staff, residents, and property owners identifying goals and providing guidance about the future direction of a neighborhood.
<b>Occupational Safety &amp; Hazards Authority (OSHA)</b>	Created by Congress in 1971, the Occupational Safety and Hazards Authority establish rules and programs associated with safety and health in workplaces.
<b>One Year Action Plan</b>	This plan is the City’s annual Community Development Block Grant (CDBG) and HOME Investment Partnership (HOME) grant application to the U.S. Department of Housing and Urban Development (HUD).
<b>Open Space (OS) Funds</b>	Open Space funds are derived from a one-half of one-percent of the Jefferson County sales tax. Fifty percent of the proceeds are attributable to each municipality for acquisition, construction, development, and maintenance of capital improvements relating to open space and/or recreation.



**GLOSSARY (continued)**

<b>Operating Expenses</b>	Operating expenses include: supplies and materials which, by their nature, are consumable, and have a useful lifetime of less than one year, or which, after usage, undergo an impairment of, or material change in, physical condition.
<b>Peace Officer Standards and Training (POST)</b>	Peace Officer Standards and Training is a State of Colorado department responsible for establishing standards for police officer certification and training.
<b>Pension Fund</b>	A fund type sub-classification under trusts and agency funds used primarily to account for the activities of a government's employer-employee retirement system(s).
<b>Performance Review and Development</b>	This is the annual performance review process. Supervisors rely on the Performance Review and Development System to evaluate their employees' performance every year.
<b>Personnel Services</b>	Personnel services include: all salaries, wages, and benefits, including the City's contribution to retirement plans.
<b>PowerDMS</b>	A document management system that organizes electronic processes for policy and procedure management, standards compliance for accreditation, training, testing and extra-duty employment.
<b>Property &amp; Casualty Self-Insurance Fund</b>	This fund was established for the purpose of paying premiums, claims, judgments, settlements, legal fees, and any other self-insurance related program expenses. The City has chosen to use large self-insured retentions/deductibles for its property and casualty insurance program through the municipal insurance pool.
<b>Proprietary Funds</b>	Funds that focus on the determination of operating income, changes in net position (or cost recovery), financial position, and cash flows. There are two different types of proprietary funds: enterprise funds and internal service funds.
<b>Public Education Government (PEG) Access Fees</b>	KLTV 8 is funded entirely through Public Education Government access fees, collected by the cable television company from cable subscribers. These fees are authorized through the federal Cable Act for the distinct purpose of funding Public Education and Government access television and are required through our local franchise agreements with these companies. In Lakewood, cable subscribers pay 50 cents per month for this purpose. The federal government has determined that PEG fees are user fees, not taxes.



**GLOSSARY (continued)**

<b>Public Improvement Fee (PIF)</b>	A Public Improvement Fee is a private fee imposed by a developer that is collected for the benefit of the developer and is used to finance the public improvements surrounding the given development. Public improvements include, but are not limited to, public parking facilities, public roads, regional storm management system, road safety improvements, sanitary sewer system, and a trail system/pedestrian access.
<b>Public Safety Answering Point (PSAP)</b>	The Public Safety Answering Point is the dispatch center that receives the initial call for police and fire service from the community.
<b>Records Management System</b>	Computer system where records are stored, updated, and accessed.
<b>Recreational Inclusive Services for Everyone (RISE) Above!</b>	RISE Above! (Formerly Special Populations Programs) are programs and services for those in Lakewood with disabilities. Programs and services include recreational opportunities, Special Olympics training and events, Camp Paha (a summer day camp for those with disabilities), independent living classes, a winter ski program and much more.
<b>Regional Transportation District (RTD)</b>	The Colorado General Assembly created the Regional Transportation District in 1969 to develop, maintain, and operate a public transportation system for the six county areas whose center is Denver, Colorado.
<b>Retiree's Health Program Fund</b>	The Retiree's Health Program Fund was established to account for all of the necessary activities of two benefit plans -- the Benefit Trust Plan, a defined contribution retirement plan that distributes a lump sum amount to eligible employees upon retirement and the Pre-Funded Health Care Plan which distributes a monthly payment to eligible employees upon retirement to supplement insurance premiums.
<b>Rooney Valley Intergovernmental Agreement</b>	The Rooney Valley Intergovernmental Agreement was created in May 2000. The agreement, between the City of Lakewood and the Town of Morrison, provides for joint planning efforts, as well as revenue and cost sharing in the Rooney Valley development area.
<b>Sales Tax</b>	The City of Lakewood imposes a 3 percent (3%) sales tax on the sale of tangible personal property sold at retail or for specific taxable services.
<b>School Resource Officer (SRO)</b>	The School Resource Officer program promotes a police-school partnership at the middle and high school levels.
<b>Scientific and Cultural Facilities District (SCFD)</b>	A sales tax of 0.1% applies to all sales in the district. Revenues are grant allocated to various scientific and cultural programs throughout the district.



**GLOSSARY (continued)**

<b>Service Area</b>	A broad category of services delivered by the City which may cross departmental and/or program lines, and which help identify the areas towards which resources are applied.
<b>Services &amp; Supplies</b>	The expenditure category for services rendered to the City by a vendor.
<b>Sewer Enterprise Fund</b>	The Lakewood Board of Water and Sewer Enterprise Fund was established as required by Chapter 13.04, Section 080 of the City of Lakewood Municipal Code, 1974 supplement, to account for sewer services provided to Lakewood residents on a user charge basis.
<b>Special Enforcement Team (SET)</b>	The Special Enforcement Team is dedicated to gang-related crime suppression, fugitive apprehension and other “quality of life” crime suppression activities.
<b>Special Revenue Funds</b>	Special Revenue Funds are established for the purpose of accounting for monies received by the City of Lakewood that are restricted in nature and can only be utilized for specific purposes.
<b>Special Weapons and Tactics (SWAT) Team</b>	The Special Weapons and Tactics Team is a highly trained and specially equipped unit of the Police Department that responds to serious community safety and security issues such as hostage/barricaded gunman incidents; conducts high-risk warrant service; and performs other special operations.
<b>Station Area Plan</b>	A plan for each of the six light rail stations in Lakewood identifying appropriate land uses and development densities within approximately 1/2 mile of the stations.
<b>Statute</b>	A written law enacted by the Colorado Legislature.
<b>Stormwater Enterprise Fund</b>	The Stormwater Enterprise Fund was created by City Council adopting Ordinance O-98-28 to account for user fees collected from property owners to maintain existing storm water facilities, meet federal requirements for storm water quality, and to build new drainage facilities. All activities necessary to provide such services are accounted for in this fund.
<b>Strategic Goals</b>	Outcomes or vision statements established by the Mayor and City Council at its annual planning sessions, which guide the goals, activities, expectations, results/benefits, organizational structure, and appropriation of resources in the budget. Under the Council-Manager structure, it is the responsibility of the City Manager to cause strategic goals to be carried out, through the various executive and administrative authority and powers (including budgetary powers) set out in the Lakewood Charter.
<b>Sustainability</b>	Current needs are met without sacrificing the ability of future generations to meet their own needs by balancing long-term environmental, financial, and economic concerns.



**GLOSSARY (continued)**

<b>Tax Increment Financing (TIF)</b>	Tax increment financing may be used in accordance with Colorado Urban Renewal law. In such cases, tax bases can be frozen for a period of time whereby incremental taxes in excess of the frozen base are typically used to provide redevelopment.
<b>Taxes</b>	Compulsory charges levied by a government, under its statutory or charter authority, for the purpose of financing services performed for the common benefit.
<b>Taxpayers' Bill of Rights (TABOR)</b>	Colorado voters passed the Taxpayers' Bill of Rights (Article X, Section 20 of the Colorado Constitution) in November 1992. The amendment restricts the City's total revenue growth to prior year revenue plus the Denver-Boulder Consumer Price Index, and a growth measure, which only includes net new construction, net changes in taxable/non-taxable properties, and annexed property. The amendment also requires each government to establish an emergency reserve of 3% of all non-exempt funds.
<b>Transport Across Colorado (TAC)</b>	Cooperative effort from state, county, and local law enforcement agencies to transport prisoners to destinations without charge.
<b>Trust Funds</b>	Funds used to account for assets held by a government in a trustee capacity for individual, private organizations, other governments, and/or other funds.
<b>U.S. General Services Administration (GSA)</b>	The U.S. General Services Administration is an agency of the federal government responsible for securing the buildings, products, services, technology, and other workplace essentials federal agencies need.
<b>Urban Drainage and Flood Control District (UDFCD)</b>	The Urban Drainage and Flood Control District was established by the Colorado legislature in 1969, for the purpose of assisting local governments in the Denver metropolitan area with multi-jurisdictional drainage and flood control problems.
<b>Use Tax</b>	A tax levied as a complement to the City sales tax at 3 percent (3%) and is imposed upon taxable purchases where a sales tax was not legally imposed.
<b>Voice over Internet Protocol (VoIP)</b>	Voice over Internet Protocol is a technology that allows voice conversations using a broadband Internet connection instead of a regular (or analog) phone line.
<b>Water Enterprise Fund</b>	The Lakewood Board of Water and Sewer Enterprise Fund was established as required by Chapter 13.04, Section 080 of the City of Lakewood Municipal Code, 1974 supplement, to account for water services provided to Lakewood residents on a user charge basis.



**GLOSSARY (continued)**

**Water Rights and Acquisition Fund**

The Water Rights and Acquisition Fund was established to account for revenues restricted specifically to the acquisition of water rights.

**West Metro Drug Task Force (WMDTF)**

The West Metro Drug Task Force is a multi-agency association of law enforcement investigators that focuses on reducing the availability of illegal substances by targeting individuals and groups involved in the importation, manufacturing and distribution of those substances.

**Wide Area Network (WAN)**

A Wide Area Network is a geographically dispersed telecommunications network. The term distinguishes a broader telecommunication structure from a Local Area Network. A wide area network may be privately owned or rented, but the term usually connotes the inclusion of public (shared user) networks.

**Workers' Compensation Self-Insurance Fund**

This fund was established by Ordinance O-86-91 for purposes, which include the payment of claims, administrative expenses, employee compensation, funding a loss control program, and an incentive awards program.

**Youth Educational Tours (YET)**

Jail tours for at-risk youth.



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