



2015

Annual **Budget**



Lakewood
Full of Possibilities

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



**CITY OF LAKEWOOD, COLORADO
ANNUAL BUDGET
2015**





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Lakewood
Colorado**

For the Fiscal Year Beginning

January 1, 2014

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, 2014**. 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
Accounting Manager	Richianne Sullivan
Administrative Assistant	Camille DeBell
Budget Manager	Patty Samora

DEPARTMENT BUDGET COORDINATORS

City Manager's Office	Angela Cline
Mayor and City Council	Angela Cline
City Attorney's Office	Leslie Jones
City Clerk's Office	Michele Millard
Community Resources	Sharon Keith-Zamora
Community Resources	Debbie Hernandez
Employee Relations	Jeannie Madigan
Finance	Patty Samora
Information Technology	Tom Charkut
Municipal Court	Norm Brisson
Planning	Roger Wadnel
Police	Cathy Schultz
Public Works	Vince Casteel

**CAPITAL IMPROVEMENT AND PRESERVATION
PLAN COORDINATORS**

Community Resources	Ross Williams
Information Technology	Tom Charkut
Public Works	Vince Casteel



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 2014 Revised Budget and the 2015 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 2014/2015 Core Values. The Operating Summary section of this document details the Department’s specific activities supporting the Core Community Values.

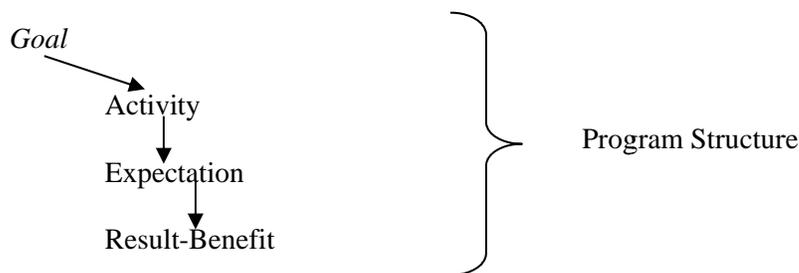
Matrix of Community Core Values by Department

Department	Safe Community	Open and Honest Communication	Fiscal Responsibility	Education and Information	Quality Transportation Options	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 2014 Revised Budget and/or significant budgetary variances in the 2015 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. 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
- ❖ 2015 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
- ❖ 2013-2015 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
- ❖ 2014 Revised / 2015 Budget Appropriation and Mill Levy Ordinance
- ❖ Acronyms
- ❖ Glossary of Terms



TABLE OF CONTENTS

	PAGE
BUDGET AWARD	4
BUDGET PREPARATION	5
DEPARTMENT BUDGET COORDINATORS	5
CAPITAL IMPROVEMENT AND PRESERVATION PLAN COORDINATORS	5
USING THE BUDGET DOCUMENT	6
BUDGET GUIDE	8
TABLE OF CONTENTS	10
INTRODUCTION	
City Organizational Chart.....	16
State and Metro Area Map.....	17
Officials of the City.....	18
City Map and Ward Boundaries.....	20
Budget and Audit Committee.....	21
City Manager’s Budget Message.....	22
Community Profile.....	35
Demographics.....	36
Economics.....	39
Sales Tax Rates.....	41
Citizen Survey Results.....	42
Form of Government.....	43
Scope of Services.....	43
Employees and Benefits.....	43
2015 Budget and Financial Policies.....	45
BUDGET OVERVIEW	
City Funds Organizational Chart.....	64
All Fund Types - 2013-2015 Summary of Estimated Financial Sources and Uses.....	65
City Revenues Summary by All Fund Types.....	66
Revenue Overview.....	67
Federal, State, and Local Grant Revenues.....	76
City Budget Summary by All Fund Types, by Department and by Program.....	78
Functional Units by Fund.....	80
All Funds - Summary of Expenditures by Classification.....	82
General Fund Only - Summary of Expenditures by Classification and by Department.....	83
Staffing Overview.....	84
Staffing Summary by Fund Type, by Department, by Full-Time Employees, and Part-Time Hours.....	85
Long-Term and Short Term Goals Linked to Core Community Values.....	86
Debt Service and Financial Obligations.....	90
Legal Debt Limit.....	90
Information on Financial Obligations.....	91
Principal and Interest Payments by Fund.....	92
Principal and Interest Payments by Financial Obligation.....	95
Certificates of Participation, Series 2006A.....	97
Certificates of Participation, Series 2006B.....	97
2007 Section 108 Notes Payable.....	98



TABLE OF CONTENTS (CONTINUED)

	PAGE
BUDGET OVERVIEW (continued)	
William Frederick Hayden Park Lease Purchase	98
Police Facility	98
Community Solar Garden.....	98
FUND SUMMARIES	
City Funds Organizational Chart.....	100
Notes and Assumptions	101
Governmental Funds Defined	111
2013-2015 Summary of Estimated Financial Sources and Uses - Governmental Funds	112
Special Revenue Funds Defined.....	116
2013-2015 Summary of Estimated Financial Sources and Uses - Special Revenue Funds	117
Capital Projects Funds Defined.....	123
2013-2015 Summary of Estimated Financial Sources and Uses - Capital Projects Funds.....	124
Proprietary Funds Defined	127
2013-2015 Summary of Estimated Financial Sources and Uses - Proprietary Funds	128
Enterprise Funds Defined.....	131
2013-2015 Summary of Estimated Financial Sources and Uses - Enterprise Funds.....	132
Internal Service Funds Defined.....	137
2013-2015 Summary of Estimated Financial Sources and Uses - Internal Service Funds.....	138
STRATEGIC PLAN	
Strategic Plan.....	145
Five-Year Assumptions.....	146
General Fund	150
Special Revenue Funds	152
Capital Projects Funds.....	154
Enterprise Funds.....	156
Internal Service Funds.....	158
All Funds Summary	160
OPERATING SUMMARIES	
Mayor and City Council	165
Mayor and City Council Organizational Chart	166
Mayor and City Council Summary	167
City Manager’s Office.....	173
City Manager’s Office Organizational Chart	174
City Manager’s Office Summary	175
City Management	179
Communications	184
Economic Development	188
Strategic Initiatives.....	193
City Attorney’s Office.....	197
City Attorney’s Office Organizational Chart	198
City Attorney’s Office Summary	199
City Clerk’s Office	205
City Clerk’s Office Organizational Chart.....	206
City Clerk’s Office Summary	207



TABLE OF CONTENTS (CONTINUED)

	PAGE
OPERATING SUMMARIES (continued)	
Community Resources	217
Community Resources Organizational Chart.....	218
Community Resources Summary	219
Parks List.....	224
Community Resources Administration	225
Family Services.....	230
Golf Course Operations.....	235
Heritage, Culture & The Arts.....	240
Planning, Construction & Maintenance	245
Recreation	250
Regional Parks Operations.....	255
Urban Parks Operations	260
Employee Relations.....	267
Employee Relations Organizational Chart.....	268
Employee Relations Summary	269
Finance	279
Finance Organizational Chart.....	280
Finance Summary.....	281
Finance Administration	284
Accounting	287
Property and Purchasing Services	293
Revenue.....	297
Information Technology.....	303
Information Technology Organizational Chart	304
Information Technology Summary	305
Municipal Court	313
Municipal Court Organizational Chart.....	314
Municipal Court Summary.....	315
Municipal Court Administration	317
Court Marshal	320
Judicial	323
Probation Services.....	326
Violations Bureau.....	329
Planning	333
Planning Organizational Chart.....	334
Planning Summary	335
Police.....	343
Police Organizational Chart	344
Police Summary	345
Office of the Chief of Police	350
Investigations	356
Patrol Services.....	363
Support Services.....	369
Public Works	379
Public Works Organizational Chart	380
Public Works Summary	381
Public Works Administration.....	385
Engineering	388
Environmental Services & Emergency Preparedness	395
Fleet Management.....	399
Public Works Maintenance	402



TABLE OF CONTENTS (CONTINUED)

	PAGE
OPERATING SUMMARIES (continued)	
Public Works (continued)	
Sewer Utility	408
Stormwater Management Utility	412
Traffic Engineering	415
Water Utility	420
Non-Departmental	425
Non-Departmental Summary	427
Citywide Employee Benefits	430
Debt Obligations/Special Projects	433
Self-Insurance Funding	436
 CAPITAL IMPROVEMENT AND PRESERVATION PLAN	
Five-Year Capital Improvement and Preservation Plan (CIPP)	441
2015 Budget CIPP Overview	441
New Projects	441
Funds Included in the CIPP	442
Project Selection Process Overview	443
Impacts on the Operating Budget	446
CIPP Projects Listed by Fund	447
Comprehensive Plan Corridor Implementation	452
Building Infrastructure	453
Public Art Acquisition	454
Developer Contributions	455
Neighborhood Entry Treatment Maintenance	456
Neighborhood Participation Program	457
Traffic Safety Improvements	458
Signal Safety Improvements	459
Long Life Pavement Markings	460
Development Participation	461
Street Resurfacing / Concrete Rehabilitation	462
Water Rights	463
CIPP Support Services	464
Vehicle Replacement	465
Debt Payments for Certificates of Participation	466
Revenue Sharing Agreements	467
William Frederick Hayden Park Acquisition	468
Civic Center Improvements	469
Fleet Facility Modifications	470
Snow and Ice Material Storage Expansion	471
Public Safety Center Site Renovations	472
Light Rail Station and Access Improvements	473
W 14 th Ave & Lamar Street Roundabout	474
260 Union Pedestrian Hybrid Signal	475
Kipling/Kentucky and Kipling/Dartmouth Signals	476
Travel Time Monitoring Systems	477
Bike Paths/Sidewalks	478
Wadsworth Boulevard, Highland Dr to 14 th Ave	479
Kipling/Colfax Intersection	480
Quincy Ave, Ammons to Zephyr	481
Mississippi/Wadsworth and Mississippi/Pierce Signals	482
Wadsworth/Jefferson and Wadsworth/Mansfield Signals	483



TABLE OF CONTENTS (CONTINUED)

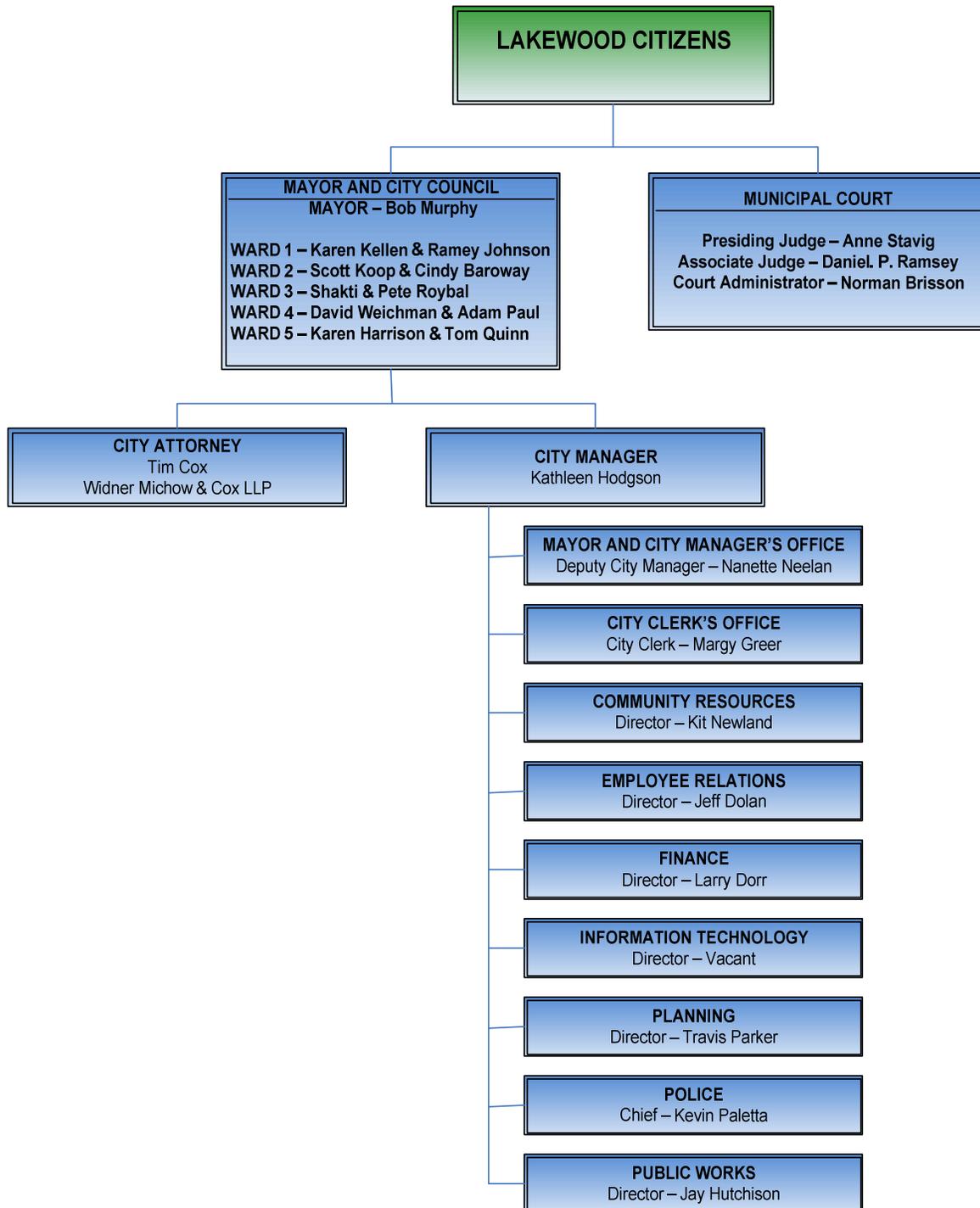
	PAGE
CAPITAL IMPROVEMENT AND PRESERVATION PLAN (continued)	
Alameda Avenue Median at Yarrow Street.....	484
Capital Project Contingencies	485
Parks Infrastructure	486
Site & Facility Improvements	487
Carmody Park Improvements.....	488
Lakewood Heritage Center.....	489
Bear Creek Lake Park	490
Arts in the Park.....	491
Holbrook Park Pond Improvements	492
Dry Gulch Trail	493
Playground Replacement.....	494
Rail Car Museum	495
Patterson Cottage Playground	496
School Playground Pass-through	497
Land Acquisition.....	498
Pierce Street Sidewalk.....	499
Utility Billing System Replacement.....	500
Sewer Lining	501
Sewer Replacements	502
Water Line Replacements	503
20 th & Iris Drainage Improvements.....	504
North Dry Gulch Improvements.....	505
Local Drainage Projects	506
City Radio Replacement	507
Financial Management and Human Resource Systems Update	508
Citywide Scanner and Point of Sale Equipment Replacement.....	509
Strategic Wide Area Network Infrastructure.....	510
Enterprise Cybersecurity Services.....	511
Capital Computer Equipment Replacement	512
End User Computer Equipment Replacement.....	513
Back End Software Replacement	514
CJIS Compliance – Multi-factor Authentication and Disk Encryption.....	515
Municipal Court Recording System Replacement	516
Police Mobile Radio Replacement	517
 APPENDIX	
Schedule of Purchases \$50,000 and Greater	521
Schedule of Transfers.....	527
2014 Revised and 2015 Budget Appropriation and Mill Levy Ordinance	528
Acronyms	532
Glossary.....	536



INTRODUCTION

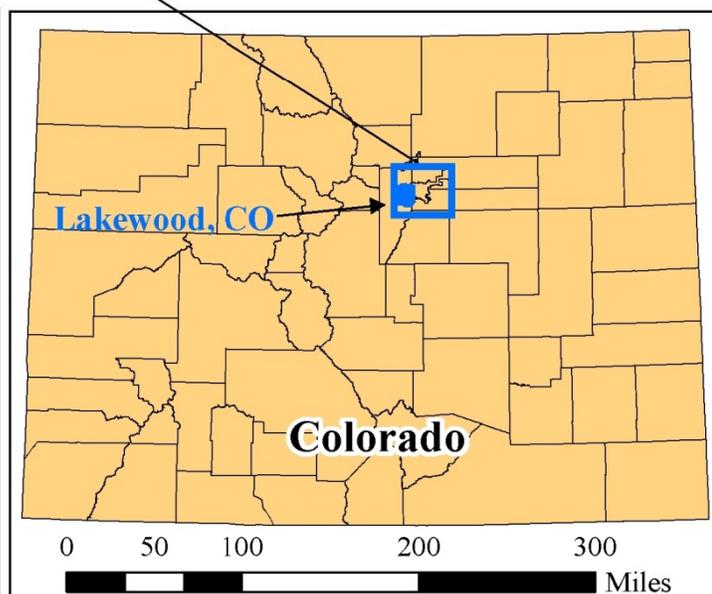
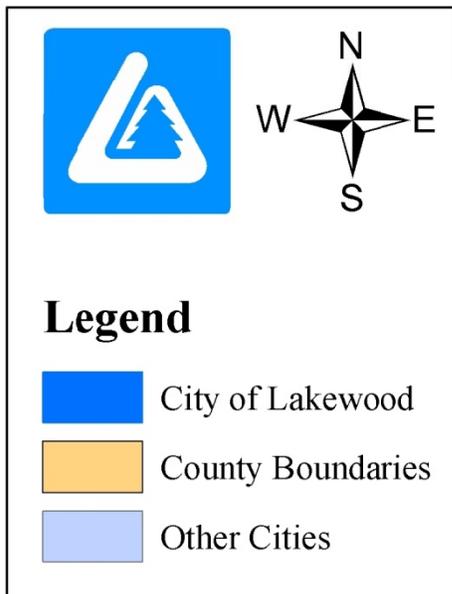
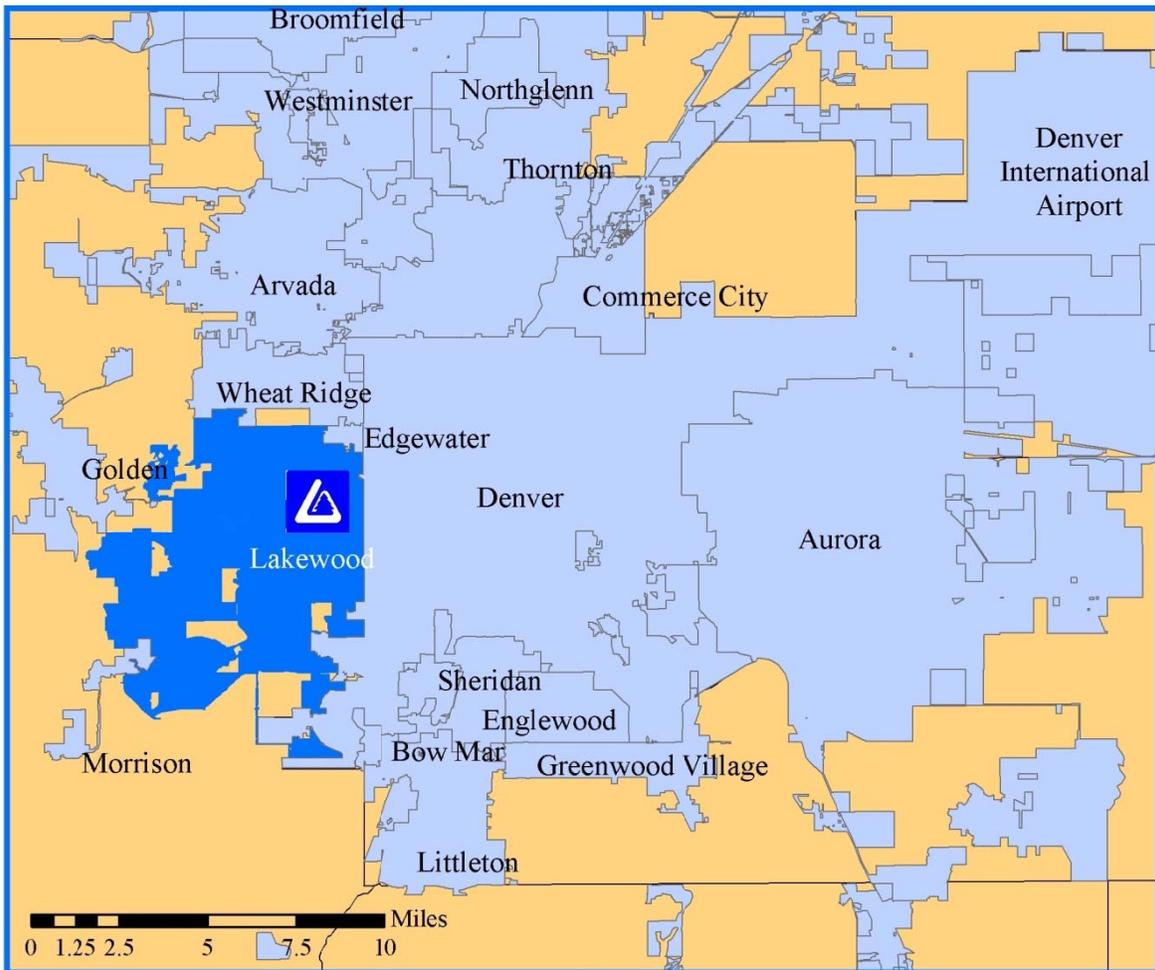


CITY OF LAKEWOOD, COLORADO ORGANIZATION CHART





State and Metro Area





City Government

CITY OF LAKEWOOD ELECTED OFFICIALS:



Bob Murphy
(303) 987-7040
bmurphy@lakewood.org

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

WARD 1



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



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

Council member Ramey Johnson was elected to a full four-year term in November 2013, after being elected in 2011 to fill the unexpired term of the previous Council member.

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

WARD 2



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



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

Council member Scott Koop was re-elected to four-year term in November 2013.

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



WARD 3



Shakti
(303) 987-7740
shakti@lakewood.org



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

Council member Shakti was elected to a four-year term in November 2013.

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

WARD 4



David Wiechman
(303) 986-4818
dwiechman@lakewood.org



Adam Paul
(303) 988-6484
apaul@lakewood.org

Council member David Wiechman was re-elected to a four-year term in November 2013.

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

WARD 5



Karen Harrison
(303) 987-7767
kharrison@lakewood.org



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

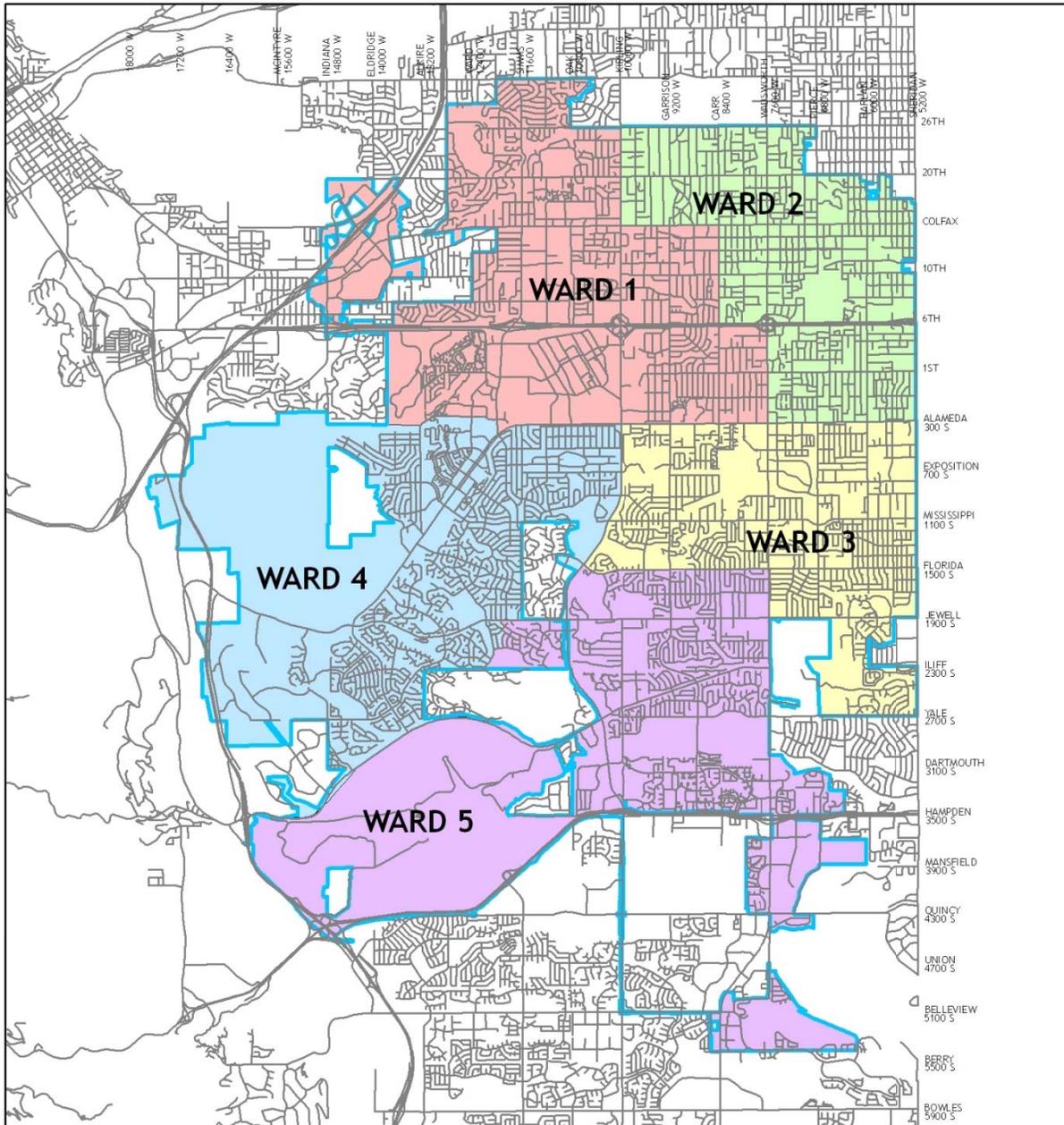
Council member Karen Harrison was elected to a four-year term in November 2013.

Council member Tom Quinn was re-elected to a 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



Map Updated: January 2008

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>Ramey Johnson Ward 1 (303) 232-1567 rjohnson@lakewood.org</p>
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Citizen Representatives:

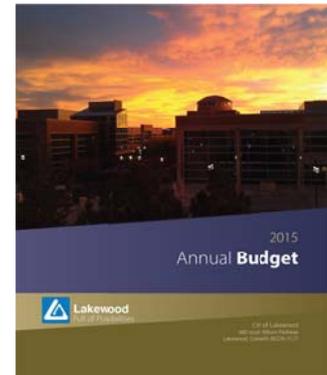


<p>Jon Ludwigson Assistant Director U.S. Government Accountability Office ludwigson@aol.com</p>	<p>Donald Tallman Executive Director Colorado Railroad Museum donald@crrm.org</p>	<p>Tim Dennis Lakewood Small Business Owner tmd03@comcast.net</p>
---	---	---

Authority, Expectations, and Tasks of the Committee:

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

City Manager's Budget Message



October 13, 2014

Honorable Mayor and Members of City Council:

The City's financial position is as strong as it has ever been. Yet, economic volatility and uncertainty persist. Because of this insecurity, we must remain cautious and prudent in the projects we plan and the level of services we provide to the public. Sales tax revenue is the City's primary source of income. Unlike income taxes and property taxes, discretionary consumer spending drives sales tax revenues from year-to-year and month-to-month. Consumer confidence and sales tax receipts can fluctuate in large amounts, and in short periods of time. Because of this, the City has been careful to manage its spending wisely, and contain costs whenever possible. Management has gained valuable experience doing this during the recent recession, and we remain poised to respond to economic fluctuations. We remain thoughtful in our planning, and strategic in our decisions.

Management has been successful in containing operating costs which has enabled the City to make critical investments in infrastructure. With cost containment and sensible planning, the City added to its reserves during 2013, for the 9th consecutive year. Due to this careful management, the 2015 Budget plans a decrease in reserves in order for the City to construct significant infrastructure projects in the community. We can utilize these reserves while maintaining consistent levels of service. In addition, management will seek to partner with other governments and the private sector in delivering services, and reducing costs. The City's overall financial strength provides flexibility until the consumer economy becomes more stable. Consistent and sustained financial strength is critical to the success of the community.

As mentioned, the City is vulnerable to economic fluctuations and unpredictable revenues. The City's revenues are also limited by the Taxpayer's Bill of Rights (TABOR) constitutional amendment. In 2015, the City will make another revenue refund of \$1.3 million. Forecasting the revenue limitations is an additional challenge in planning

City Manager's Budget Message

the City's future. As we plan for economic growth, and experience the results, we must remain mindful that revenues will remain limited by TABOR.

In addition to City government, the Lakewood community is experiencing noticeable economic growth and reinvestment since the national recession. Lakewood is advancing its quality of life by focusing on its neighborhoods, schools and community sustainability. 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.

Operations and Community Activities

In the last year, the City has made further progress in its multi-year effort to revise its Comprehensive Plan and create its first Sustainability Plan. The process was designed to gather public input, create working groups, and finalize a plan in 2015. Later this year we will conclude the plan development phase and transition into an open-house format before next year's adoption. The City is celebrating the addition of two neighborhoods to its Sustainable Neighborhoods Program. Lakewood's Sustainable Neighborhoods Program gives residents the opportunity to become active partners in making Lakewood a vibrant and sustainable community. Neighborhoods participating in this unique certification program use guidance from City staff to organize workshops, projects and events that enhance the livability of their neighborhood, and reduce residents' ecological footprint. Participating neighborhoods earn program credits for their efforts and, depending on the number of credits earned in a given year, they may receive City designation as a "Participating Sustainable Neighborhood" or an "Outstanding Sustainable Neighborhood." As a leader in the community's commitment to sustainability, we have partnered with Clean Energy Collective for the City's first participation in solar energy generation. Clean Energy Collective has built a community solar garden in which the City has purchased forty percent of the energy capacity of a ground-based solar array. It is estimated that the City's portion of the solar garden will generate 274 kilowatts of electricity per year. The power generated by the array will be purchased by Xcel Energy, and credited to our government facilities. The Sustainability Division is dedicated to enhancing the lives of residents, and workers throughout the City. Neighborhood, environmental, and economic sustainability will continue to be an operating focus for the City for the foreseeable future.

Amongst a number of the City's substantial economic development initiatives, two outputs are particularly noteworthy. Terumo BCT will expand its global headquarters in Lakewood. Terumo BCT, Lakewood's largest private sector employer, is a global leader in blood component and cellular technologies. The company employs more than 4,500 associates in 37 countries, and serves customers in 120 countries. Today, more than 1,900

City Manager's Budget Message

associates work at Terumo BCT's Lakewood campus. The company broke ground earlier this year on a \$45 million expansion with the potential to create 250 jobs in the next five years. In addition to Terumo BCT, the FirstBank Corporation announced a \$40 million expansion of its headquarters in Lakewood. FirstBank has more than \$13 billion in assets and over 115 locations in Arizona, California, and Colorado. To accommodate additional staff and infrastructure for its growing business, the company is in the process of expanding its headquarters campus with a 120,000-square-foot, four-story building addition and a new stand-alone, four-level parking structure. The company will relocate some regional staff to the larger campus, and it will increase the number of jobs on site, along with its overall growth.

General Fund Revenues

As mentioned above, City government remains heavily reliant on sales and use taxes. During 2013, sales and use taxes made up more than 62% of general fund revenues. Sales taxes increased 5.8% during 2013 over the prior year as consumers felt more confident in their spending. In spite of this, we remain aware of the volatility of sales taxes as experienced during the recession. The City's sales tax revenues decreased by 7.6% during 2009. The current forecast is for 2014 sales taxes to grow at a rate of 4.5% which is reasonable compared to what we are experiencing this year to date. In addition, state economists are predicting even larger rates of growth in sales taxes, across the state, for 2014 and 2015. Based on this, we believe that our estimates are reasonable and conservative.

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 2014, the Alberta Corporation completed its construction of a new 10 acre retail center at the Denver West Promenade. Some new businesses opened in November 2012, while additional new retail opened in 2013 and 2014. 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 increased in 2013, and have increased in 2014 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 3.5% for 2015, we believe 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 in 2015.

City Manager's Budget Message

General Fund Expenditures

While consumer spending and sales tax revenues are uncertain and impossible to control, the City can control its spending. Our goal is to provide a consistent level of service to the community. As such, it has made sense in our plans to utilize some reserves, contain cost increases, and reduce spending where possible. During 2013, the City underspent its operating budget by 6.3%, allowing us to increase reserves. While underspending our budget, we remain mindful that we spent 3.5% more in 2013 than in 2012. For 2014 and 2015, management will continue to monitor spending in an effort to contain cost increases. Because we deliver services to the community, our City workforce is critical to our success. In order to deliver consistent and efficient services, a well-equipped, competitively compensated workforce is necessary. 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 remains volatile. 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.

The cost of providing medical benefits for City workers has increased by 10% over the last year. In response to the market, we have implemented alternatives at a manageable cost for the City and its workers. To be clear, costs continue to increase, 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 high deductible and a Health Reimbursement Account. In 2013, we strengthened our wellness program by adding resources for improved health, and medical cost containment. In 2014 we will retain consultants to help us analyze our medical utilization, and negotiate with medical benefits providers. We will also analyze the potential for becoming self-insured for medical benefits in 2015. The City will continue to explore all sustainable opportunities for providing employee benefits, and competitive overall compensation. In addition, we anxiously anticipate the implementation of the federal Affordable Care Act. The implementation has recently been delayed allowing us to more carefully analyze, and understand its impacts.

One of the City's Core Community Values is Physical & Technological Infrastructure. In 2015, after substantial due diligence, a replacement to the Police Department's Records Management System (RMS) will be launched. This RMS is a critical tool used in managing law enforcement and public safety in Lakewood, second only to our 911 Communications Center, and Computer Aided Dispatch. In addition to recording and managing basic police activity, the system tracks and records code enforcement and animal control activities. The current system is over 12 years old. The City expects to partner with at least four other law enforcement agencies in the system's implementation, and future operation.

City Manager's Budget Message

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 2013 year-end General Fund Balance were 36.8% or \$36.6 million. City Council's Budget Policy requires a minimum General Fund Balance of 10% while the TABOR requirement is 3%. This 2015 Budget exceeds both requirements.

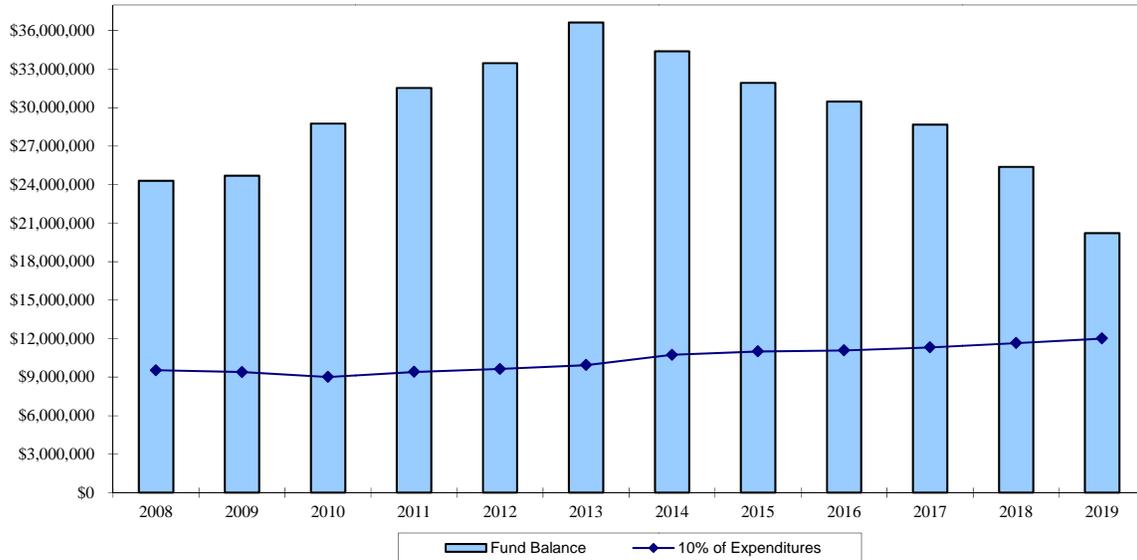
In 2012, we planned for a project that necessitated a transfer of fund balance reserves during 2012, 2013, and 2014. For 2014, we have transferred the final amount to the Capital Improvement Fund, necessary to complete the project. This funding provides for the overhaul and reconstruction of the Civic Center's plaza space, drive aisle, and parking garage. This infrastructure had deteriorated significantly in recent years, and was in dire need of rehabilitation. The facility is significant in serving as the center of the community's civic activities. Project funding provided for a full evaluation, design, and construction, which was completely funded in our 2014 Budget. We will take on another phase of the project in 2015 by rehabilitating the neighboring Public Safety Center which has suffered similar deterioration. The Public Safety Center rehabilitation will be funded by the Capital Improvement Fund. Lastly, we will transfer \$2.0 million in General Fund Balance in 2015 to supplement the City's sidewalk construction program.

This budget will reduce the fund balance reserves by \$2.3 million in 2014 and \$2.5 million in 2015. The ending fund balance for 2015 will be greater than forecasted during last year's budget, and finish 2014 at a level of \$34.3 million or 32% of expenditures. This budget forecasts 2015 year end fund balance reserves to be \$31.8 million or 29% of expenditures which is higher than 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 2019, 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, as described above. This budget and the long-term forecast are conservative, and 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.

City Manager's Budget Message

General Fund Balance
 (Actual vs. Budget Policy)



Capital Projects Overview

The Capital Improvement and Preservation Plan, and its various funds, are experiencing the same improved, yet uncertain, revenue trends as described above in the General Fund. The City continues to leverage funding from external sources, plan for new capital projects within existing funds, and carefully consider General Fund reserve transfers. Given the current economic environment, the Capital Improvement Fund (CIF) has added only a few new projects from its base revenues. The Public Safety Center project in the CIF will rehabilitate the exterior concrete at the entryways, and throughout the parking garage.

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 are expected to diminish in the future as the federal government decreases its local grant spending. In addition to projects, this 2015 Budget will provide for over \$13.1 million in annual programs that include basic street resurfacing, vehicle replacements, and improvements to building infrastructure and traffic safety.

The addition of several new projects will help sustain property values, public safety and quality of life. This will 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

City Manager’s Budget Message

projects. The following is a list of projects funded in the Capital Improvement and Preservation Plan for 2013, and 2014:

• Wadsworth Blvd, Highland Drive to 14 th	\$5,600,000
• Civic Center Plaza, Drive Aisle & Garage	\$4,325,000
• Bike Paths & Sidewalks	\$2,945,000
• Light Rail Station & Access Improvements	\$2,745,000
• Public Safety Center Site Renovations	\$1,350,000
• Drainage Improvements North Dry Gulch	\$1,300,000
• Playground Replacements	\$540,000
• Drainage Improvements 20 th & Iris	\$550,000
• Bear Creek Lake Park Improvements	\$370,000
• Fleet Facility Modifications	\$350,000
• Water System Improvements	\$300,000
• Sewer Lining & Replacements	\$275,000

All Funds Overview

In all, this 2015 Budget appropriates expenditures in the amount of \$177,950,409 for municipal services, an increase from 2014 Revised Budget of 1.8%. Project initiatives and grant funding vary significantly from year to year and are reflective of the increase in the All Funds expenditures for 2014, and 2015.

The long-term debt of the City continues to decline. In 2013, the City retired \$4.6 million in long-term debt obligations. This budget will appropriate funds to retire additional debt in the amount of \$4.0 million in 2014 and \$4.3 million in 2015. 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 related to the Core Values, and associated policies.

City Manager's Budget Message

Safe Community

- Police Department Reaccreditation and Law Enforcement Excellence Award
- Special Recognition from US Dept. of State for passport services, third year in a row
- Prescription Take Back Day: Over 1,200 pounds of prescription drugs turned in for disposal
- Installed HAWK signal on Union Blvd
- Coordinated with FEMA to repair damage to Bear Creek Lake Park and the police shooting range
- Implemented LifeSkills program to promote positive youth development
- Entry and completion of nearly 18,000 Municipal Court summonses and prosecuting over 1,000 cases

Open and Honest Communication

- 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
- Coordinated over 2,600 responses to citizen inquiries through the Service Request Process
- Increased activity on Nextdoor.com to 85 neighborhoods participating

Fiscal Responsibility

- Savings in 2013 General Fund Budget of 6.3%, adding nearly \$2 million to reserves
- Universal Public Procurement Certification Council Sterling Award
- Maintenance of financial transparency website: <http://ledger.lakewood.org/>
- Internal Team Review of every personnel vacancy before replacement is approved

Education and Information

- Distributed 20,000 copies of the City's first Bicycle and Recreation Map
- Employee Wellness initiative recognized at the 2013 ICMA National Conference
- Businesses are educated and informed about the tax laws, procedures, and requirements of the City
- Citizens Planning Academy
- Completion of the Action Plan for the Community Development Block Grant
- Communication and training necessary to empower the City's workforce

City Manager's Budget Message

Quality Transportation Options

- Maintenance of over 490 miles of streets
- Completion of improvements on Union Boulevard, coordinating with RTD and CDOT
- 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

Quality Economic Development

- Continued support for the expansion and completion of Lakewood's new downtown, Belmar and the surrounding areas of Wadsworth and Alameda
- With over 5,000 Lakewood businesses, 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.
- State designation as a Creative District for the 40 West Arts district
- 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.
- Actively supporting the 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
- Police department implementation of Digital Information Management System
- Created on-line forms for Fair Campaign Practices Act filing
- Completed a system update to the JDEdwards enterprise resource program
- Completed installation of law enforcement radio amplifiers in two high schools
- Resurfaced over 53 miles of streets

Quality Living Environment

- Council ordinance prohibits the use of electronic cigarettes in public places
- Learning opportunities and other children's programs that served over 600 children per day
- Council adoption of Downtown Lakewood Connectivity and Urban Design Plan
- Certified Local Government status received from the National Park Service
- Volunteer project coordination for Earth Day, National Trails Day, and National Public Lands Day

City Manager's Budget Message

Community Sustainability

- o Recycled over 425,000 pounds of hazardous household waste
- o Recycled over 1,100 tons of recyclable materials at the award winning Quail Street Recycling Center
- o Collected over 65,000 pounds of electronic waste at two community events.
- o Two neighborhood clean-up events and four yard waste recycling events, collecting 268 tons
- o National Excellence Award for Sustainability – American Planning Association
- o Implemented Lakewood's first Rain Garden
- o Council resolution that establishes the City's participation in the Healthy Eating Active Living campaign
- o Council ordinance requiring commercial waste hauler licensing

Significant Legislative Activities

The City Council Legislative Committee, with the assistance of the Deputy City Manager, reviewed 160 of the 620 proposed statewide bills introduced between January and May of the 2014 Legislative Session. The Committee, which consists of one member of City Council from each of five wards, took positions on 36 bills. The Committee supported 22 bills and resolutions, 18 of which passed. The Committee opposed 14 bills and resolutions, 3 of which 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.

City Manager's Budget Message

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

Budgetary Requirements of the City Charter

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

- **The City Manager shall submit the proposed budget 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.**

City Manager's Budget Message

Conclusion and Acknowledgements

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

September 8, 2014	City Manager Submits the Proposed Budget
October 13, 2014	1 st Reading of the Ordinance & Public Hearing
October 27, 2014	2 nd 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 14th consecutive year in which the City has received this award which is particularly noteworthy given that typically about 30 cities among Colorado's 270 received the award. Preparation of this document was accomplished through a team effort. I would like to sincerely thank the City Council Budget and Audit Committee, all of the City staff that contributed, including the Finance Department, the Employee Relations Department, department budget coordinators, and department directors for their contributions to the budget process.

Sincerely,



Kathleen E. Hodgson
City Manager



**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 25, 2014

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 \$2.3 million in reserves in 2014 and \$2.5 million in reserves in 2015 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 \$36.6 million (36.8%) at year end 2013. 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 7,100 acres of parkland and about 145,000 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 Hollow Golf Course

Fox Hollow provides play for golfers of all abilities on 27 challenging holes. The City opened the Homestead Golf Course in 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.



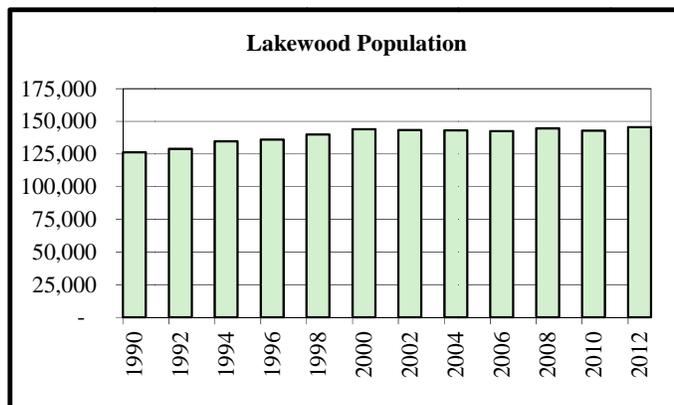


DEMOGRAPHICS

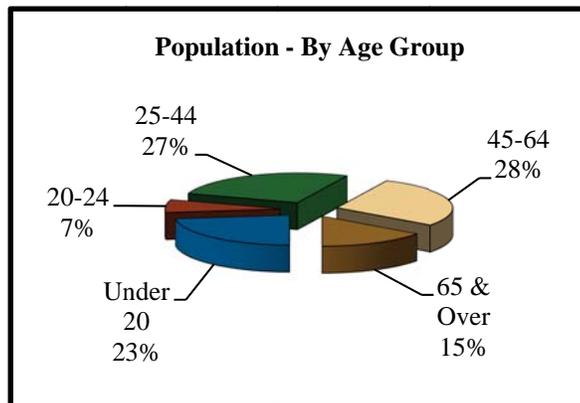
Lakewood Population Forecasts and Growth Rate

	1990	2000	2010	2020	2030	% Change 2000-2010
Lakewood	126,481	144,126	142,980	N/A	N/A	-0.80%
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	24,134	24.6%
Some College, No Degree	24,902	25.4%
Associate's Degree	6,432	6.6%
Bachelor's Degree	21,146	21.5%
Graduate or Professional Degree	11,075	11.3%
Percent High School Graduate or Higher		89.4%
Percent Bachelor's Degree or Higher		32.8%

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

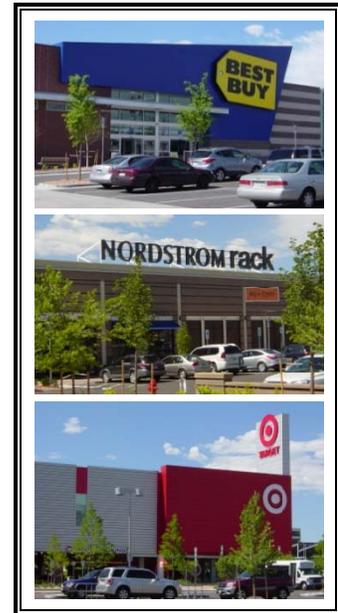




Employment by Industry

<i>Industry</i>	<i>Number</i>	<i>Percent</i>
Agriculture, Forestry, Fishing, Hunting, Mining	947	1.3%
Construction	5,733	7.9%
Manufacturing	4,414	6.0%
Wholesale Trade	2,202	3.0%
Retail Trade	8,101	11.1%
Transportation, Warehousing, Utilities	3,388	4.6%
Information	2,048	2.8%
Finance, Insurance, Real Estate, Rental & Leasing	5,461	7.5%
Professional, Scientific, Management, Administrative, Waste Management Services	10,222	14.0%
Educational Services, Health Care, Social Assistance	13,543	18.6%
Arts, Entertainment, Recreation, Accommodation, Food Services	8,208	11.2%
Other Services, Except Public Administration	4,344	6.0%
Public Administration	4,366	6.0%

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



Major Employers in Lakewood (2013) With 250 Employees or More

<i>Company</i>	<i>Product/Service</i>	<i>Employment</i>
Denver Federal Center	Federal Government	8,000
St. Anthony Medical Campus	Medical	2,800
Jefferson County R-1 School District	Education	2,300
TerumoBCT	Medical	1,771
City of Lakewood	City Government	884
HomeAdvisor, Inc.	Service Referral	789
FirstBank of Colorado	Banking	782
Integer Group	Marketing	632
Developmentally Disabled Resource Center	Nonprofit	550
Dept of Veterans Affairs	Federal Government	433
Money Gram International	Financial Services	426
West Metro Fire Rescue	Fire Department	380
Red Rocks Community College	Education	349
Colorado Christian University	Education	335
Ludvik Electric	Electrical Contractor	291

Source: City of Lakewood, Economic Development, Sept 2013





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	\$31,320,000	1.81%
Public Service Co of Colorado	27,558,935	1.59%
Qwest Corp.	23,125,500	1.34%
Belmar Mainstreet Holdings I LLC	19,571,984	1.13%
Lakewood City Commons LP	11,503,720	0.66%
Gov Lakewood Properties Trust	7,607,860	0.44%
Denver West Village LP	7,573,611	0.44%
Terumo BCT Inc	6,311,555	0.36%
The Section 14 Development Company	6,272,439	0.36%
Centro Westland LLC	6,146,840	0.36%

Source: Jefferson County Assessor's Office



MILL LEVIES: 2013 TAXES PAYABLE IN 2014
<i>Jefferson County</i> 24.346 mills

<i>Jefferson County Schools</i> 50.616 mills

<i>West Metro Fire District</i> 13.739 mills

<i>Urban Drainage/ Flood Control Dist.</i> 0.657 mills

CITY OF LAKEWOOD 4.711 mills



**Council for Community and Economic Research
Cost of Living Index, Third Quarter 2013**

<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 & Services</i>
Salt Lake City, UT	92.4	86.4	94.0	83.1	96.5	96.3	94.6
Atlanta, GA	93.5	90.0	87.3	91.5	102.2	99.7	96.6
Dallas, TX	95.7	90.3	73.7	103.0	103.5	103.2	110.1
Phoenix, AZ	97.3	93.5	98.4	101.1	96.2	96.9	97.2
Houston, TX	99.0	78.7	109.4	106.5	93.4	94.2	99.1
Las Vegas, NV	102.7	93.8	103.1	92.2	105.5	100.7	108.5
Denver, CO	104.0	94.5	118.0	101.7	93.2	98.7	102.0
Chicago, IL	117.4	100.6	141.8	100.3	122.0	103.5	109.8
Los Angeles, CA	131.0	104.2	196.2	109.6	112.8	109.4	104.5
Boston, MA	140.1	129.8	177.4	139.2	103.1	126.6	129.4
Washington, DC	141.6	111.2	251.1	95.1	105.7	97.3	97.4
San Francisco, CA	159.9	117.9	285.5	97.7	113.6	119.2	115.5

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	\$55,093
Jefferson County	\$68,748
Denver Metro Area	\$61,734
Colorado	\$58,244
United States	\$53,046

Housing Costs in Lakewood:

Median Home Value (owner-occupied):	\$238,000
Median Monthly Gross Rental Rate:	\$921

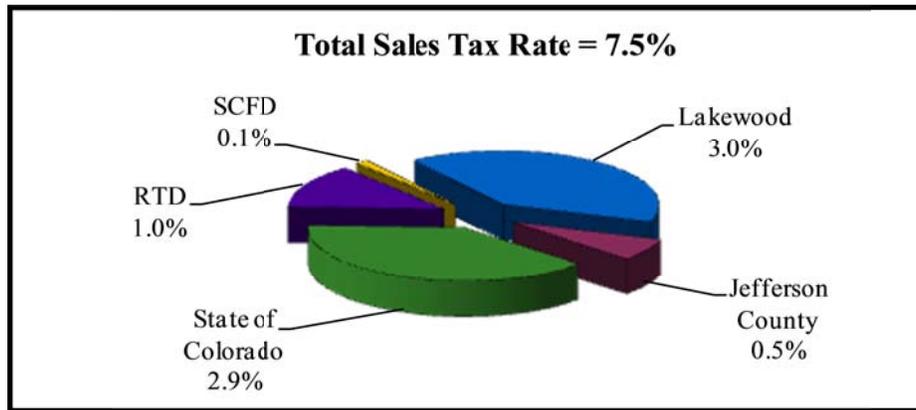
Source: U.S. Census Bureau, 2012 American Community Survey

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	3.56
Brighton	3.75
Broomfield	4.15
Castle Rock	4.00
Centennial	2.50
Cherry Hills Village	3.50
Colorado Springs	2.50
Commerce City	4.50
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 along with the Mayor who 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 859 authorized regular full-time positions (exempt and non-exempt) for 2014. 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 80 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 are also 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 administered by the 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 ICMA-RC. 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. 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.



2015 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 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 statutes 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.



2015 BUDGET AND FINANCIAL POLICIES (CONTINUED)

Budget Philosophy (continued)

- ❖ Prepares a multi-year financial plan for capital improvements.
- ❖ Staff will 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.



2015 BUDGET AND FINANCIAL POLICIES (CONTINUED)

Budget Recommendation

On or before the fifteenth (15th) 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.



2015 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.



2015 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.

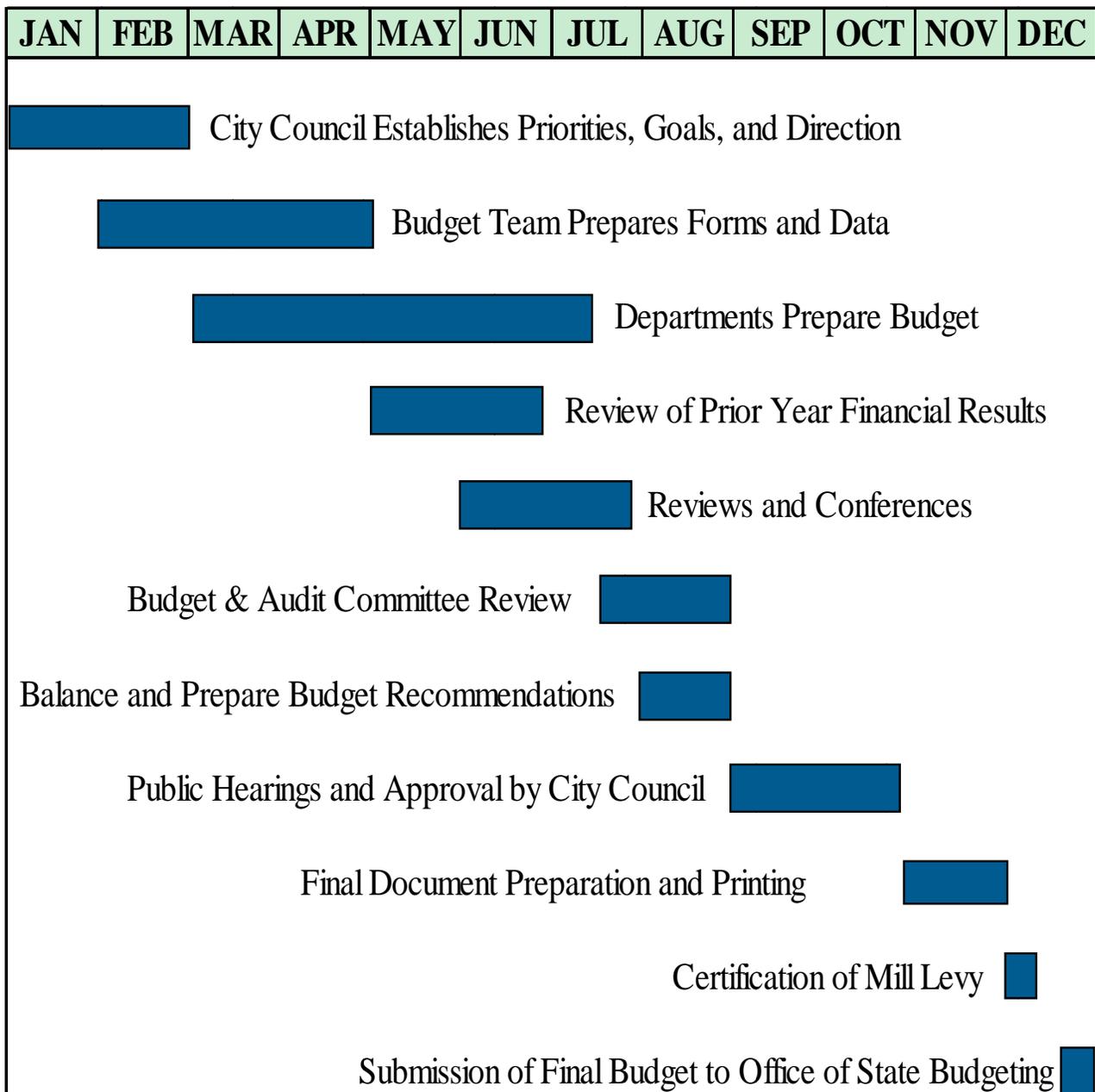
The City's financial and management policies guide the preparation of the budget. A budget team composed of the Council's Budget and Audit Committee, City Manager, Director of Finance, various accounting personnel, and technology staff develops the guidelines that are consistent with budget and financial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



2015 BUDGET AND FINANCIAL POLICIES (CONTINUED)

BUDGET PREPARATION SCHEDULE

The following schedule outlines the timeframe for budget preparation:



**2015 BUDGET AND FINANCIAL POLICIES (CONTINUED)****SCHEDULE FOR PREPARATION OF THE 2015 ANNUAL BUDGET**

2014 DATE	RESPONSIBLE PARTY	REQUIRED ACTIVITY	REQUIREMENT REFERENCE
Jan 27	City Council	City Council Annual Planning Session	
Mar 1 – Mar 31	Finance	Compile Budget and Staffing Manual	
Apr 7 – Jun 3	Employee Relations & Finance	Salary and Benefit Data calculated	
Jun 4 – Jul 2	All Departments	Department's Line Item Detail (expenditures and revenues) completed	
Jul 14 – Aug 1	All Departments	Department's Narratives completed	
Aug 1 – Aug 22	Finance	Consolidation and Compilation of Proposed Budget Document	
Aug 25	Budget & Audit Committee	Review of the Revenue and Expenditure Budget and Forecasts prior to City Council's Study Session	
Sep 8	City Manager / City Council	City Council Study Session to review Proposed 2015 Budget data	City Charter Article XII, 12-2
Sep 10	All Departments	Updates from Study Session Due to Finance Department	
Sep 11 – Nov 7	Finance	Compile Final 2015 Budget Document	Colorado Revised Statute Section 29-1-103
Oct 13	City Manager / Finance / City Council	First Reading and Public Hearing on the Proposed 2015 Budget and 2014 Mill Levy Ordinance	City Charter Article XII, 12-4
Oct 27	City Manager / Finance / City Council	Second Reading and Public Hearing on the Proposed 2015 Budget and 2014 Mill Levy Ordinance	City Charter Article XII, 12-4
Dec 5	Finance / City Council	Certify 2014 Tax Mill Levy with Jefferson County	Colorado Revised Statute Section 29-1-301
By Dec 31	Finance	Submit the 2015 Budget Document to GFOA for Award Program and Certify the 2015 Budget to State of Colorado	Colorado Revised Statute Section 29-1-103



2015 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, but rather, operate in accordance with the trust.



2015 BUDGET AND FINANCIAL POLICIES (CONTINUED)

Strategic Financial Plan

The City develops a five year budget model that sets forth 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 and 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 and 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 typically used to fund one-time expenditures, capital improvements, or fund balances. These revenues cannot be relied upon 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.



2015 BUDGET AND FINANCIAL POLICIES (CONTINUED)

Expenditure Policies (continued)

A Non-Departmental Section is also included for 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.



2015 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 2006, voters made revenues received from Open Space and grants for streets, public safety, parks, recreation, and cultural opportunities permanently exempt from the TABOR revenue limitation. In addition, Lakewood voters have approved a permanent exclusion of all revenues from two geographic 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 maintain 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.



2015 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:



2015 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 statutes 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.



2015 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.



2015 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 four 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.

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.



2015 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 major 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 utilizing outside funding sources or fund balances. The following is a list of the plans currently used by the City:



2015 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.



2015 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.

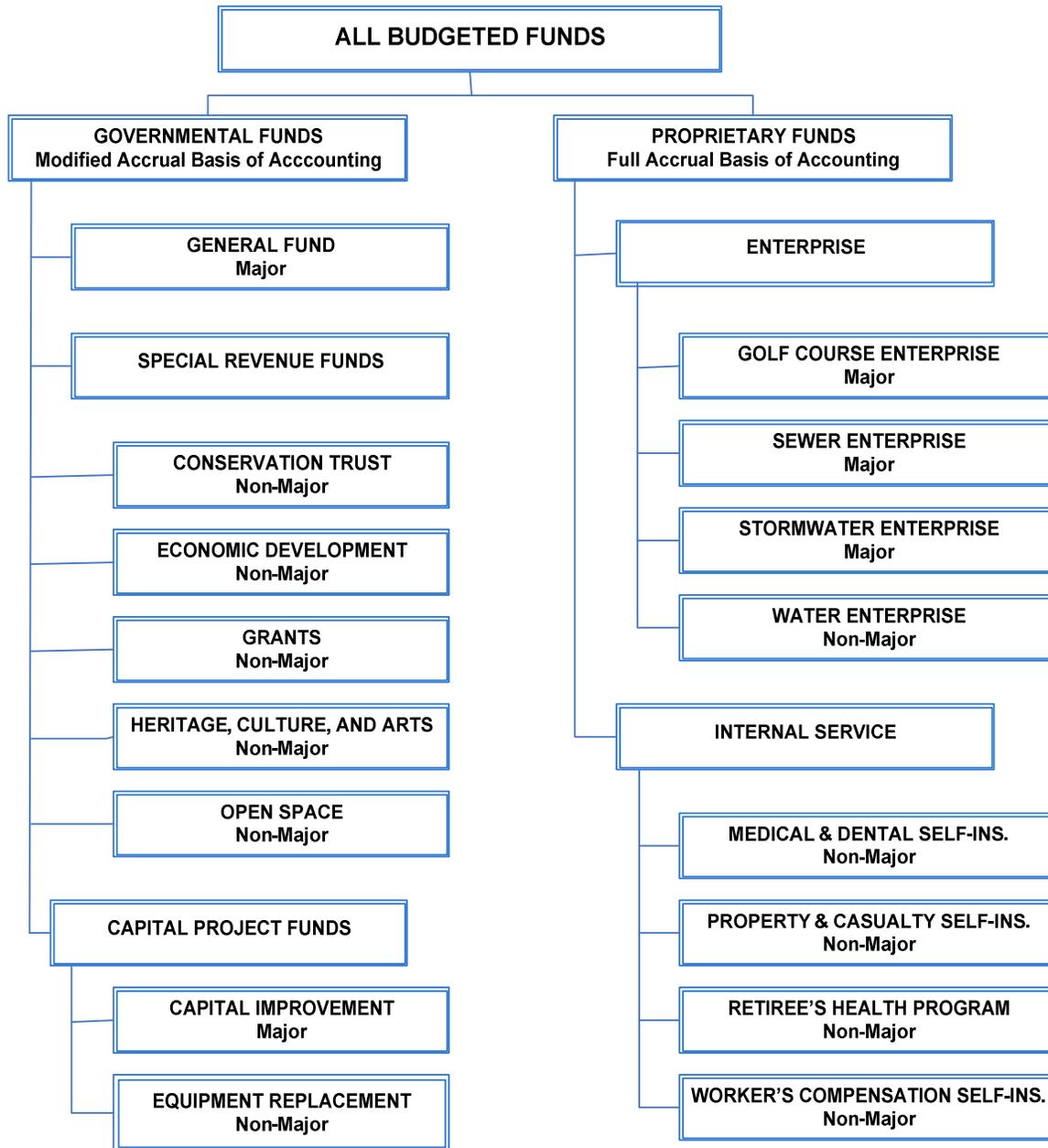


BUDGET OVERVIEW



CITY FUNDS

Fund Organization for the 2014 Revised Budget and 2015 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.



ALL FUND TYPES
2013 - 2015 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES

	Total All Funds			
	2013 Actual	2014 Budget	2014 Revised	2015 Budget
REVENUES				
Property Tax	\$ 7,601,277	\$ 7,547,241	\$ 7,656,589	\$ 7,656,589
Sales Tax	65,025,314	64,785,417	67,263,559	69,740,787
General Use Tax	3,280,505	3,380,673	3,380,538	3,475,193
Building Material Use Tax	2,667,747	2,518,129	2,667,743	2,742,439
Motor Vehicle Use Tax	5,504,341	5,456,701	5,456,483	5,456,483
Specific Ownership Tax	595,804	597,227	597,227	613,949
Tobacco Products Tax	357,990	357,782	347,250	336,833
Business & Occupation Tax	2,669,856	2,501,351	2,669,856	2,744,612
Franchise Charges & Other Taxes	6,517,677	6,387,090	6,387,090	6,565,929
Hotel Accommodation Tax	1,106,365	1,000,000	1,000,000	1,000,000
Licenses & Permits	2,983,251	2,933,524	3,005,508	3,104,134
Intergovernmental Revenue	20,482,808	22,860,658	25,065,542	19,509,172
Charges for Services	27,131,586	27,802,813	28,241,947	37,469,561
Fines & Forfeits	1,279,097	1,280,015	1,280,015	1,280,015
Investment Income	459,408	1,002,520	994,330	1,000,499
All Other Revenues	912,938	672,813	1,251,896	798,415
	<u>148,575,964</u>	<u>151,083,954</u>	<u>157,265,573</u>	<u>163,494,610</u>
EXPENDITURES				
Mayor and City Council	448,538	482,057	507,646	520,382
City Manager's Office	2,657,738	3,541,559	4,195,018	4,998,480
City Attorney's Office	1,583,535	1,617,937	1,593,853	1,624,218
City Clerk's Office	782,398	836,518	870,226	882,749
Community Resources	30,033,108	36,525,315	40,101,567	37,604,344
Employee Relations	1,396,414	1,628,529	1,644,215	1,668,372
Finance	3,028,142	3,992,976	4,156,491	4,020,794
Information Technology	4,700,171	6,090,418	6,012,390	6,251,671
Municipal Court	2,807,041	3,007,862	2,996,247	3,184,489
Planning	2,987,749	2,768,377	3,543,566	2,867,761
Police	42,218,287	45,308,726	44,966,883	46,834,717
Public Works	38,650,674	44,579,353	51,545,480	45,216,858
Non-Departmental	10,229,486	12,009,058	12,749,898	22,275,574
	<u>141,523,281</u>	<u>162,388,685</u>	<u>174,883,480</u>	<u>177,950,409</u>
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	5,915,916	3,551,343	4,637,843	3,224,700
Operating Transfers Out	(5,903,194)	(3,530,678)	(3,680,843)	(3,224,700)
Total Other Financing Sources (Uses)	<u>12,722</u>	<u>20,665</u>	<u>957,000</u>	<u>-</u>
Excess (Deficiency) of Financial Sources over Financial Uses	7,065,405	(11,284,066)	(16,660,907)	(14,455,799)
FUND BALANCES/NET POSITION, BEGINNING OF YEAR				
	<u>103,238,047</u>	<u>86,973,810</u>	<u>110,303,452</u>	<u>93,642,545</u>
FUND BALANCES/NET POSITION, END OF YEAR				
	<u>\$ 110,303,452</u>	<u>\$ 75,689,744</u>	<u>\$ 93,642,545</u>	<u>\$ 79,186,746</u>



REVENUE OVERVIEW

The City diligently works to maintain a strong, diverse revenue base recognizing that a dependence upon any individual revenue source would make revenues 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 June 2014 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 reviews the various forecasting methods and devises 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 2014 to 2019 that were used in forecasting:

Year	2014	2015	2016	2017	2018	2019
Consumer Price Index (CPI)	2.20%	2.80%	2.40%	n/a	n/a	n/a
City Council Rate	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%

For 2014, the 5.9 percent (5.9%) revenue increases are primarily from intergovernmental revenues or grants for streets, traffic engineering, energy conservation, public safety, public assistance, parks, housing and family services (\$4.6 million), sales tax revenues (\$2.2 million), charges for services (\$1.1 million), licenses and permits (\$0.3 million), investment income (\$0.5 million), and other income (\$0.3 million). These increases are offset by lower franchise charges (-\$0.1 million) and lower hotel accommodation taxes (-\$0.1 million). For 2015, revenues are forecasted to increase by 4.0 percent (4.0%) with the 2014 Revised Budget with forecasted increases in charges for services (\$9.2 million) mainly due to medical self-insurance, sales tax (\$2.5 million), franchise charges (\$0.2 million), use tax (\$0.2 million), licenses and permits (\$0.1 million). These increases are offset by forecasted decreases in intergovernmental revenue/grants (-\$5.6 million) and other income (-\$0.5 million).

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

Year	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Revenue Incr(Decr)	.5%	1.4%	(1.2%)	3.5%	5.9%	4.0%	2.3%	2.3%	1.5%	1.4%

TABOR (Taxpayers’ Bill of Rights)

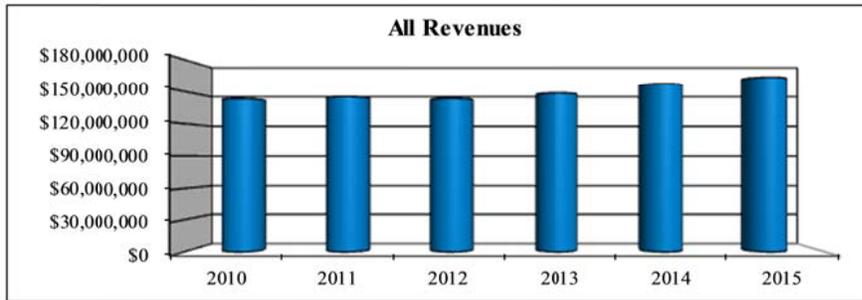
A substantial portion of the City’s revenues are limited by the Taxpayers Bill of Rights. Certain revenues are limited to growth by an amount equal to the prior year’s CPI plus local growth and any amount above the TABOR limit would be subject to refunding. The current year budget and the forecasted 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. A TABOR refund of \$1,277,365 was required for 2013.



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 2015 Budget. Intergovernmental revenues continue to be the most volatile of the revenue types.



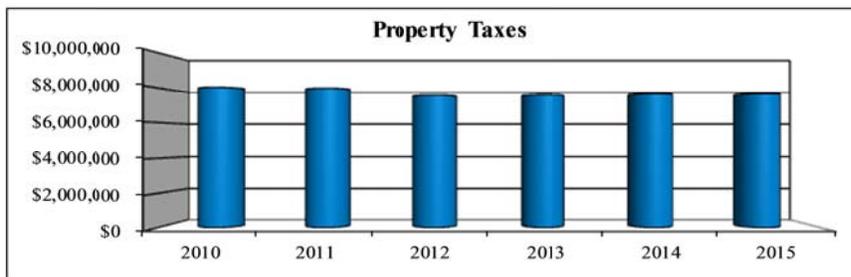
Year	All Revenues	% Chg
2010	\$143,250,426	
2011	\$145,190,247	1.35%
2012	\$143,483,467	-1.18%
2013	\$148,575,963	3.55%
2014	\$157,265,573	5.85%
2015	\$163,494,610	3.96%

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 2015 will remain at the 2014 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.

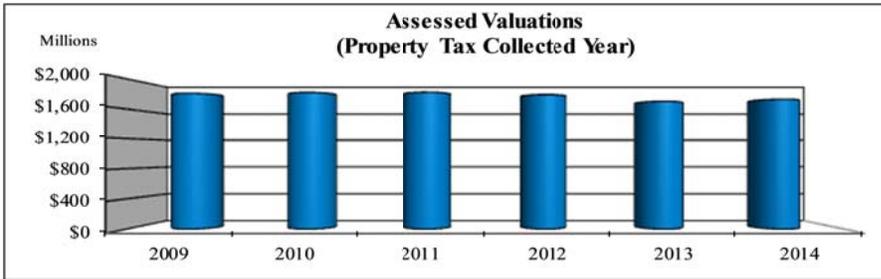
Property Taxes are forecasted for 2014 and 2015 based on assessed valuations as determined by Jefferson County and applying the City’s current mill levy rate. Judgmental forecasting was used to forecast the Property Taxes for 2016 through 2019 using historical data and current economic events. Any revenues subject to the limitation will be refunded to Lakewood citizens. Estimated Revenues for 2015 are \$7,656,589.



Year	Property Taxes	% Chg
2010	\$8,039,443	
2011	\$7,986,944	-0.65%
2012	\$7,573,830	-5.17%
2013	\$7,601,277	0.36%
2014	\$7,656,589	0.73%
2015	\$7,656,589	0.00%



REVENUE OVERVIEW (CONTINUED)



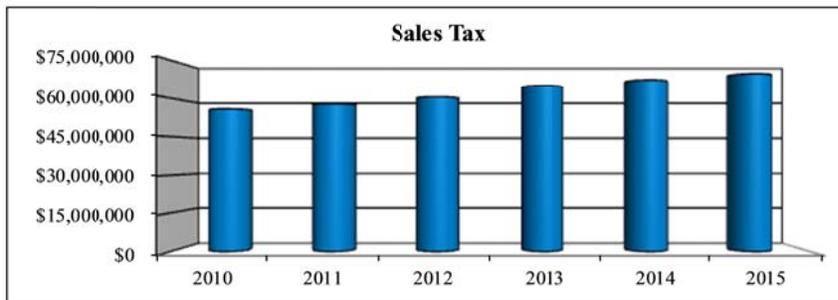
Property Assessed		
Year	Valuations	% Chg
2009	\$1,808,506,450	
2010	\$1,819,708,520	0.62%
2011	\$1,822,883,110	0.17%
2012	\$1,792,154,080	-1.69%
2013	\$1,701,819,508	-5.04%
2014	\$1,730,423,878	1.68%

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 54.6 percent (54.6%) of the City’s general operating revenues and 60.1 percent (60.1%) of the capital improvements 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 2014 Revised and is up 3.4 percent (3.4%) from 2013 actuals due to the benefit of analyzing approximately six months of sales tax receipts and for the 2014 year only, relies more heavily on this current activity. Sales tax for 2014 Revised increased over 2013 actuals primarily due to year-to-date activity. A growth rate of 3.5 percent (3.5%) was used for 2015. The City Council Rate of 2 percent (2%) increase was used for 2016 through 2019. Estimated revenues for 2015 are \$69,740,787.



Year	Sales Taxes	% Chg
2010	\$55,797,440	
2011	\$57,865,724	3.71%
2012	\$60,535,277	4.61%
2013	\$65,025,315	7.42%
2014	\$67,263,559	3.44%
2015	\$69,740,787	3.68%

Use Taxes - A Use Tax is levied as a compliment 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)

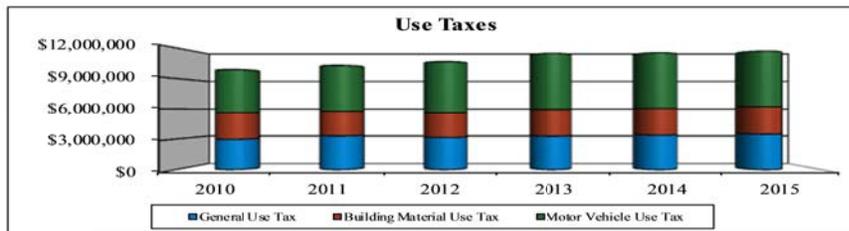
Lakewood use tax totals 3 cents on every dollar and is distributed in the same manner as the sales tax. Use taxes represent approximately 9.0 percent (9.0%) of the City’s general operating revenues and 12.8 percent (12.8%) of the capital improvement revenues.

General Use Taxes are forecasted for 2014 to remain the same as the original 2014 Budget based on current year activity. General Use Taxes for 2015 assumes a CPI increase of 2.8 percent (2.8%) and 2016 assumes a CPI increase of 2.4 percent (2.4%). A City Council rate of two percent (2%) is applied for 2017 through 2019.

Building Materials Use Taxes are expected to increase 5.9 percent (5.9%) for 2014 based on current year-to-date activity. The Building Material Use Tax for 2015 assumes a CPI increase of 2.8 percent (2.8%). A City Council rate of two percent (2%) is applied for 2016 through 2019.

Motor Vehicle Use Tax is forecasted for 2014 to remain the same as the original 2014 Budget based on current year-to-date activity. The Motor Vehicle Use Tax for 2015 remains the same as for 2014. A City Council rate of two percent (2%) is applied for 2016 through 2019.

Estimated revenues of the combined three (3) use taxes above for 2015 are \$11,674,115.



Year	Use Taxes	% Chg
2010	\$9,872,995	
2011	\$10,280,750	4.13%
2012	\$10,646,472	3.56%
2013	\$11,452,592	7.57%
2014	\$11,504,764	0.46%
2015	\$11,674,115	1.47%

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 2014 is an increase of 0.2 percent (0.2%) over 2013 actuals based on current year activity. The CPI growth rate of 2.8 percent (2.8%) is used for 2015. A City Council Rate of 2 percent (2%) increase is used for 2016 through 2019. The Specific Ownership Tax estimated for 2015 is \$613,949.

Tobacco Products Tax - The State of Colorado taxes wholesale distributors of tobacco products at the rate of 4.2 cents per cigarette. 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 2014 is less than the 2013 actuals based on recent activity. The 2015 forecast is less than the 2014 and that amount is kept unchanged for 2016 through 2019. The 2015 budgeted revenues are estimated to be \$336,833.

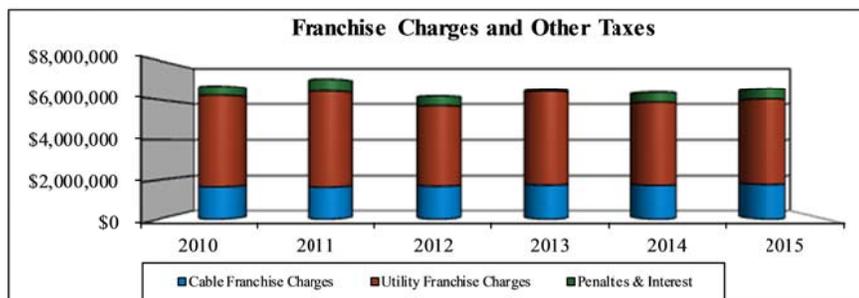
Business and Occupation Tax - The Business and Occupation Tax is levied upon a business for providing basic local telecommunications service. The City adopted an ordinance in 1996 establishing the tax levy at \$716,937 adjusted each year thereafter based on the percentage change in the U.S. Bureau of 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 2014 to remain unchanged over 2013 actuals based on current year activity. The 2015 forecast assumes the CPI increase of 2.8 percent (2.8%). A City Council rate of 2 percent (2%) is used for 2016 through 2019. Revenues for 2015 are estimated to be \$2,744,612.

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 34,000 subscribers. Cable Television Franchise Charge is forecasted for 2014 to be down 1.0 percent (1.0%) from 2013 actuals given current collections. The forecast assumes the CPI increase of 2.8 percent (2.8%) for 2015 and to remain unchanged for 2016 through 2019. Revenues for 2015 are estimated to be \$1,772,801.

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 2014 to be down 11.5 percent (11.5%) from 2013 actuals given current collections. The forecast assumes the CPI increase of 2.8 percent (2.8%) for 2015 and to remain unchanged for 2016 through 2019. Revenues for 2015 are estimated to be \$4,267,854.



Franchise		
Year	Charges	% Chg
2010	\$6,699,177	
2011	\$7,061,942	5.42%
2012	\$6,187,090	-12.39%
2013	\$6,517,676	5.34%
2014	\$6,387,090	-2.00%
2015	\$6,565,929	2.80%



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 2014 with an decrease of 9.6 percent (9.6%) compared to 2013 actuals given the current year's collection activity and remaining unchanged for 2015 through 2019. 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 2014 are forecasted to increase 0.8 percent (0.8%) over the 2013 actuals. The CPI growth rate is used for the 2015 forecasts. The City Council Rate is used for 2016 through 2019. Estimated revenues for 2015 are \$355,715.

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 2014 are forecasted to be the same as 2013 actuals. The CPI growth rate was used for 2015. The City Council Rate was used for 2016 through 2019. Estimated revenues for 2015 are \$2,013,874.

Other Non-Business Permits – Other Non-Business Permits are forecasted for 2014 with a decrease of 12.9 percent (12.9%) from the 2013 actuals. The forecast for 2015 assumes the CPI growth rate while the forecasts for 2016 through 2019 used the City Council Rate of increase. Estimated revenues for 2015 are \$302,992.

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 2014 are forecasted to decrease by 12.9 percent (-12.9%) under the 2013 receipts and remaining flat for 2015 through 2019. Estimated revenues for 2015 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 2014 to decrease by 0.3 percent (-0.3%) from 2013 primarily based on year-to-date activity and the County levy. The amount remains flat for 2015 through 2019 forecasts. Estimated revenues for 2015 are \$1,119,800.

Highway User's Tax – The Highway User's Tax (HUT) is a 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 2014 to remain unchanged with 2013 actuals primarily due to current year activity and remains unchanged for 2015 through 2019. Estimated revenues for 2015 are \$2,795,952.

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 2014 reflecting a 0.7 percent (0.7%) increase from 2013 actuals based on current year activity and remaining unchanged for 2015 through 2019 forecasts. Estimated revenues for 2015 are \$1,000,000.

Jefferson County Open Space Attributable Share – A countywide 0.5% 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 2014 a 7.4 percent (-7.4%) decrease compared to 2013 actuals. A 2.5 percent (2.5%) increase is forecasted for 2015 and 1.5 percent (1.5%) for 2016 through 2019 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 2015 is \$4,305,420.

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 for 2014 are expected to remain at the same level as the 2013 actuals and are forecasted to increase at the CPI rate for 2015 and to remain flat for years 2016 through 2019. The City anticipates \$516,655 for motor vehicle registration fees for 2015.

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 for 2014 has increase by 24% over the prior year budget due to carryovers. It is anticipated that the amount will remain flat for 2015 and remaining at that level through 2019. The amount available for 2014 spending is \$1,404,461 (includes carry over) and 2015 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 2014 with a 1.8 percent (1.8%) increase over the 2013 actual and a forecasted amount of a 2.5 percent (2.5%) increase for 2015. It is forecasted to remain flat for 2016 through 2019. Estimated revenues for 2015 are \$1,034,191.

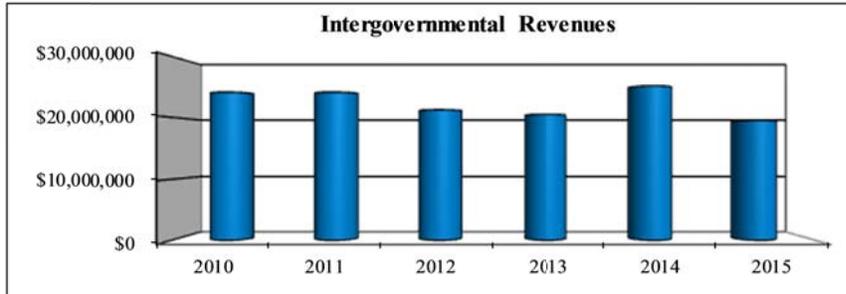
Auto Theft Task Force – The Auto Theft Task Force is a multi-agency task force. The Task Force accelerates auto theft investigations, prosecutions, and public awareness to reduce vehicle theft in Colorado. Estimated revenue for 2015 is \$1,279,000.

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 2015 is \$616,800.

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 2015 amount to \$2,309,139.



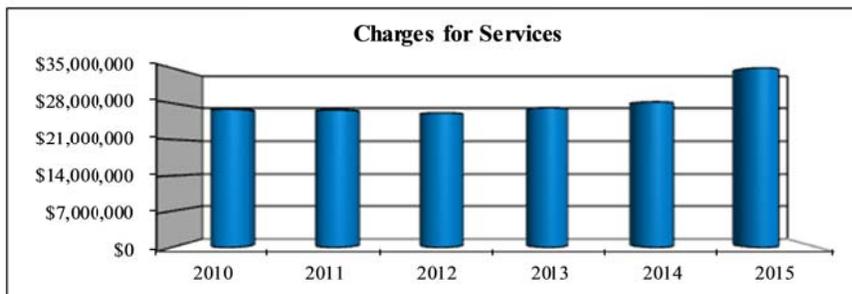
REVENUE OVERVIEW (CONTINUED)



Intergovernmental		
Year	Revenues	% Chg
2010	\$24,066,323	
2011	\$24,072,286	0.02%
2012	\$21,216,982	-11.86%
2013	\$20,482,808	-3.46%
2014	\$25,065,542	22.37%
2015	\$19,509,172	-22.17%

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 2014 based on current year’s activity and a significant increase is anticipated for 2015 through 2019 due to the City’s anticipation of becoming self-insured in medical benefits. Estimated revenues for 2015 are \$37,469,561.



Charges for		
Year	Services	% Chg
2010	\$26,842,108	
2011	\$26,721,322	-0.45%
2012	\$26,143,833	-2.16%
2013	\$27,131,585	3.78%
2014	\$28,241,947	4.09%
2015	\$37,469,561	32.67%

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 2014 based on current year activity and remain relatively flat from 2013 actuals. They are forecasted to remain flat in years 2015 through 2019. There is \$1,280,015 budgeted as revenue for 2015.

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 2015 is \$1,000,499.

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 2014 through 2019. Estimated revenues for 2015 are \$798,415.



Federal, State, and Local Grant Revenues

Grant Title	2014 Revised	2015 Budget	Source
Child & Adult Care Food Program	85,000	85,000	Federal
Community Development Block Grant (CDBG)	1,404,461	880,000	Federal
Emergency Management Grant	54,000	35,000	Federal
Emergency Management Performance Grant	164,625	-	Federal
EPA Brownfield Grant	450,000	450,000	Federal
Fed Hazard 14 th & Lamar	1,150,000	-	Federal
Fed Hazard Kipling Signals @ Kentucky/Dartmouth	700,000	-	Federal
Fed'l Match Union 4th to 6th	591,000	-	Federal
Fed'l TEA-21 Kipling/Colfax	225,000	-	Federal
Fed'l TEA-21 Signal Kipling & Girton	37,000	-	Federal
Fed'l TEA-21Traffic Signals	600,000	-	Federal
Fed'l TEA-21Traffic Colfax Corridor	-	145,000	Federal
Fed'l TEA-21Traffic Kipling Corridor	157,000	-	Federal
Fed'l TEA-21 Wadsworth Blvd Traffic Detection	20,000	-	Federal
Fed'l TEA-21 Wadsworth @ 26th	825,000	-	Federal
FEMA - BCLP	281,904	-	Federal
FTA 5310 Lakewood Rides	116,000	44,000	Federal
HIDTA Grant Federal	291,600	284,600	Federal
HOME Administration	152,200	-	Federal
JAG-Domestic VIR-Fed'l	6,400	-	Federal
JAG-Fed'l- Boys & Girls Club	32,000	-	Federal
JAG 2011-Federal	116,186	-	Federal
JAG 2012-Federal	60,357	-	Federal
JAG 2014-Federal	70,193	16,776	Federal
JAG 2013-Federal	51,872	30,763	Federal
Lakewood Head Start Program	1,011,370	1,034,191	Federal
Pending Grants-PW	1,000,000	1,100,000	Federal
Seatbelt Grant Federal	14,000	14,000	Federal

Subtotal of Federal Grant Revenues	\$ 9,667,168	\$ 4,119,330	
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Federal, State, and Local Grant Revenues (continued)

Grant Title	2014 Revised	2015 Budget	Source
260 Union Pedestrian Signal FASTER	125,000	-	State
Misc Police Grant	4,859	-	State
Auto Theft Task Force	1,279,000	1,358,000	State
Checkpoint & DUI POS -State	25,000	25,000	State

Subtotal of State Grant Revenues	\$ 1,433,859	\$ 1,383,000	
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911 Authority	330,320	616,800	Local
Sheridan Catalytic Project	261,412	-	Local

Subtotal of Local Grant Revenues	\$ 591,732	\$ 616,800	
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Total All Grant Revenues	\$ 11,692,759	\$ 6,119,130	
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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.



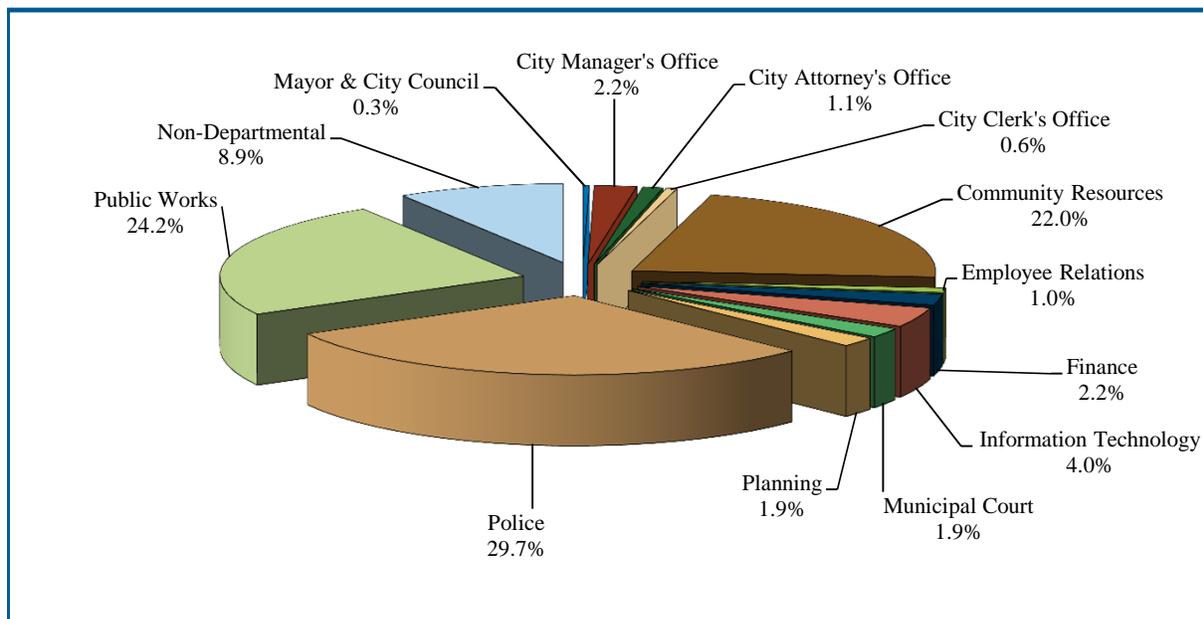
CITY BUDGET SUMMARY
BY ALL FUND TYPES, BY DEPARTMENT, AND BY PROGRAM
2015 BUDGET

City Department By Program	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Mayor and City Council	\$ 520,382	\$ -	\$ -	\$ -	\$ -	\$ 520,382
City Manager's Office	2,509,393	2,249,087	240,000	-	-	4,998,480
City Management	1,061,635	-	-	-	-	1,061,635
Communications	1,060,962	-	240,000	-	-	1,300,962
Economic Development	-	2,249,087	-	-	-	2,249,087
Strategic Initiatives	386,796	-	-	-	-	386,796
City Attorney's Office	1,624,218	-	-	-	-	1,624,218
City Clerk's Office	882,749	-	-	-	-	882,749
Community Resources	17,853,913	12,088,086	2,606,917	5,055,428	-	37,604,344
Community Resources Admin	881,794	-	-	-	-	881,794
Family Services	3,278,198	1,252,749	-	-	-	4,530,947
Golf Course Operations	-	-	-	5,055,428	-	5,055,428
Heritage, Culture & the Arts	-	2,935,643	-	-	-	2,935,643
Planning, Construction, & Maintenance	4,290,149	4,379,861	2,601,917	-	-	11,271,927
Recreation	5,099,545	-	-	-	-	5,099,545
Regional Parks Operations	622,515	956,033	-	-	-	1,578,548
Urban Parks Operations	3,681,712	2,563,800	5,000	-	-	6,250,512
Employee Relations	1,668,372	-	-	-	-	1,668,372
Finance	3,926,087	39,958	54,749	-	-	4,020,794
Finance Administration	431,773	-	-	-	-	431,773
Accounting	861,617	39,958	-	-	-	901,575
Property & Purchasing Services	1,191,910	-	54,749	-	-	1,246,659
Revenue	1,440,787	-	-	-	-	1,440,787
Information Technology	5,523,671	-	728,000	-	-	6,251,671
Municipal Court	3,184,489	-	-	-	-	3,184,489
Municipal Court Admin	306,294	-	-	-	-	306,294
Court Marshal	607,162	-	-	-	-	607,162
Judicial	513,154	-	-	-	-	513,154
Probation Services	709,131	-	-	-	-	709,131
Violations Bureau	1,048,748	-	-	-	-	1,048,748
Planning	1,885,717	792,044	190,000	-	-	2,867,761



**CITY BUDGET SUMMARY
BY ALL FUND TYPES, BY DEPARTMENT, AND BY PROGRAM
2015 BUDGET**

City Department By Program	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Police	44,426,470	2,408,247	-	-	-	46,834,717
Office of the Chief	5,147,585	47,539	-	-	-	5,195,124
Investigations	10,222,728	1,642,600	-	-	-	11,865,328
Patrol Services	20,527,713	39,000	-	-	-	20,566,713
Support Services	8,528,444	679,108	-	-	-	9,207,552
Public Works	16,619,659	1,630,000	18,486,875	8,480,324	-	45,216,858
Public Works Administration	348,470	1,000,000	200,976	-	-	1,549,446
Engineering	3,439,595	-	6,259,092	-	-	9,698,687
Environmental Services & Emergency Preparedness	373,114	485,000	-	-	-	858,114
Fleet Management	4,263,797	-	3,341,714	-	-	7,605,511
Public Works Maintenance	3,959,118	-	7,865,582	-	-	11,824,700
Sewer Utility	-	-	-	4,216,105	-	4,216,105
Stormwater Management Utility	-	-	-	3,182,881	-	3,182,881
Traffic Engineering	4,235,565	145,000	819,511	-	-	5,200,076
Water Utility	-	-	-	1,081,338	-	1,081,338
Non-Departmental	6,329,103	-	2,332,992	183,479	13,430,000	22,275,574
Citywide Employee Benefits	2,139,478	-	-	33,479	175,000	2,347,957
Debt Obligations/Special Proj	3,689,625	-	2,332,992	150,000	-	6,172,617
Self-Insurance Funding	500,000	-	-	-	13,255,000	13,755,000
Total by Fund	\$106,954,223	\$19,207,422	\$24,639,533	\$13,719,231	\$13,430,000	\$177,950,409





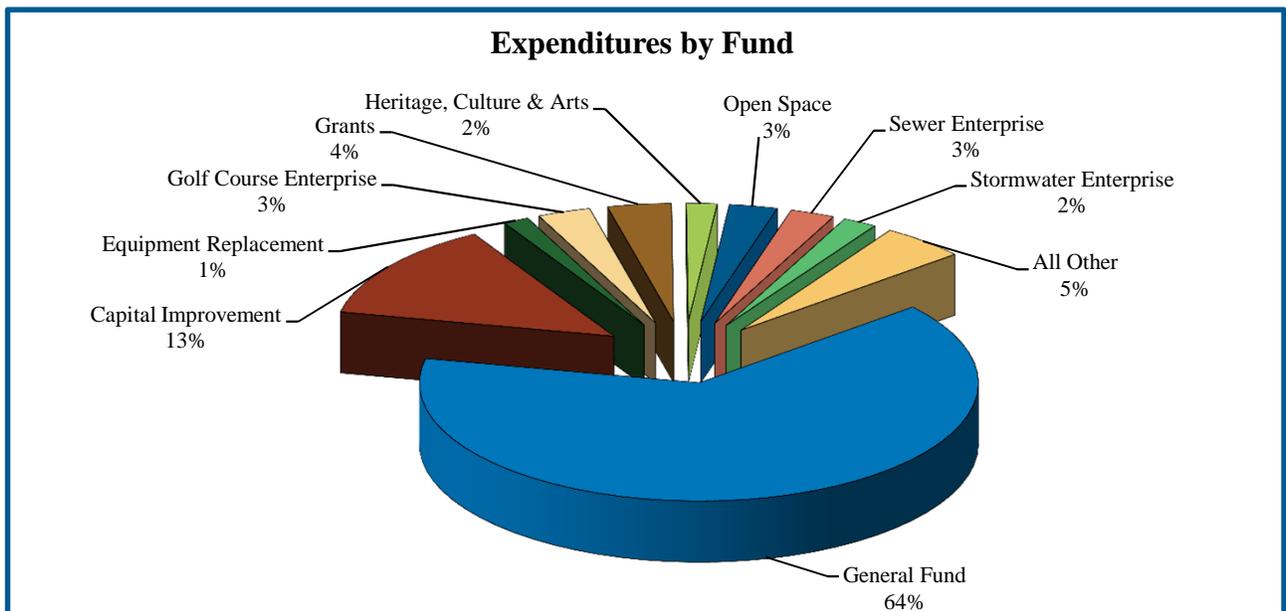
**FUNCTIONAL UNITS BY FUND
2015 BUDGET**

Department	Mayor and City Council	City Manager's Office	City Attorney's Office	City Clerk's Office	Community Resources	Employee Relations
Fund						
General	\$ 520,382	\$ 2,509,393	\$ 1,624,218	\$ 882,749	\$ 17,853,913	\$ 1,668,372
Capital Improvement	-	-	-	-	2,606,917	-
Conservation Trust	-	-	-	-	2,033,106	-
Dental Self-Insurance	-	-	-	-	-	-
Economic Development	-	2,249,087	-	-	-	-
Equipment Replacement	-	240,000	-	-	-	-
Golf Course Enterprise	-	-	-	-	5,055,428	-
Grants	-	-	-	-	1,252,749	-
Heritage, Culture & Arts	-	-	-	-	2,935,643	-
Open Space	-	-	-	-	5,866,588	-
Property & Casualty Self-Ins	-	-	-	-	-	-
Retirees Health	-	-	-	-	-	-
Sewer Enterprise	-	-	-	-	-	-
Stormwater Enterprise	-	-	-	-	-	-
Water Enterprise	-	-	-	-	-	-
Workers' Comp. Self-Ins	-	-	-	-	-	-
Total	\$ 520,382	\$ 4,998,480	\$ 1,624,218	\$ 882,749	\$ 37,604,344	\$ 1,668,372



**FUNCTIONAL UNITS BY FUND
2015 BUDGET**

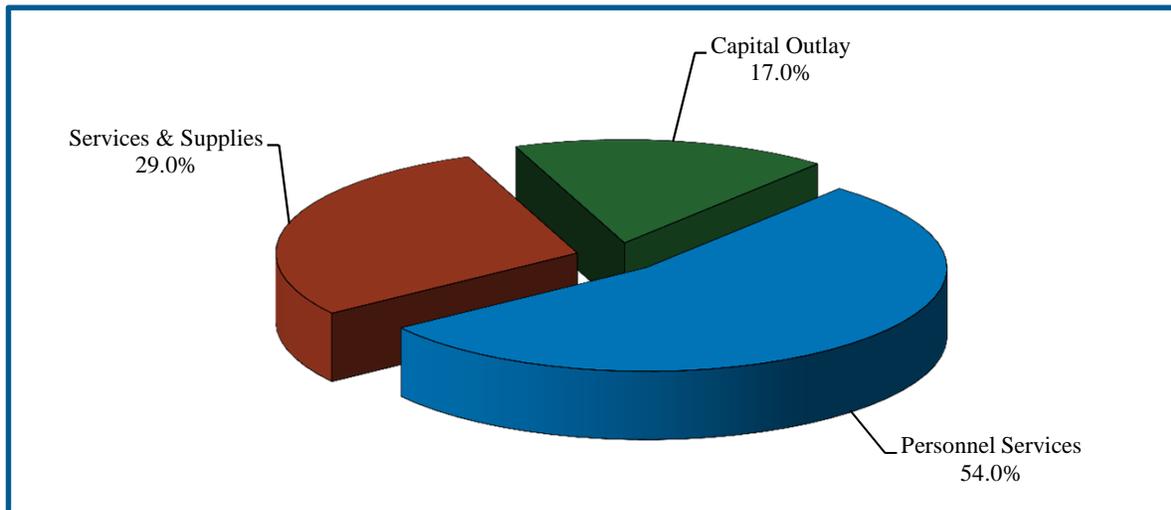
Finance	Information Technology	Municipal Court	Planning	Police	Public Works	Non-Departmental	Total
\$ 3,926,087	\$ 5,523,671	\$ 3,184,489	\$ 1,885,717	\$ 44,426,470	\$ 16,619,659	\$ 6,329,103	\$ 106,954,223
54,749	-	-	190,000	-	16,996,875	2,332,992	22,181,533
-	-	-	-	-	-	-	2,033,106
-	-	-	-	-	-	10,358,000	10,358,000
-	-	-	-	-	-	-	2,249,087
-	728,000	-	-	-	1,490,000	-	2,458,000
-	-	-	-	-	-	16,232	5,071,660
39,958	-	-	792,044	2,408,247	1,630,000	-	6,122,998
-	-	-	-	-	-	-	2,935,643
-	-	-	-	-	-	-	5,866,588
-	-	-	-	-	-	1,497,500	1,497,500
-	-	-	-	-	-	175,000	175,000
-	-	-	-	-	4,216,105	56,087	4,272,192
-	-	-	-	-	3,182,881	60,145	3,243,026
-	-	-	-	-	1,081,338	51,015	1,132,353
-	-	-	-	-	-	1,399,500	1,399,500
\$ 4,020,794	\$ 6,251,671	\$ 3,184,489	\$ 2,867,761	\$ 46,834,717	\$ 45,216,858	\$ 22,275,574	\$ 177,950,409





ALL FUNDS - SUMMARY OF EXPENDITURES BY CLASSIFICATION
2015 BUDGET

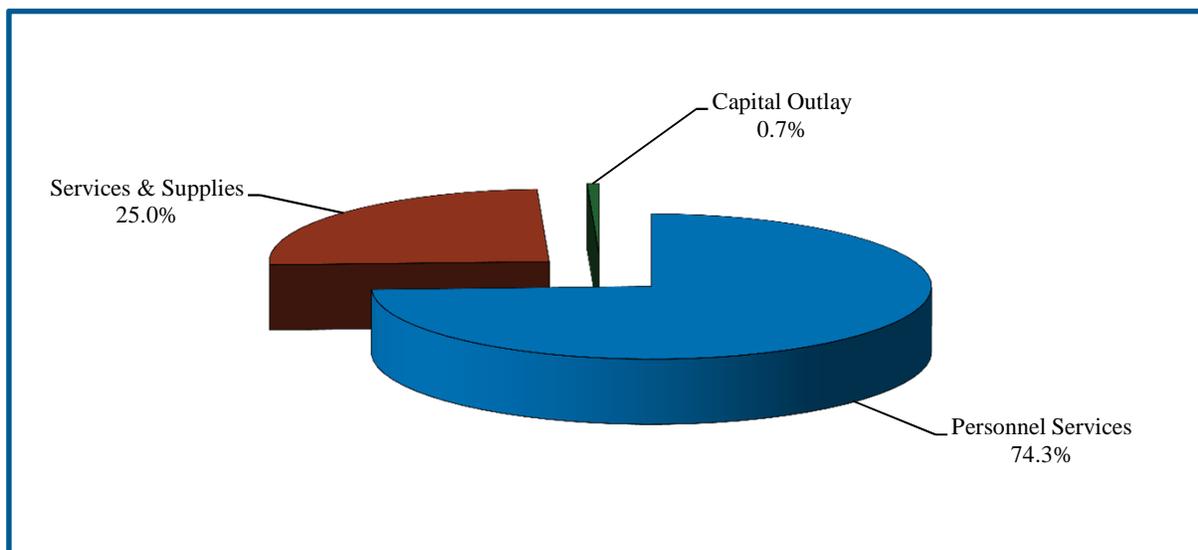
	<u>PERSONNEL SERVICES</u>	<u>SERVICES & SUPPLIES</u>	<u>CAPITAL OUTLAY</u>	<u>TOTAL</u>
MAYOR AND CITY COUNCIL	\$ 281,956	\$ 238,426	\$ -	\$ 520,382
CITY MANAGER'S OFFICE	2,354,683	2,485,797	158,000	4,998,480
CITY ATTORNEY'S OFFICE	1,092,886	531,332	-	1,624,218
CITY CLERK'S OFFICE	733,450	149,299	-	882,749
COMMUNITY RESOURCES	19,641,573	12,225,386	5,737,385	37,604,344
EMPLOYEE RELATIONS	1,446,928	221,444	-	1,668,372
FINANCE	2,982,080	1,037,914	800	4,020,794
INFORMATION TECHNOLOGY	3,759,260	2,007,411	485,000	6,251,671
MUNICIPAL COURT	2,881,762	302,727	-	3,184,489
PLANNING	1,774,956	762,305	330,500	2,867,761
POLICE	42,099,031	4,374,186	361,500	46,834,717
PUBLIC WORKS	10,905,589	18,948,555	15,362,714	45,216,858
NON-DEPARTMENTAL	<u>1,985,212</u>	<u>18,188,370</u>	<u>2,101,992</u>	<u>22,275,574</u>
TOTALS	<u>\$ 91,939,366</u>	<u>\$ 61,473,152</u>	<u>\$ 24,537,891</u>	<u>\$ 177,950,409</u>





**SUMMARY OF EXPENDITURES BY CLASSIFICATION AND BY DEPARTMENT
GENERAL FUND ONLY
2015 BUDGET**

	<u>PERSONNEL SERVICES</u>	<u>SERVICES & SUPPLIES</u>	<u>CAPITAL OUTLAY</u>	<u>TOTAL</u>
MAYOR AND CITY COUNCIL	\$ 281,956	\$ 238,426	\$ -	\$ 520,382
CITY MANAGER'S OFFICE	1,966,996	522,397	20,000	2,509,393
CITY ATTORNEY'S OFFICE	1,092,886	531,332	-	1,624,218
CITY CLERK'S OFFICE	733,450	149,299	-	882,749
COMMUNITY RESOURCES	11,575,628	6,182,111	96,174	17,853,913
EMPLOYEE RELATIONS	1,446,928	221,444	-	1,668,372
FINANCE	2,887,373	1,037,914	800	3,926,087
INFORMATION TECHNOLOGY	3,759,260	1,764,411	-	5,523,671
MUNICIPAL COURT	2,881,762	302,727	-	3,184,489
PLANNING	1,669,316	212,901	3,500	1,885,717
POLICE	41,191,276	3,121,694	113,500	44,426,470
PUBLIC WORKS	8,149,000	8,388,797	81,862	16,619,659
NON-DEPARTMENTAL	<u>1,951,733</u>	<u>4,377,370</u>	<u>-</u>	<u>6,329,103</u>
TOTAL GENERAL FUND	<u>\$ 79,587,564</u>	<u>\$ 27,050,823</u>	<u>\$ 315,836</u>	<u>\$ 106,954,223</u>



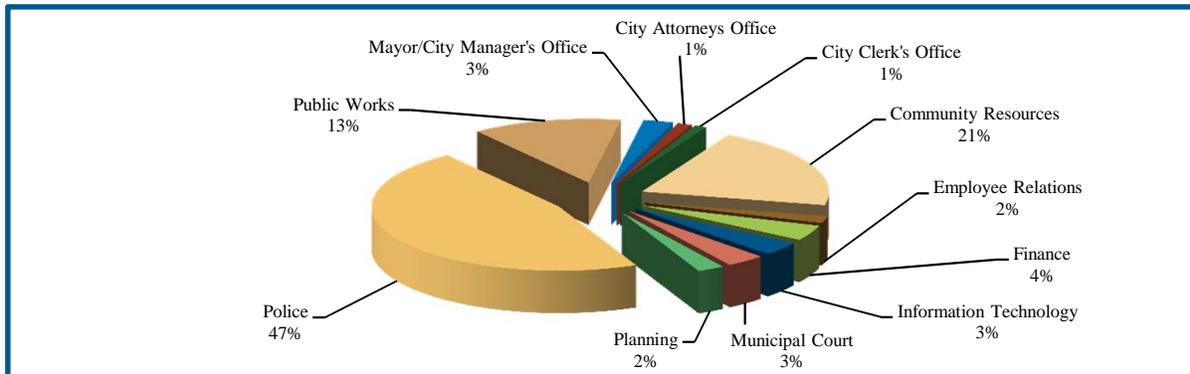
Note: The above schedule does not include any operating transfers out.



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).

2015 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 ⁽¹⁾	2013 Revised	2014 Budget	2014 Revised	2015 Budget
Mayor & City Council	-	-	-	-
City Manager's Office ⁽²⁾	20.41	21.00	22.00	22.00
City Attorney's Office	11.00	11.00	11.00	11.00
City Clerk's Office	9.00	9.00	9.00	9.00
Community Resources	174.36	176.00	178.00	178.00
Employee Relations	15.00	15.00	15.00	15.00
Finance	33.56	33.56	33.56	33.56
Information Technology	27.59	28.00	28.00	30.00
Municipal Court	30.00	30.00	30.00	29.00
Planning	16.18	17.00	17.00	17.00
Police	402.00	402.00	400.00	400.00
Public Works	114.75	116.31	115.31	115.31
Total Full-Time Positions (FTE):	853.85	858.87	858.87	859.87
Part-Time Hours	468,617	464,556	466,740	469,984
Total Full-Time and Part-Time Positions Stated as FTE	1,079.15	1,082.21	1,083.26	1,085.82
Anticipated Police Recruits	18.00	12.00	17.00	12.00

(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
2015 BUDGET**

Financial Sources	General Fund	Special Revenue Funds	Capital Projects Funds	Proprietary Funds	Total
Mayor & City Council					
Full-Time Employees	-	-	-	-	-
Part-Time Hours	-	-	-	-	-
City Manager's Office					
Full-Time Employees	18.00	4.00	-	-	22.00
Part-Time Hours	2,324	1,123	-	-	3,447
City Attorney's Office					
Full-Time Employees	11.00	-	-	-	11.00
Part-Time Hours	1,040	-	-	-	1,040
City Clerk's Office					
Full-Time Employees	9.00	-	-	-	9.00
Part-Time Hours	1,810	-	-	-	1,810
Community Resources					
Full-Time Employees	110.99	47.19	1.00	18.82	178.00
Part-Time Hours	222,931	111,350	-	71,893	406,174
Employee Relations					
Full-Time Employees	15.00	-	-	-	15.00
Part-Time Hours	1,456	-	-	-	1,456
Finance					
Full-Time Employees	32.61	0.35	0.60	-	33.56
Part-Time Hours	5,906	-	-	-	5,906
Information Technology					
Full-Time Employees	30.00	-	-	-	30.00
Part-Time Hours	7,140	-	-	-	7,140
Municipal Court					
Full-Time Employees	29.00	-	-	-	29.00
Part-Time Hours	8,162	-	-	-	8,162
Planning					
Full-Time Employees	16.00	1.00	-	-	17.00
Part-Time Hours	2,102	-	-	-	2,102
Police					
Full-Time Employees	393.50	6.50	-	-	400.00
Part-Time Hours	9,391	-	-	-	9,391
Public Works					
Full-Time Employees	87.20	-	6.81	21.30	115.31
Part-Time Hours	20,295	-	1,501	1,560	23,356
Total Full-Time Employees (Stated as FTE)	752.30	59.04	8.41	40.12	859.87
Total Part-Time Hours	282,557	112,473	1,501	73,453	469,984
Total FTE Employees	888.14	113.11	9.13	75.43	1,085.82



LINKING LONG-TERM AND SHORT-TERM GOALS

LONG-TERM GOALS 2016-2019	SHORT-TERM GOALS 2014-2015	IMPLEMENTATION DEPARTMENT
SAFE COMMUNITY		
Update, replace, and maintain police technology to continue service to the community	<ul style="list-style-type: none"> ~Pursue Partnerships for Public Safety ~Data/Video Communications ~Expand VOIP based 911 Phone System ~Connect FiberOptics to other Public Safety Agencies 	Information Technology Police
Implement strategies to provide safe and practical solutions for the homeless population.	<ul style="list-style-type: none"> ~Collaboration within departments, county mental health, and the community in the development of a plan to address homelessness. 	Police Municipal Courts
Transition the Criminalistics Section into a regionalized Crime Lab	<ul style="list-style-type: none"> ~Develop an Intergovernmental Agreement, and a plan to operate a future regionalized Crime Lab, including personnel, lines of reporting and a budget. 	Police
Police Department will enhance its community policing and crime prevention approach and stem an increase in crime patterns and trends.	<ul style="list-style-type: none"> ~Implement an integrated location-based crime and traffic crash database to establish effective and efficient methods for deployment. ~Data-Driven Approaches to Crime and Traffic Safety (DDACTS). 	Police
OPEN AND HONEST COMMUNICATION		
Improve and enhance the tangible and intangible communications from the City.	<ul style="list-style-type: none"> ~Implement the on-line campaign finance processes and forms. ~Strengthen Lakewood's identity to ensure consistency by following logo and graphic standards 	City Clerk's Office City Manager's Office
Open and Honest Communication shall drive civic engagement and increase citizen participation in local government.	<ul style="list-style-type: none"> ~Study and test appropriate uses of new social media technology that can engage the public in City activities. 	All Departments



LINKING LONG-TERM AND SHORT-TERM GOALS

LONG-TERM GOALS 2016-2019	SHORT-TERM GOALS 2014-2015	IMPLEMENTATION DEPARTMENT
FISCAL RESPONSIBILITY		
Develop and implement a strategic approach for seeking alternative resources	~Expand the concepts of Resource Development Program citywide	City Manager's Office
Provide recreation, cultural, parks and family programs and services by employing sound financial strategies.	~Create an implementation strategy for the Carmody Park Master Plan that considers alternative funding sources.	Community Resources
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
Maintain eligibility for future grant resources while effectively demonstrating grant results.	~Ensure compliance with Grantor financial audit and reporting requirements.	All Departments
EDUCATION AND INFORMATION		
Provide education and training for employees that advances overall effectiveness.	~Perform employee training in safety, ethics, retirement planning.	Employee Relations
Provide community education for citizens and businesses on a variety of issues to increase community involvement	~Civics 101 Training that communicates the role of city government and the services provided to the community in exchange for taxes paid.	All Departments
Through stormwater education, improve safety in the community and mitigate stormwater impacts -- which will improve property values and quality of life.	~Educate the community on the effects of stormwater, public safety and mitigation.	Public Works
Assist elected officials in being effective legislators and community representatives by keeping them informed of rights and obligations as elected officials.	~Complete the redrafting and reorganization of the City Council Policies and Procedures Manual.	City Attorney
QUALITY TRANSPORTATION OPTIONS		
Enhance transportation through roadway improvements	~Implement Downtown Lakewood Urban Design Plan ~Federal Center -- Union Blvd Connectivity	Community Resources Planning Public Works
Increase Transportation Options	~Continue efforts to fund projects through the TIP process, federal transportation reauthorization bill and congressional earmarks	Public Works



LINKING LONG-TERM AND SHORT-TERM GOALS

LONG-TERM GOALS 2016-2019	SHORT-TERM GOALS 2014-2015	IMPLEMENTATION DEPARTMENT
QUALITY ECONOMIC DEVELOPMENT		
Position Lakewood as a competitive business location in metro Denver for primary and secondary employers and as a community that works cooperatively with the private sector	~Enhance City's business retention, expansion, and attraction efforts	City Manager's Office
Pursue opportunities to improve the appearance and safety, within corridors as a catalyst for economic development	~Complete the W Line public art installation on utility boxes.	City Manager's Office Community Resources Planning
PHYSICAL & TECHNOLOGICAL INFRASTRUCTURE		
Maintain physical infrastructure in order to provide for ongoing services to the Lakewood community	~Completion of Plaza Reconstruction Design and Complete Safety Center Reconstruction ~Complete Lakewood Cultural Center Seats and theater improvements ~Complete improvements and playground replacement at Lakewood Park ~Complete flood recovery projects at Bear Creek Lake Park	Community Resources
Utilize technology to improve internal processes and citizen experiences with the City Replace Utility Billing System Replace Risk Management Division Claims System	~Update irrigation control systems ~Implement mobile RecTrac and WebTrac ~Implement Police Records Management System Replacement	Information Technology Finance Community Resources Police Employee Relations
Expand Digital City Hall Expand e-Government Self-Services	~Establish plans for cloud adoption ~Propel a maturing Technology Governance process	Information Technology
Utilize an asset management system to organize and plan maintenance of Public Works infrastructure Seek to increase private sector financial participation in the Rooney Road Recycling Center	~Complete scheduled inspections of underground and above ground infrastructure, make repairs and perform maintenance as needed	Public Works



LINKING LONG-TERM AND SHORT-TERM GOALS

LONG-TERM GOALS 2016-2019	SHORT-TERM GOALS 2014-2015	IMPLEMENTATION DEPARTMENT
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QUALITY LIVING ENVIRONMENT

Assist Council in preparation of a 10-year vision plan	~Utilize 2013 Citizen Survey in planning and budgeting ~Advance Lakewood Linked and participate in the Healthy Eating Active Living Campaign	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 community garden locations ~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 Rooney Valley Redevelopment Light Rail Transit station areas Federal Center	~Monitor and evaluate the new Lakewood Zoning Ordinance ~Implement development plans for homes in Belmar and in Solterra	Planning Public Works Police
Manage Historic Preservation Program		

COMMUNITY SUSTAINABILITY

Focus on long-term community sustainability by promoting positive change throughout own actions, partnerships, and education	~Conduct timely Shred days and Rx Drug Take Back events ~Conduct an electronics collection event in conjunction with the Rooney Road Recycling Center ~Evaluation of using fuel efficient vehicles for Police non-patrol use emphasizing low emissions and high fuel economy	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 improvements	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 ~Partner with Artspace to plan and execute their recommended icons for artist space in 40 West Arts District	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
2013	Certificates of Participation, 2006A	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, 2013, 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	\$1,730,423,878
Actual Value	\$14,390,833,224
Debt Limit: 3 Percent of Actual Value	\$431,724,997
Less: Assets in Debt Service	0
Legal Debt Margin	\$431,724,997
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, 2013. As of December 31, 2013, capital leases outstanding amount to \$2,689,858, and certificates of participation amount to \$33,328,300

The following table is a list of lease purchases as of December 31, 2013:

Long-Term Debt / Lease Payments	Balance
2007 Section 108 Notes Payable	\$2,404,000
Police Facility	2,041,914
William Frederick Hayden Park Lease Purchase	647,944
Total	\$5,093,858

The following table is a list of the City’s portion of outstanding Certificates of Participation as of December 31, 2013.

Long-Term Debt / Lease Payments	Balance
Certificates of Participation, 2006A	\$18,768,300
Certificates of Participation, 2006B	14,560,000
Total	\$33,328,300

**INFORMATION ON FINANCIAL OBLIGATIONS (CONTINUED)**

The following table is a list of principal and interest payments by Fund for 2014 through to maturity from the primary sources excluding the Library portion, which is the responsibility of Jefferson County, Colorado.

Primary Source/Fund	Year	Principal	Interest	Total
General	2014	2,152,988	784,588	2,937,576
	2015	2,322,077	789,642	3,111,719
	2016	2,417,436	742,424	3,159,860
	2017	2,518,249	637,492	3,155,742
	2018	2,634,907	530,276	3,165,184
	2019	2,743,902	415,504	3,159,407
	2020	2,863,052	297,213	3,160,265
	2021	1,036,465	190,459	1,226,925
	2022	1,112,360	114,581	1,226,942
	2023	244,674	58,555	303,230
	2024	255,794	47,436	303,230
	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
General Total		\$ 21,099,479	\$ 4,718,747	\$25,818,226
Capital Improvement	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
Capital Improvement Total		\$ 2,683,346	\$ 426,654	\$ 3,110,000
Conservation Trust	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
Conservation Trust Total		\$ 4,634,202	\$ 1,382,731	\$ 6,016,933

**INFORMATION ON FINANCIAL OBLIGATIONS (CONTINUED)**

Primary Source/Fund (cont.)	Year	Principal	Interest	Total
Equipment Replacement	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
Equipment Replacement Total		\$ 487,761	\$ 72,239	\$ 560,000
Golf Course Enterprise	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
Golf Course Enterprise Total		\$ 5,630,490	\$ 1,856,372	\$7,486,862
Grants	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
Grants Total		\$ 2,404,000	\$ 544,347	\$2,948,347
Open Space	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
	2021	310,700	42,478	353,178
	2022	335,829	17,355	353,184
Open Space Total		\$ 2,439,879	\$ 739,433	\$ 3,179,312



INFORMATION ON FINANCIAL OBLIGATIONS (CONTINUED)

Primary Source/Fund (cont.)	Year	Principal	Interest	Total
Total All Funds by Year	2014	4,034,633	1,831,368	5,866,001
	2015	4,294,906	1,696,810	5,991,716
	2016	4,481,597	1,505,227	5,986,824
	2017	4,689,891	1,295,066	5,984,958
	2018	4,720,923	1,074,123	5,795,047
	2019	4,929,826	859,939	5,789,766
	2020	5,154,135	635,245	5,789,380
	2021	2,957,865	423,486	3,381,352
	2022	2,817,338	202,691	3,020,030
	2023	244,674	58,555	303,230
	2024	255,794	47,436	303,230
	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
Grand Total		\$39,379,157	\$9,740,523	\$49,119,680

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 2014 through to maturity.

Financial Obligations	Year	Principal	Interest	Total
2006A Certificate of Participation*	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	2,583,300	133,500	2,716,800
2006A Certificate of Participation Total		\$18,768,300	\$5,687,925	\$24,456,225
2006B Certificate of Participation	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
2006B Certificate of Participation Total		\$14,560,000	\$2,233,032	\$16,793,032
2007 Section 108 Notes Payable	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
2007 Section 108 Notes Payable Total		\$ 2,404,000	\$ 544,347	\$ 2,948,347

**INFORMATION ON FINANCIAL OBLIGATIONS (CONTINUED)**

Financial Obligations (cont.)	Year	Principal	Interest	Total
William Frederick Hayden Park Lease	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
William Frederick Hayden Park Lease Total		\$ 647,943	\$ 152,057	\$800,000
Police Facility Lease	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
Police Facility Lease Total		\$ 2,041,914	\$ 864,167	\$2,906,081
Community Solar Garden Note	2015	77,482	44,118	121,600
	2016	81,054	40,546	121,600
	2017	84,790	36,809	121,600
	2018	88,699	32,900	121,600
	2019	92,788	28,811	121,600
	2020	97,066	24,534	121,600
	2021	101,540	20,059	121,600
	2022	106,221	15,378	121,600
	2023	111,118	10,481	121,600
	2024	116,241	5,359	121,600
Community Solar Garden Note Total		\$957,000	\$258,995	\$1,215,995
Total All Financial Obligations by Year	2014	\$ 4,034,633	\$1,831,368	\$5,866,001
	2015	4,294,906	1,696,810	5,991,716
	2016	4,481,597	1,505,227	5,986,824
	2017	4,689,891	1,295,066	5,984,958

**INFORMATION ON FINANCIAL OBLIGATIONS (CONTINUED)**

Financial Obligations (cont.)	Year	Principal	Interest	Total
Total All Financial Obligations by Year (continued)	2018	4,720,923	1,074,123	5,795,047
	2019	4,929,826	859,939	5,789,766
	2020	5,154,135	635,245	5,789,380
	2021	2,957,865	423,486	3,381,352
	2022	2,817,338	202,691	3,020,030
	2023	244,674	58,555	303,230
	2024	255,794	47,436	303,230
	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
Grand Total		\$39,379,157	\$9,740,523	\$49,119,680

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.

Community Solar Garden

On August 1, 2014, the City entered into a lease purchase agreement for \$957,000 to facilitate participation in a community solar garden. For its participation, the City receives energy credits to be used against energy consumption at various City facilities. Annual payments of \$121,599 including principal and interest accruing, at 4.61% fixed are due on August 1 through 2024.

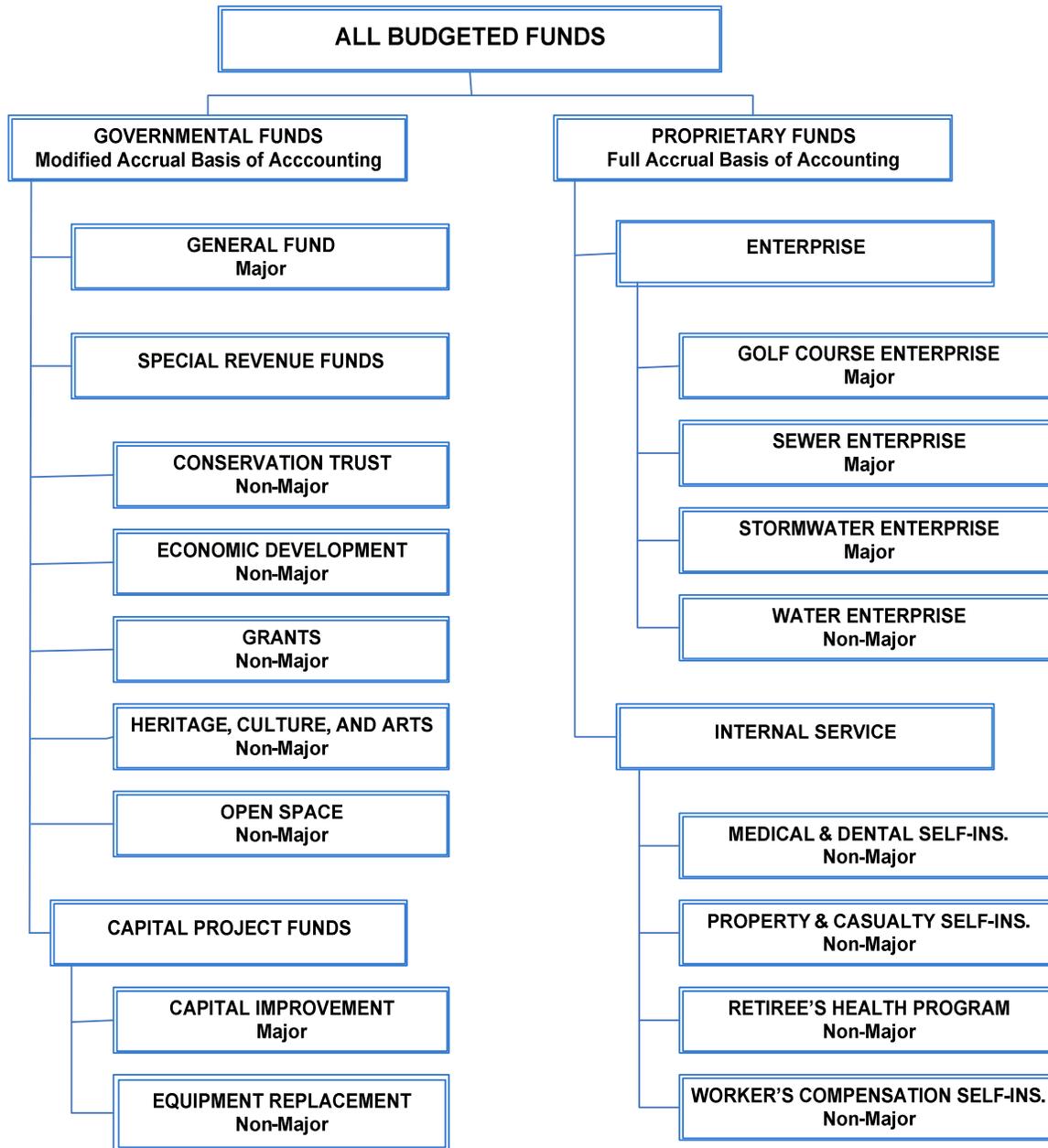


FUND SUMMARIES



CITY FUNDS

Fund Organization for the 2014 Revised Budget and 2015 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 2014 Revised Budget and the 2015 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:

Fund	2013 Audited Revenue & Transfers In	2014 Revised Revenue & Transfers In	2015 Budgeted Revenue & Transfers In	2014 Budgeted over (under) 2013 Revised
General	\$ 102,598,269	\$ 105,100,909	\$ 107,574,078	\$ 2,473,169
Capital Improvement	18,945,358	16,140,550	17,295,862	1,155,312
Conservation Trust	1,563,326	1,372,443	1,315,112	(57,331)
Economic Development	1,228,935	1,108,000	1,108,000	-
Equipment Replacement	2,377,641	2,945,245	2,063,603	(881,642)
Grants	7,303,229	11,724,259	6,119,130	(5,605,129)
Heritage, Culture, and Arts	2,238,750	2,448,233	2,736,791	288,558
Open Space	4,739,696	5,208,668	5,096,355	(112,313)
Total of Revenues & Transfers In	\$ 140,995,204	\$ 146,048,307	\$ 143,308,931	\$ (2,739,376)

- ❖ The City utilized the Colorado Legislative Council’s Economics Staff’s “Economic and Revenue Forecast” dated March 18, 2014 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.

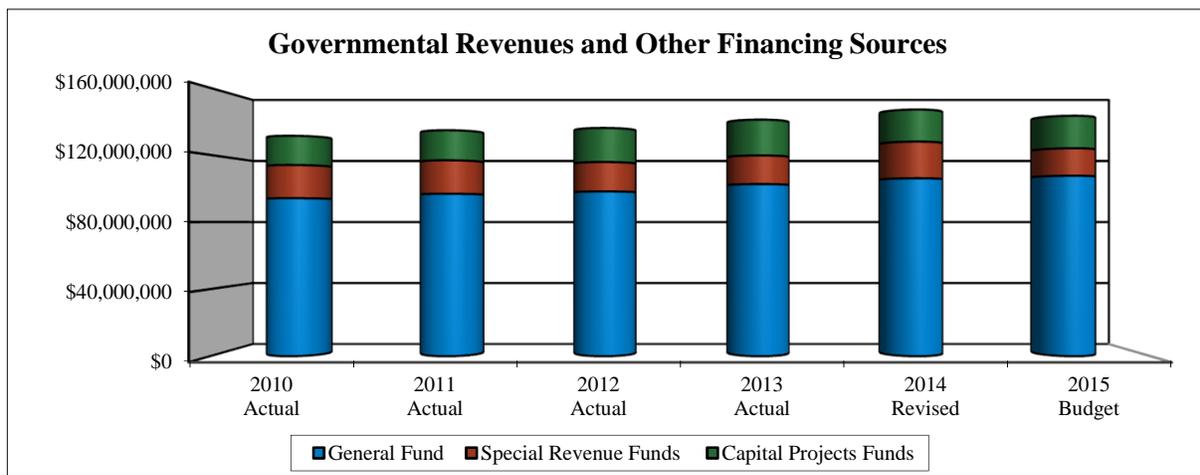


NOTES AND ASSUMPTIONS

GOVERNMENTAL FUNDS (continued)

Revenues and Transfers In: (continued)

- ❖ The General Fund and the Capital Improvement Fund sales and use tax revenues are projected for 2014 through 2019 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 2014 is forecasted to be up 3.4 percent (3.4%) primarily based on current year activity through June. A 3.5 percent (3.5%) growth rate was used to forecast 2015 revenues and the City Council Rate of 2 percent (2%) was used for 2016 through 2019.
- ❖ For 2014, the City's general use tax is forecasted to come in at the 2014 original budget based on current year activity. General use tax is expected to be at the CPI growth rate for 2015 and 2016 and at City Council rate of 2 percent (2%) increase for 2017 through 2019. Motor Vehicle Use Tax for 2014 and 2015 remains flat from 2013 actuals based on year-to-date activity, while a 2 percent (2%) increase for 2016 through 2019 is forecasted. Building Use Tax are expected to increase 5.9 percent (5.9%) for 2014 based on current year-to-date activity and is forecasted to grow at a CPI rate of 2.8 percent (2.8%) for 2015 and a City Council rate of 2 percent (2%) for 2016 through 2019.
- ❖ 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.
- ❖ Overall revenues for governmental funds are down 2.5 percent (2.5%) for 2015 mainly due to a 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, licenses and permit fees, and charges for services.





NOTES AND ASSUMPTIONS

GOVERNMENTAL FUNDS (continued)

Expenditures and Transfers Out:

Fund	2013 Audited Expenditures & Transfers	2014 Revised Expenditures & Transfers	2015 Budgeted Expenditures & Transfers Out	2014 Budgeted over (under) 2013 Revised
General	\$ 99,430,543	\$ 107,395,848	\$ 110,133,923	\$ 2,738,075
Capital Improvement	15,570,858	26,996,442	22,226,533	(4,769,909)
Conservation Trust	1,128,376	1,767,669	2,033,106	265,437
Economic Development	450,767	1,500,297	2,249,087	748,790
Equipment Replacement	2,298,068	3,463,690	2,458,000	(1,005,690)
Grants	8,202,298	11,045,742	6,122,998	(4,922,744)
Heritage, Culture, and Arts	2,187,188	2,571,961	2,935,643	363,682
Open Space	<u>3,850,976</u>	<u>5,312,474</u>	<u>5,866,588</u>	<u>554,114</u>
Total of Expenditures & Transfers Out	<u>\$ 133,119,074</u>	<u>\$ 160,054,123</u>	<u>\$ 154,025,878</u>	<u>\$ (6,028,245)</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 2014 were averaged at 3 percent (3.0%) for the Governmental Funds. Salary increases are projected for 2015 at 3.5 percent (3.5%) and at 2.25 percent (2.25%) for years 2016 through 2018. Medical benefit costs were increased by 15 percent (15%) for 2014 and 2015 and at 12.5 percent (12.5%) for years 2016 through 2019. Dental benefit costs reflect no increases for 2014-2019.
- ❖ In addition to salary and benefit increases, the Police Department experienced some police agent attrition that triggered a need for a police recruit class. It is anticipated that based on attrition factors that the City will have some recruits in each upcoming class which will take place every six months. This will have a stabilizing effect on police recruiting and staffing.
- ❖ Services & Supplies and Capital Outlay are to remain unchanged 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 years, 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.

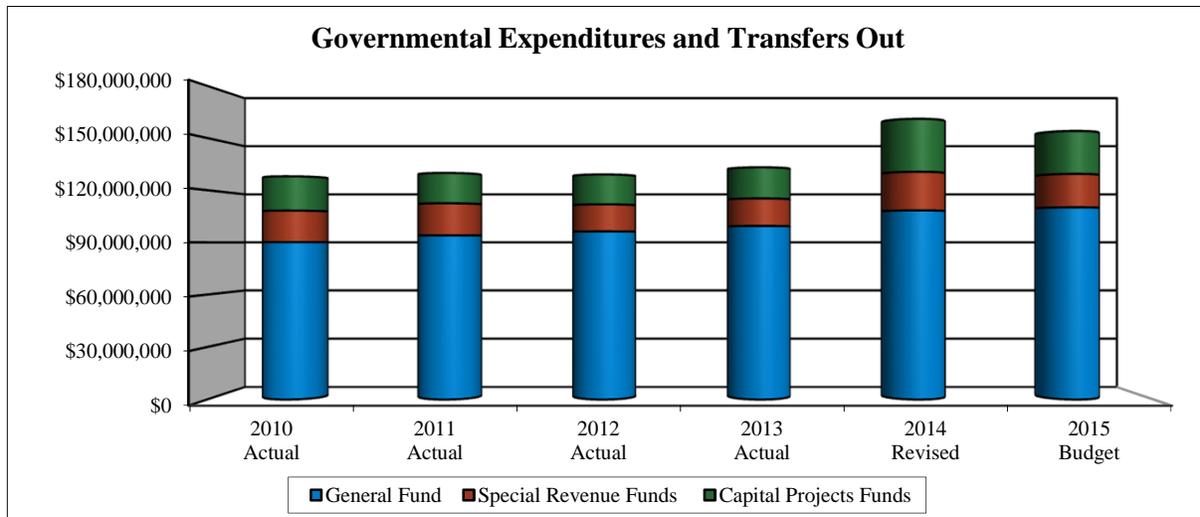


NOTES AND ASSUMPTIONS

GOVERNMENTAL FUNDS (continued)

Expenditures and Transfers Out: (continued)

- ❖ Grants available for spending in 2014 are up 60 percent (60%) over the amount spent in 2013. Grants anticipated for 2015 are down 48 percent (48%) compared to 2014; however, some of the grant amounts available for spending in 2014 will carry over into 2015.
- ❖ The City, under an intergovernmental agreement, transferred funds to the Lakewood Reinvestment Authority to promote redevelopment. In 2013 \$12,722 was transferred to the City and its General Fund.
- ❖ The General Fund will transfer \$1,520,000 in 2014 into the Capital Improvement Fund for the Civic Center Plaza completion and neighborhood improvement programs. The General Fund will transfer \$2,120,000 in 2015 into the Capital Improvement Fund for sidewalk and neighborhood improvement programs. Heritage, Culture and the Arts will receive a transfer from the General Fund for program assistance of \$1,023,800 in 2014 and \$1,059,700 in 2015. The General Fund will transfer \$1,277,365 in 2014 to Stormwater Mgmt Utility Fund due to TABOR refunding guidelines with the 2013 City revenues, in which refunds will be disbursed in 2015.
- ❖ The Capital Improvement Fund will transfer \$753,957 in 2014 into the Equipment Replacement Fund for technology upgrades, court recording system, criminal justice information system, and snow removal equipment and an additional \$42,721 into the Heritage, Culture, and The Arts Fund for public art.

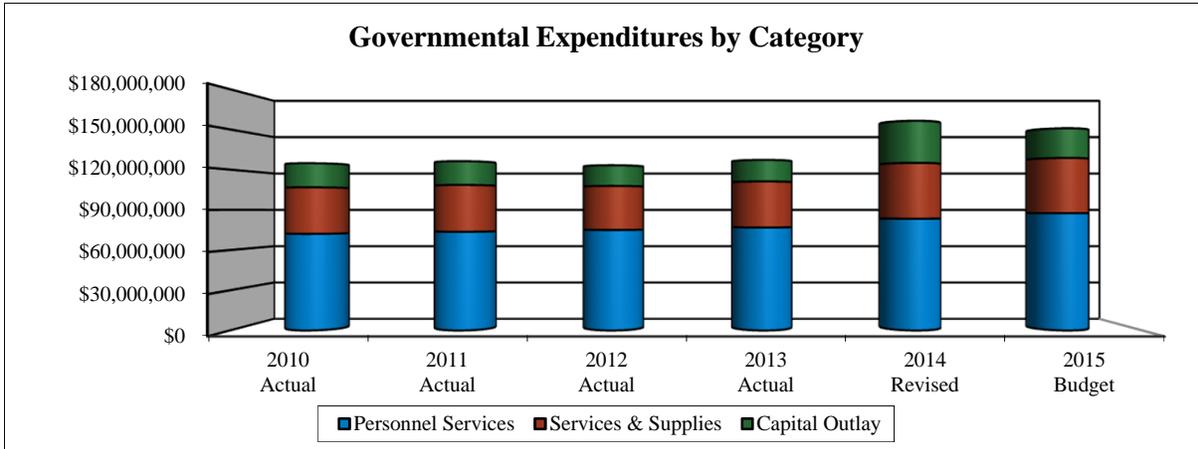




NOTES AND ASSUMPTIONS

GOVERNMENTAL FUNDS (continued)

Expenditures and Transfers Out: (continued)



Changes in Fund Balance:

Fund	2013 Fund Balance Actual	2014 Fund Balance Revised	2015 Fund Balance Budget	2015 Budgeted over (under) 2014 Revised
General	\$ 36,628,078	\$ 34,333,139	\$ 31,773,294	\$ (2,559,845)
Capital Improvement	19,712,106	8,856,214	3,925,543	(4,930,671)
Conservation Trust	1,401,675	1,006,449	288,455	(717,994)
Economic Development	4,516,946	4,124,649	2,983,562	(1,141,087)
Equipment Replacement	3,793,188	3,274,743	2,880,346	(394,397)
Grants	(647,381)	31,136	27,268	(3,868)
Heritage, Culture, and Arts	481,324	357,596	158,744	(198,852)
Open Space	4,026,409	3,922,603	3,152,370	(770,233)
Total of Fund Balances	\$ 69,912,345	\$ 55,906,529	\$ 45,189,582	\$ (10,716,947)
<i>Percent Change from Prior Year</i>		-20.0%	-19.2%	

Fund	2015 Budgeted Beginning Fund Balance	2015 Budgeted Revenues & Transfers In	2015 Budgeted Expenditures & Transfers Out	2015 Budgeted Ending Fund Balance
General	\$ 34,333,139	\$ 107,574,078	\$ 110,133,923	\$ 31,773,294
Capital Improvement	8,856,214	17,295,862	22,226,533	3,925,543
Conservation Trust	1,006,449	1,315,112	2,033,106	288,455
Economic Development	4,124,649	1,108,000	2,249,087	2,983,562
Equipment Replacement	3,274,743	2,063,603	2,458,000	2,880,346
Grants	31,136	6,119,130	6,122,998	27,268
Heritage, Culture, and Arts	357,596	2,736,791	2,935,643	158,744
Open Space	3,922,603	5,096,355	5,866,588	3,152,370
Total of Fund Balances	\$ 55,906,529	\$ 143,308,931	\$ 154,025,878	\$ 45,189,582

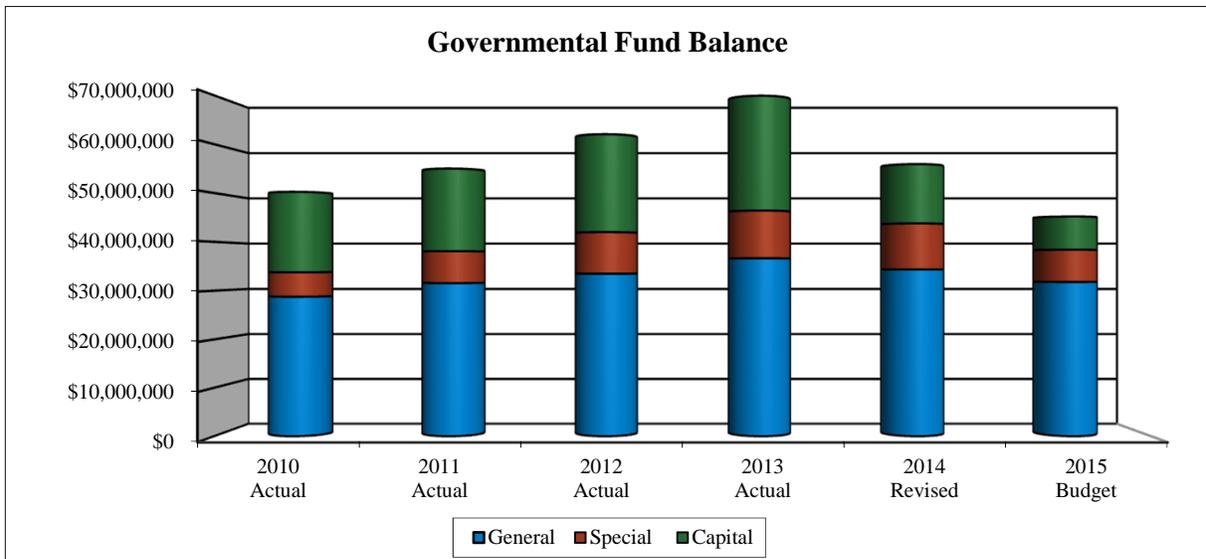


NOTES AND ASSUMPTIONS

GOVERNMENTAL FUNDS (continued)

Changes in Fund Balance: (continued)

- ❖ The Fund Balance for the Governmental Funds shows a decrease of \$14,005,816 or 20 percent (-20%) for 2014 under 2013 and a decrease of \$10,716,947 or 19.2 percent (-19.2%) for 2015 under 2014. As a percent of expenditures plus operating transfers out, this is a change of a negative 17.8 percent (-17.8%) for 2014 with 2015 having a change of a negative 5.3 percent (-5.3%). Revenues continue to grow at a much slower pace than expenditures. Fund Balance for all Governmental Funds are expected to decline for both 2014 and 2015.
- ❖ The General Fund expenditures are expected to increase overall by 9 percent (9%) for 2014 versus 2013 actuals with personnel costs making up the largest part of this increase. For 2015, the General Fund expects an increase in expenditures of 1.6 percent (1.6%).
- ❖ Special Revenues, which are restricted funds, shows an increase in expenditures for 2014 of approximately 40.3 percent (40.3%) primarily associated with various projects not completed in 2013 and the dollars carried over into 2014. Expenditures for 2015 versus 2014 are expected to decrease by approximately 13.5 percent (13.5%). Fund Balance for 2015 shows a decline of 30 percent (-30%) primarily due to shift in project resources.
- ❖ Capital Projects show an increase in 2014 of approximately 70.5 percent (70.5%) and a decrease of approximately 19 percent (-19%) in capital spending for 2015. 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 48.4 percent (-48.4%) in 2014 and by about 43.9 percent (-43.9%) in 2015.





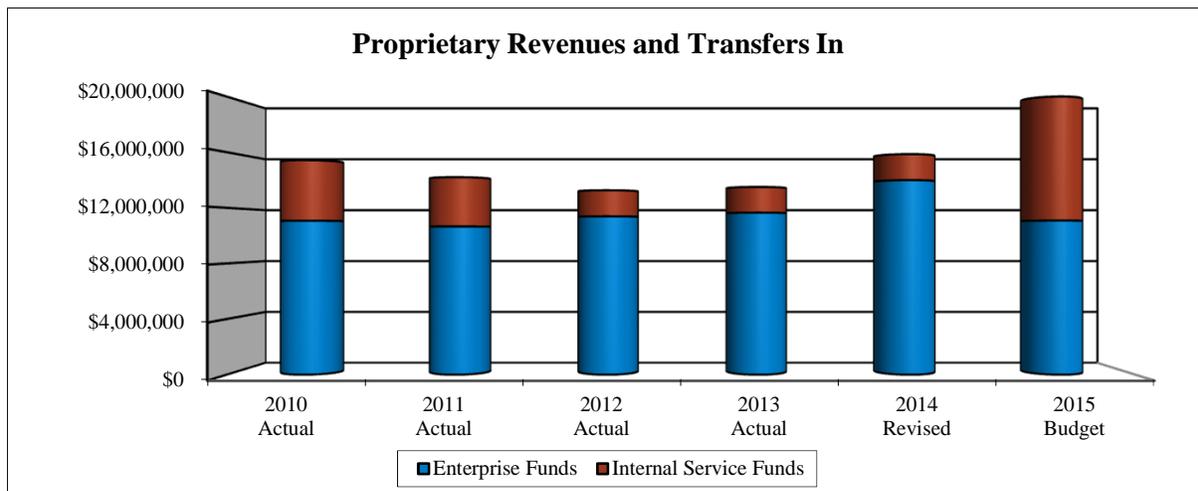
NOTES AND ASSUMPTIONS

PROPRIETARY FUNDS

Revenues and Transfers In:

Fund	2013 Audited Revenue & Transfers In	2014 Revised Revenue & Transfers In	2015 Budgeted Revenue & Transfers In	2015 Budgeted over (under) 2014 Revised
Golf Course Enterprise	\$ 4,372,026	\$ 4,869,366	\$ 4,969,366	\$ 100,000
Sewer Enterprise	3,640,706	4,169,462	3,719,462	(450,000)
Stormwater Enterprise	2,523,763	3,786,845	1,232,115	(2,554,730)
Water Enterprise	1,115,175	1,161,736	1,161,736	-
Medical/Dental Self-Insurance	901,660	915,000	11,375,000	10,460,000
Property & Casualty Self-Ins	376,203	377,700	377,700	-
Retiree's Health Program	345,346	345,000	345,000	-
Worker's Compensation Self-Ins	221,797	230,000	230,000	-
Total of Revenues & Transfers In	\$ 13,496,676	\$ 15,855,109	\$ 23,410,379	\$ 7,555,270

- ❖ 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. It is anticipated that the City will become self-insurance in Medical in 2015.





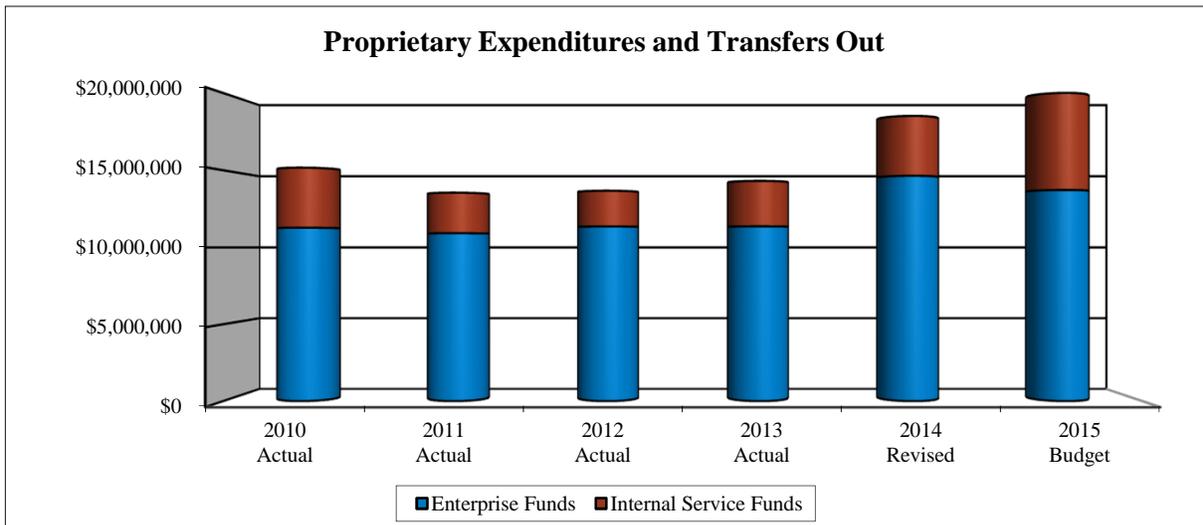
NOTES AND ASSUMPTIONS

PROPRIETARY FUNDS (continued)

Expenditures and Transfers Out:

Fund	2013 Audited Expenditures & Transfers	2014 Revised Expenditures & Transfers	2015 Budgeted Expenditures & Transfers Out	2015 Budgeted over (under) 2014 Revised
Golf Course Enterprise	\$ 4,501,762	\$ 5,003,750	\$ 5,071,660	\$ 67,910
Sewer Enterprise	3,854,382	4,056,423	4,272,192	215,769
Stormwater Enterprise	2,058,692	4,190,524	3,243,026	(947,498)
Water Enterprise	951,786	1,387,503	1,132,353	(255,150)
Medical/Dental Self-Insurance	775,965	800,000	10,358,000	9,558,000
Property & Casualty Self-Ins	1,028,559	1,497,500	1,497,500	-
Retiree's Health Program	93,557	175,000	175,000	-
Worker's Compensation Self-Ins	1,042,698	1,399,500	1,399,500	-
Total of Expenditures & Transfers Out	\$ 14,307,401	\$ 18,510,200	\$ 27,149,231	\$ 8,639,031

- ❖ 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 2014 were averaged at 3 percent (3%) within the Proprietary Funds. Salary increases are projected for 2015 at 3.5 percent (3.5%) and 2.25 percent (2.25%) for years 2016 through 2019. Medical benefit costs were increased by 15 percent (15%) in 2014 and 2015 and 12.5 percent (12.5%) in years 2016 through 2019. No increase was projected for dental benefit costs for 2014 through 2019.

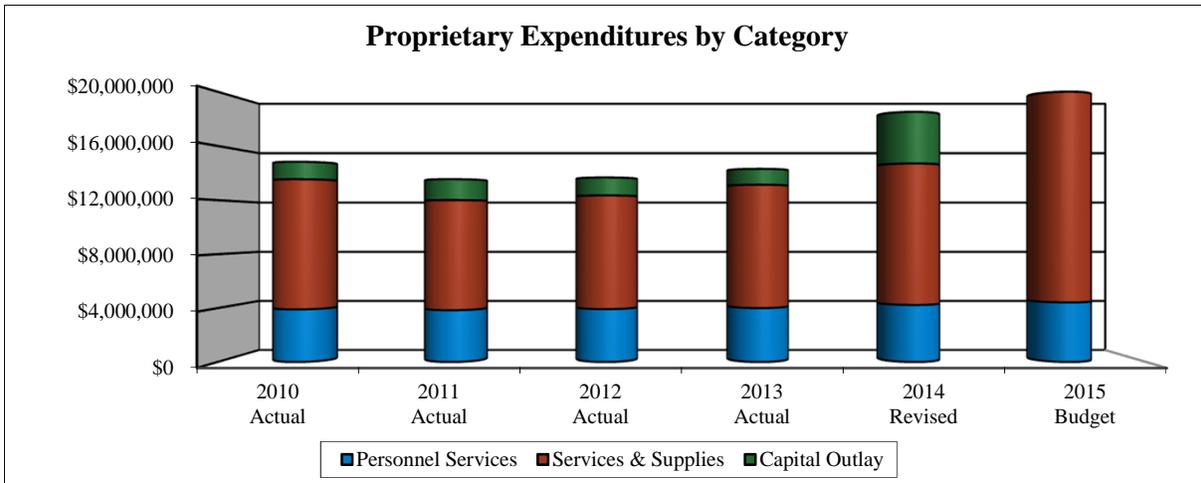




NOTES AND ASSUMPTIONS

PROPRIETARY FUNDS (continued)

Expenditures and Transfers Out: (continued)



Changes in Fund Balance:

Fund	2013 Fund Balance Actual	2014 Fund Balance Revised	2015 Fund Balance Budget	2015 Budgeted over (under) 2014 Revised
Golf Course Enterprise	\$ 9,639,819	\$ 9,505,435	\$ 9,403,141	\$ (102,294)
Sewer Enterprise	8,196,935	8,309,974	7,757,244	(52,730)
Stormwater Enterprise	9,868,357	9,464,678	7,453,767	(2,010,911)
Water Enterprise	1,691,757	1,465,990	1,495,373	29,383
Medical/Dental Self-Insurance	1,808,698	1,923,698	2,940,698	1,017,000
Property & Casualty Self-Ins	2,938,653	1,818,853	699,053	(1,119,800)
Retiree's Health Program	2,522,008	2,692,008	2,862,008	170,000
Worker's Compensation Self-Ins	3,724,880	2,555,380	1,385,880	(1,169,500)

Total of Expenditures & Transfers Out	\$ 40,391,107	\$ 37,736,016	\$ 33,997,164	\$ (3,738,852)
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Fund	2015 Budgeted Beginning Fund Balance	2015 Budgeted Revenues & Transfers In	2015 Budgeted Expenditures & Transfers Out	2015 Budgeted Ending Fund Balance
Golf Course Enterprise	\$ 9,505,435	\$ 4,969,366	\$ 5,071,660	\$ 9,403,141
Sewer Enterprise	8,309,974	3,719,462	4,272,192	7,757,244
Stormwater Enterprise	9,464,678	1,232,115	3,243,026	7,453,767
Water Enterprise	1,465,990	1,161,736	1,132,353	1,495,373
Medical/Dental Self-Insurance	1,923,698	11,375,000	10,358,000	2,940,698
Property & Casualty Self-Ins	1,818,853	377,700	1,497,500	699,053
Retiree's Health Program	2,692,008	345,000	175,000	2,862,008
Worker's Compensation Self-Ins	2,555,380	230,000	1,399,500	1,385,880

Total of Expenditures & Transfers Out	\$ 37,736,016	\$ 23,410,379	\$ 27,149,231	\$ 33,997,164
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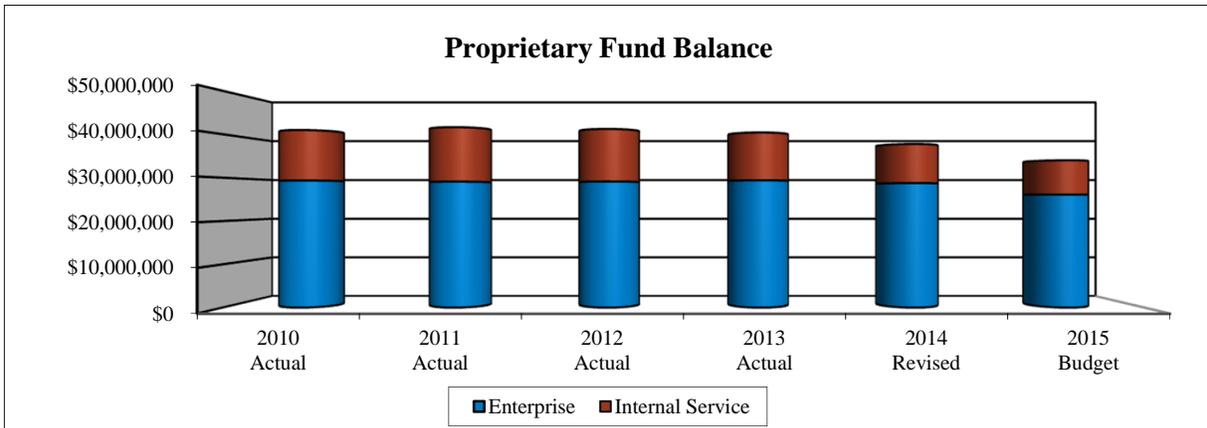


NOTES AND ASSUMPTIONS

PROPRIETARY FUNDS (continued)

Changes in Fund Balance: (continued)

- ❖ Fund Balance within the Proprietary Funds anticipates a decrease of \$2,655,094 or a 6.6 percent (-6.6%) decrease for 2014 under 2013 and decrease of approximately 78 percent (78%) as a percent of expenditures. The Fund Balance for 2015 is projected to be down \$3,738,852 or a decrease of approximately 78.6 percent (-78.6%) as a percent of expenditures.
- ❖ Revenues within the Proprietary Funds are up in 2014 mostly due to a 1.3 million dollar transfer from the General Fund for TABOR in which will be offset by refunds in the Stormwater Enterprise fund in 2015. Revenue are up in 2015 mainly due to budgeting for the anticipation of the City becoming self-insured for its employee medical benefits in 2015, reflecting a 10.5 million dollar increase in revenue.
- ❖ Expenditures within the Proprietary Funds are up \$4,202,796 in 2014 or 29.4 percent (29.4%) primarily due to carry overs and project costs within the Stormwater and Water funds and increased expenses in property & casualty and the workers comp self-insurance funds. For 2015, the expenditures are projected to be up from 2014 mainly due to the anticipation of becoming self-insured in employee medical benefits in 2015.





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
2013 - 2015 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES

	General Fund			
	2013	2014	2014	2015
	Actual	Budget	Revised	Budget
REVENUES				
Property Tax	\$ 7,601,277	\$ 7,547,241	\$ 7,656,589	\$ 7,656,589
Sales Tax	54,767,281	54,591,403	56,718,300	58,668,441
General Use Tax	2,759,048	2,817,115	2,817,115	2,895,994
Building Material Use Tax	2,223,119	2,098,357	2,223,119	2,285,366
Motor Vehicle Use Tax	4,586,678	4,547,069	4,547,069	4,547,069
Specific Ownership Tax	595,804	597,227	597,227	613,949
Tobacco Products Tax	357,990	357,782	347,250	336,833
Business & Occupation Tax	2,669,856	2,501,351	2,669,856	2,744,612
Franchise Charges & Other Taxes	6,517,677	6,387,090	6,387,090	6,565,929
Hotel Accommodation Tax	-	-	-	-
Licenses & Permits	2,983,251	2,933,524	3,005,508	3,104,134
Intergovernmental Revenue	4,750,463	4,665,730	4,678,453	4,677,525
Charges for Services	11,082,430	10,825,015	11,243,562	11,272,866
Fines & Forfeits	1,279,097	1,280,015	1,280,015	1,280,015
Investment Income	(83,792)	501,245	416,363	431,363
All Other Revenues	495,368	429,391	493,393	493,393
Total Revenues	102,585,547	102,079,555	105,080,909	107,574,078
EXPENDITURES				
Mayor and City Council	448,538	482,057	507,646	520,382
City Manager's Office	2,045,282	2,373,507	2,427,721	2,509,393
City Attorney's Office	1,583,535	1,617,937	1,593,853	1,624,218
City Clerk's Office	782,398	836,518	870,226	882,749
Community Resources	15,691,503	17,061,864	18,315,155	17,853,913
Employee Relations	1,396,414	1,628,529	1,644,215	1,668,372
Finance	2,939,842	3,909,922	4,065,578	3,926,087
Information Technology	4,337,566	4,948,461	5,088,700	5,523,671
Municipal Court	2,789,215	3,007,862	2,989,847	3,184,489
Planning	1,552,825	1,823,269	1,818,161	1,885,717
Police	40,040,763	42,823,398	42,625,090	44,426,470
Public Works	14,942,624	16,277,381	16,678,431	16,619,659
Non-Departmental	5,053,135	5,749,328	5,907,060	6,329,103
Total Expenditures	93,603,640	102,540,033	104,531,683	106,954,223
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	12,722	20,665	20,000	-
Operating Transfers Out	(5,826,903)	(2,731,721)	(2,864,165)	(3,179,700)
Total Other Financing Sources (Uses)	(5,814,181)	(2,711,056)	(2,844,165)	(3,179,700)
Excess (Deficiency) of Financial Sources over Financial Uses	3,167,726	(3,171,534)	(2,294,939)	(2,559,845)
FUND BALANCES, BEGINNING OF YEAR				
	33,460,352	30,364,300	36,628,078	34,333,139
FUND BALANCES, END OF YEAR				
	\$ 36,628,078	\$ 27,192,766	\$ 34,333,139	\$ 31,773,294



GOVERNMENTAL FUNDS (continued)
2013 - 2015 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)

	Special Revenue Funds			
	2013	2014	2014	2015
	Actual	Budget	Revised	Budget
REVENUES				
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	1,106,365	1,000,000	1,000,000	1,000,000
Licenses & Permits	-	-	-	-
Intergovernmental Revenue	13,807,005	16,280,496	18,455,105	12,899,663
Charges for Services	986,069	1,161,796	1,139,531	1,182,891
Fines & Forfeits	-	-	-	-
Investment Income	89,824	101,123	111,943	103,112
All Other Revenues	49,448	31,022	88,503	85,022
Total Revenues	16,038,711	18,574,437	20,795,082	15,270,688
EXPENDITURES				
Mayor and City Council	-	-	-	-
City Manager's Office	450,767	978,052	1,500,297	2,249,087
City Attorney's Office	-	-	-	-
City Clerk's Office	-	-	-	-
Community Resources	8,382,053	9,732,049	11,186,584	12,088,086
Employee Relations	-	-	-	-
Finance	36,802	37,645	38,139	39,958
Information Technology	-	-	-	-
Municipal Court	17,826	-	6,400	-
Planning	1,303,617	815,108	1,467,305	792,044
Police	2,176,309	2,485,328	2,341,793	2,408,247
Public Works	3,452,231	5,785,000	5,657,625	1,630,000
Non-Departmental	-	-	-	-
Total Expenditures	15,819,605	19,833,182	22,198,143	19,207,422
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	1,035,225	1,068,752	1,066,521	1,104,700
Operating Transfers Out	-	-	-	-
Total Other Financing Sources (Uses)	1,035,225	1,068,752	1,066,521	1,104,700
Excess (Deficiency) of Financial Sources over Financial Uses	1,254,331	(189,993)	(336,540)	(2,832,034)
FUND BALANCES, BEGINNING OF YEAR				
	8,524,642	7,252,713	9,778,973	9,442,433
FUND BALANCES, END OF YEAR				
	\$ 9,778,973	\$ 7,062,720	\$ 9,442,433	\$ 6,610,399



GOVERNMENTAL FUNDS (continued)
2013 - 2015 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)

	Capital Projects Funds			
	2013	2014	2014	2015
	Actual	Budget	Revised	Budget
REVENUES				
Property Tax	\$ -	\$ -	\$ -	\$ -
Sales Tax	10,258,033	10,194,014	10,545,259	11,072,346
General Use Tax	521,457	563,558	563,423	579,199
Building Material Use Tax	444,628	419,772	444,624	457,073
Motor Vehicle Use Tax	917,663	909,632	909,414	909,414
Specific Ownership Tax	-	-	-	-
Tobacco Products Tax	-	-	-	-
Business & Occupation Tax	-	-	-	-
Franchise Charges & Other Taxes	-	-	-	-
Hotel Accommodation Tax	-	-	-	-
Licenses & Permits	-	-	-	-
Intergovernmental Revenue	1,925,340	1,914,432	1,931,984	1,931,984
Charges for Services	1,851,014	2,063,603	2,041,288	1,913,603
Fines & Forfeits	-	-	-	-
Investment Income	225,846	137,904	225,846	225,846
All Other Revenues	311,049	200,000	150,000	150,000
	<u>16,455,030</u>	<u>16,402,915</u>	<u>16,811,838</u>	<u>17,239,465</u>
EXPENDITURES				
Mayor and City Council	-	-	-	-
City Manager's Office	161,689	190,000	267,000	240,000
City Attorney's Office	-	-	-	-
City Clerk's Office	-	-	-	-
Community Resources	1,457,790	4,726,602	5,612,310	2,606,917
Employee Relations	-	-	-	-
Finance	51,498	45,409	52,774	54,749
Information Technology	362,605	1,141,957	923,690	728,000
Municipal Court	-	-	-	-
Planning	131,307	130,000	258,100	190,000
Police	1,215	-	-	-
Public Works	13,390,959	13,970,087	19,742,221	18,486,875
Non-Departmental	2,235,572	2,251,383	2,787,359	2,332,992
	<u>17,792,635</u>	<u>22,455,438</u>	<u>29,643,454</u>	<u>24,639,533</u>
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	4,867,969	2,461,926	2,273,957	2,120,000
Operating Transfers Out	(76,291)	(798,957)	(816,678)	(45,000)
	<u>4,791,678</u>	<u>1,662,969</u>	<u>1,457,279</u>	<u>2,075,000</u>
Excess (Deficiency) of Financial Sources over Financial Uses	3,454,073	(4,389,554)	(11,374,337)	(5,325,068)
FUND BALANCES, BEGINNING OF YEAR				
	<u>20,051,221</u>	<u>12,981,803</u>	<u>23,505,294</u>	<u>12,130,957</u>
FUND BALANCES, END OF YEAR				
	<u>\$ 23,505,294</u>	<u>\$ 8,592,249</u>	<u>\$ 12,130,957</u>	<u>\$ 6,805,889</u>



GOVERNMENTAL FUNDS (continued)
2013 - 2015 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)

	Total Governmental Funds			
	2013	2014	2014	2015
	Actual	Budget	Revised	Budget
REVENUES				
Property Tax	\$ 7,601,277	\$ 7,547,241	\$ 7,656,589	\$ 7,656,589
Sales Tax	65,025,314	64,785,417	67,263,559	69,740,787
General Use Tax	3,280,505	3,380,673	3,380,538	3,475,193
Building Material Use Tax	2,667,747	2,518,129	2,667,743	2,742,439
Motor Vehicle Use Tax	5,504,341	5,456,701	5,456,483	5,456,483
Specific Ownership Tax	595,804	597,227	597,227	613,949
Tobacco Products Tax	357,990	357,782	347,250	336,833
Business & Occupation Tax	2,669,856	2,501,351	2,669,856	2,744,612
Franchise Charges & Other Taxes	6,517,677	6,387,090	6,387,090	6,565,929
Hotel Accommodation Tax	1,106,365	1,000,000	1,000,000	1,000,000
Licenses & Permits	2,983,251	2,933,524	3,005,508	3,104,134
Intergovernmental Revenue	20,482,808	22,860,658	25,065,542	19,509,172
Charges for Services	13,919,513	14,050,414	14,424,381	14,369,360
Fines & Forfeits	1,279,097	1,280,015	1,280,015	1,280,015
Investment Income	231,878	740,272	754,152	760,321
All Other Revenues	855,865	660,413	731,896	728,415
	<u>135,079,288</u>	<u>137,056,907</u>	<u>142,687,829</u>	<u>140,084,231</u>
EXPENDITURES				
Mayor and City Council	448,538	482,057	507,646	520,382
City Manager's Office	2,657,738	3,541,559	4,195,018	4,998,480
City Attorney's Office	1,583,535	1,617,937	1,593,853	1,624,218
City Clerk's Office	782,398	836,518	870,226	882,749
Community Resources	25,531,346	31,520,515	35,114,049	32,548,916
Employee Relations	1,396,414	1,628,529	1,644,215	1,668,372
Finance	3,028,142	3,992,976	4,156,491	4,020,794
Information Technology	4,700,171	6,090,418	6,012,390	6,251,671
Municipal Court	2,807,041	3,007,862	2,996,247	3,184,489
Planning	2,987,749	2,768,377	3,543,566	2,867,761
Police	42,218,287	45,308,726	44,966,883	46,834,717
Public Works	31,785,814	36,032,468	42,078,277	36,736,534
Non-Departmental	7,288,707	8,000,711	8,694,419	8,662,095
	<u>127,215,880</u>	<u>144,828,653</u>	<u>156,373,280</u>	<u>150,801,178</u>
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	5,915,916	3,551,343	3,360,478	3,224,700
Operating Transfers Out	(5,903,194)	(3,530,678)	(3,680,843)	(3,224,700)
	<u>12,722</u>	<u>20,665</u>	<u>(320,365)</u>	<u>-</u>
OTHER FINANCING SOURCES (USES)				
Excess (Deficiency) of Financial Sources over Financial Uses	7,876,130	(7,751,081)	(14,005,816)	(10,716,947)
FUND BALANCES, BEGINNING OF YEAR				
	<u>62,036,215</u>	<u>50,598,816</u>	<u>69,912,345</u>	<u>55,906,529</u>
FUND BALANCES, END OF YEAR				
	<u>\$ 69,912,345</u>	<u>\$ 42,847,735</u>	<u>\$ 55,906,529</u>	<u>\$ 45,189,582</u>



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
2013 - 2015 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES

	Conservation Trust Fund			
	2013 Actual	2014 Budget	2014 Revised	2015 Budget
REVENUES				
Hotel Accommodation Tax	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenue	1,550,074	1,300,000	1,350,000	1,300,000
Charges for Services	-	-	-	-
Investment Income	13,252	8,824	22,443	15,112
All Other Revenues	-	-	-	-
Total Revenues	1,563,326	1,308,824	1,372,443	1,315,112
EXPENDITURES				
City Manager's Office	-	-	-	-
Community Resources	1,128,376	1,517,669	1,767,669	2,033,106
Finance	-	-	-	-
Municipal Court	-	-	-	-
Planning	-	-	-	-
Police	-	-	-	-
Public Works	-	-	-	-
Non-Departmental	-	-	-	-
Total Expenditures	1,128,376	1,517,669	1,767,669	2,033,106
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-
Excess (Deficiency) of Financial Sources over Financial Uses	434,950	(208,845)	(395,226)	(717,994)
FUND BALANCES, BEGINNING OF YEAR				
	966,725	566,037	1,401,675	1,006,449
FUND BALANCES, END OF YEAR				
	<u>\$ 1,401,675</u>	<u>\$ 357,192</u>	<u>\$ 1,006,449</u>	<u>\$ 288,455</u>



SPECIAL REVENUE FUNDS (continued)
2013 - 2015 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)

	Economic Development Fund			
	2013 Actual	2014 Budget	2014 Revised	2015 Budget
REVENUES				
Hotel Accommodation Tax	\$ 1,106,365	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Intergovernmental Revenue	-	-	-	-
Charges for Services	79,275	52,000	65,000	65,000
Investment Income	43,295	53,676	43,000	43,000
All Other Revenues	-	-	-	-
Total Revenues	1,228,935	1,105,676	1,108,000	1,108,000
EXPENDITURES				
City Manager's Office	450,767	978,052	1,500,297	2,249,087
Community Resources	-	-	-	-
Finance	-	-	-	-
Municipal Court	-	-	-	-
Planning	-	-	-	-
Police	-	-	-	-
Public Works	-	-	-	-
Non-Departmental	-	-	-	-
Total Expenditures	450,767	978,052	1,500,297	2,249,087
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-
Excess (Deficiency) of Financial Sources over Financial Uses	778,168	127,624	(392,297)	(1,141,087)
FUND BALANCES, BEGINNING OF YEAR				
	3,738,778	3,838,132	4,516,946	4,124,649
FUND BALANCES, END OF YEAR				
	\$ 4,516,946	\$ 3,965,756	\$ 4,124,649	\$ 2,983,562



SPECIAL REVENUE FUNDS (continued)
2013 - 2015 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)

	Grants Fund			
	2013 Actual	2014 Budget	2014 Revised	2015 Budget
REVENUES				
Hotel Accommodation Tax	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenue	7,301,906	10,336,931	11,692,759	6,119,130
Charges for Services	-	-	-	-
Investment Income	1,323	-	1,500	-
All Other Revenues	-	-	30,000	-
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Total Revenues	7,303,229	10,336,931	11,724,259	6,119,130
EXPENDITURES				
City Manager's Office	-	-	-	-
Community Resources	1,215,513	1,342,603	1,534,480	1,252,749
Finance	36,802	37,645	38,139	39,958
Municipal Court	17,826	-	6,400	-
Planning	1,303,617	815,108	1,467,305	792,044
Police	2,176,309	2,485,328	2,341,793	2,408,247
Public Works	3,452,231	5,785,000	5,657,625	1,630,000
Non-Departmental	-	-	-	-
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Total Expenditures	8,202,298	10,465,684	11,045,742	6,122,998
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	-	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
Total Other Financing Sources (Uses)	-	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
Excess (Deficiency) of Financial Sources over Financial Uses	(899,069)	(128,753)	678,517	(3,868)
FUND BALANCES, BEGINNING OF YEAR				
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	251,688	215,625	(647,381)	31,136
FUND BALANCES, END OF YEAR				
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	\$ (647,381)	\$ 86,872	\$ 31,136	\$ 27,268
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SPECIAL REVENUE FUNDS (continued)
2013 - 2015 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)

	Heritage, Culture, and Arts Fund			
	2013 Actual	2014 Budget	2014 Revised	2015 Budget
REVENUES				
Hotel Accommodation Tax	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenue	265,367	230,000	260,000	440,000
Charges for Services	906,346	1,109,796	1,074,031	1,117,891
Investment Income	-	-	-	-
All Other Revenues	31,812	20,200	47,681	74,200
Total Revenues	1,203,525	1,359,996	1,381,712	1,632,091
EXPENDITURES				
City Manager's Office	-	-	-	-
Community Resources	2,187,188	2,584,133	2,571,961	2,935,643
Finance	-	-	-	-
Municipal Court	-	-	-	-
Planning	-	-	-	-
Police	-	-	-	-
Public Works	-	-	-	-
Non-Departmental	-	-	-	-
Total Expenditures	2,187,188	2,584,133	2,571,961	2,935,643
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	1,035,225	1,068,752	1,066,521	1,104,700
Total Other Financing Sources (Uses)	1,035,225	1,068,752	1,066,521	1,104,700
Excess (Deficiency) of Financial Sources over Financial Uses	51,562	(155,385)	(123,728)	(198,852)
FUND BALANCES, BEGINNING OF YEAR				
	429,762	419,251	481,324	357,596
FUND BALANCES, END OF YEAR				
	<u>\$ 481,324</u>	<u>\$ 263,866</u>	<u>\$ 357,596</u>	<u>\$ 158,744</u>



SPECIAL REVENUE FUNDS (continued)
2013 - 2015 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)

	Open Space Fund			
	2013 Actual	2014 Budget	2014 Revised	2015 Budget
REVENUES				
Hotel Accommodation Tax	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenue	4,689,658	4,413,565	5,152,346	5,040,533
Charges for Services	448	-	500	-
Investment Income	31,954	38,623	45,000	45,000
All Other Revenues	17,636	10,822	10,822	10,822
Total Revenues	4,739,696	4,463,010	5,208,668	5,096,355
EXPENDITURES				
City Manager's Office	-	-	-	-
Community Resources	3,850,976	4,287,644	5,312,474	5,866,588
Finance	-	-	-	-
Municipal Court	-	-	-	-
Planning	-	-	-	-
Police	-	-	-	-
Public Works	-	-	-	-
Non-Departmental	-	-	-	-
Total Expenditures	3,850,976	4,287,644	5,312,474	5,866,588
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-
Excess (Deficiency) of Financial Sources over Financial Uses	888,720	175,366	(103,806)	(770,233)
FUND BALANCES, BEGINNING OF YEAR				
	3,137,689	2,213,668	4,026,409	3,922,603
FUND BALANCES, END OF YEAR				
	<u>\$ 4,026,409</u>	<u>\$ 2,389,034</u>	<u>\$ 3,922,603</u>	<u>\$ 3,152,370</u>



SPECIAL REVENUE FUNDS (continued)
2013 - 2015 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)

	Total Special Revenue Funds			
	2013 Actual	2014 Budget	2014 Revised	2015 Budget
REVENUES				
Hotel Accommodation Tax	\$ 1,106,365	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Intergovernmental Revenue	13,807,005	16,280,496	18,455,105	12,899,663
Charges for Services	986,069	1,161,796	1,139,531	1,182,891
Investment Income	89,824	101,123	111,943	103,112
All Other Revenues	49,448	31,022	88,503	85,022
	<u>16,038,711</u>	<u>18,574,437</u>	<u>20,795,082</u>	<u>15,270,688</u>
EXPENDITURES				
City Manager's Office	450,767	978,052	1,500,297	2,249,087
Community Resources	8,382,053	9,732,049	11,186,584	12,088,086
Finance	36,802	37,645	38,139	39,958
Municipal Court	17,826	-	6,400	-
Planning	1,303,617	815,108	1,467,305	792,044
Police	2,176,309	2,485,328	2,341,793	2,408,247
Public Works	3,452,231	5,785,000	5,657,625	1,630,000
Non-Departmental	-	-	-	-
	<u>15,819,605</u>	<u>19,833,182</u>	<u>22,198,143</u>	<u>19,207,422</u>
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	1,035,225	1,068,752	1,066,521	1,104,700
	<u>1,035,225</u>	<u>1,068,752</u>	<u>1,066,521</u>	<u>1,104,700</u>
Excess (Deficiency) of Financial Sources over Financial Uses	1,254,331	(189,993)	(336,540)	(2,832,034)
FUND BALANCES, BEGINNING OF YEAR				
	<u>8,524,642</u>	<u>7,252,713</u>	<u>9,778,973</u>	<u>9,442,433</u>
FUND BALANCES, END OF YEAR				
	<u><u>\$ 9,778,973</u></u>	<u><u>\$ 7,062,720</u></u>	<u><u>\$ 9,442,433</u></u>	<u><u>\$ 6,610,399</u></u>



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
2013 - 2015 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES

	Capital Improvement Fund			
	2013	2014	2014	2015
	Actual	Budget	Revised	Budget
REVENUES				
Sales Tax	\$ 10,258,033	\$ 10,194,014	\$ 10,545,259	\$ 11,072,346
General Use Tax	521,457	563,558	563,423	579,199
Building Material Use Tax	444,628	419,772	444,624	457,073
Motor Vehicle Use Tax	917,663	909,632	909,414	909,414
Intergovernmental Revenue	1,925,340	1,914,432	1,931,984	1,931,984
Charges for Services	-	-	-	-
Investment Income	225,846	137,904	225,846	225,846
All Other Revenues	7,391	50,000	-	-
	<u>14,300,358</u>	<u>14,189,312</u>	<u>14,620,550</u>	<u>15,175,862</u>
EXPENDITURES				
City Manager's Office		-		
Community Resources	1,457,790	4,726,602	5,612,310	2,606,917
Finance	51,498	45,409	52,774	54,749
Information Technology	-	-	-	-
Planning	131,307	130,000	258,100	190,000
Police	1,215	-	-	-
Public Works	11,617,185	11,717,087	17,489,221	16,996,875
Non-Departmental	2,235,572	2,251,383	2,787,359	2,332,992
	<u>15,494,567</u>	<u>18,870,481</u>	<u>26,199,764</u>	<u>22,181,533</u>
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	4,645,000	1,520,000	1,520,000	2,120,000
Operating Transfers Out	(76,291)	(798,957)	(796,678)	(45,000)
	<u>4,568,709</u>	<u>721,043</u>	<u>723,322</u>	<u>2,075,000</u>
Excess (Deficiency) of Financial Sources over Financial Uses	3,374,500	(3,960,126)	(10,855,892)	(4,930,671)
FUND BALANCES, BEGINNING OF YEAR				
	<u>16,337,606</u>	<u>10,353,931</u>	<u>19,712,106</u>	<u>8,856,214</u>
FUND BALANCES, END OF YEAR				
	<u>\$ 19,712,106</u>	<u>\$ 6,393,805</u>	<u>\$ 8,856,214</u>	<u>\$ 3,925,543</u>



CAPITAL PROJECTS FUNDS
2013 - 2015 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)

	Equipment Replacement Fund			
	2013	2014	2014	2015
	Actual	Budget	Revised	Budget
REVENUES				
Sales Tax	\$ -	\$ -	\$ -	\$ -
General Use Tax	-	-	-	-
Building Material Use Tax	-	-	-	-
Motor Vehicle Use Tax	-	-	-	-
Intergovernmental Revenue	-	-	-	-
Charges for Services	1,851,014	2,063,603	2,041,288	1,913,603
Investment Income	-	-	-	-
All Other Revenues	303,658	150,000	150,000	150,000
	<u>2,154,672</u>	<u>2,213,603</u>	<u>2,191,288</u>	<u>2,063,603</u>
Total Revenues	2,154,672	2,213,603	2,191,288	2,063,603
EXPENDITURES				
City Manager's Office	161,689	190,000	267,000	240,000
Community Resources	-	-	-	-
Finance	-	-	-	-
Information Technology	362,605	1,141,957	923,690	728,000
Planning	-	-	-	-
Police	-	-	-	-
Public Works	1,773,774	2,253,000	2,253,000	1,490,000
Non-Departmental	-	-	-	-
	<u>2,298,068</u>	<u>3,584,957</u>	<u>3,443,690</u>	<u>2,458,000</u>
Total Expenditures	2,298,068	3,584,957	3,443,690	2,458,000
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	222,969	941,926	753,957	-
Operating Transfers Out	-	-	(20,000)	-
	<u>222,969</u>	<u>941,926</u>	<u>733,957</u>	<u>-</u>
Total Other Financing Sources (Uses)	222,969	941,926	733,957	-
Excess (Deficiency) of Financial Sources over Financial Uses	79,573	(429,428)	(518,445)	(394,397)
FUND BALANCES, BEGINNING OF YEAR				
	<u>3,713,615</u>	<u>2,627,872</u>	<u>3,793,188</u>	<u>3,274,743</u>
FUND BALANCES, END OF YEAR				
	<u>\$ 3,793,188</u>	<u>\$ 2,198,444</u>	<u>\$ 3,274,743</u>	<u>\$ 2,880,346</u>



CAPITAL PROJECTS FUNDS
2013 - 2015 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)

	Total Capital Projects Funds			
	2013	2014	2014	2015
	Actual	Budget	Revised	Budget
REVENUES				
Sales Tax	\$ 10,258,033	\$ 10,194,014	\$ 10,545,259	\$ 11,072,346
General Use Tax	521,457	563,558	563,423	579,199
Building Material Use Tax	444,628	419,772	444,624	457,073
Motor Vehicle Use Tax	917,663	909,632	909,414	909,414
Intergovernmental Revenue	1,925,340	1,914,432	1,931,984	1,931,984
Charges for Services	1,851,014	2,063,603	2,041,288	1,913,603
Investment Income	225,846	137,904	225,846	225,846
All Other Revenues	311,049	200,000	150,000	150,000
	<u>16,455,030</u>	<u>16,402,915</u>	<u>16,811,838</u>	<u>17,239,465</u>
EXPENDITURES				
City Manager's Office	161,689	190,000	267,000	240,000
Community Resources	1,457,790	4,726,602	5,612,310	2,606,917
Finance	51,498	45,409	52,774	54,749
Information Technology	362,605	1,141,957	923,690	728,000
Planning	131,307	130,000	258,100	190,000
Police	1,215	-	-	-
Public Works	13,390,959	13,970,087	19,742,221	18,486,875
Non-Departmental	2,235,572	2,251,383	2,787,359	2,332,992
	<u>17,792,635</u>	<u>22,455,438</u>	<u>29,643,454</u>	<u>24,639,533</u>
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	4,867,969	2,461,926	2,273,957	2,120,000
Operating Transfers Out	(76,291)	(798,957)	(816,678)	(45,000)
	<u>4,791,678</u>	<u>1,662,969</u>	<u>1,457,279</u>	<u>2,075,000</u>
Excess (Deficiency) of Financial Sources over Financial Uses	3,454,073	(4,389,554)	(11,374,337)	(5,325,068)
FUND BALANCES, BEGINNING OF YEAR				
	<u>20,051,221</u>	<u>12,981,803</u>	<u>23,505,294</u>	<u>12,130,957</u>
FUND BALANCES, END OF YEAR				
	<u>\$ 23,505,294</u>	<u>\$ 8,592,249</u>	<u>\$ 12,130,957</u>	<u>\$ 6,805,889</u>



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
2013 - 2015 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES

	Enterprise Funds			
	2013	2014	2014	2015
	Actual	Budget	Revised	Budget
REVENUES				
Charges for Services	\$ 11,509,756	\$ 11,738,842	\$ 12,102,566	\$ 10,925,201
Investment Income	84,841	93,608	87,478	87,478
Other Income	57,073	12,400	520,000	70,000
Total Revenues	<u>11,651,670</u>	<u>11,844,850</u>	<u>12,710,044</u>	<u>11,082,679</u>
EXPENDITURES				
Community Resources	4,501,762	5,004,800	4,987,518	5,055,428
Public Works	6,864,860	8,546,885	9,467,203	8,480,324
Non-Departmental	-	181,236	183,479	183,479
Total Expenditures	<u>11,366,622</u>	<u>13,732,921</u>	<u>14,638,200</u>	<u>13,719,231</u>
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	-	-	1,277,365	-
Total Other Financing Sources (Uses)	<u>-</u>	<u>-</u>	<u>1,277,365</u>	<u>-</u>
Excess (Deficiency) of Financial Sources over Financial Uses	285,048	(1,888,071)	(650,791)	(2,636,552)
NET POSITION, BEGINNING OF YEAR	<u>29,111,820</u>	<u>25,832,639</u>	<u>29,396,868</u>	<u>28,746,077</u>
NET POSITION, END OF YEAR	<u><u>\$ 29,396,868</u></u>	<u><u>\$ 23,944,568</u></u>	<u><u>\$ 28,746,077</u></u>	<u><u>\$ 26,109,525</u></u>



PROPRIETARY FUNDS
2013 - 2015 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)

	Internal Service Funds			
	2013	2014	2014	2015
	Actual	Budget	Revised	Budget
REVENUES				
Charges for Services	\$ 1,702,317	\$ 2,013,557	\$ 1,715,000	\$ 12,175,000
Investment Income	142,689	168,640	152,700	152,700
Other Income	-	-	-	-
Total Revenues	<u>1,845,006</u>	<u>2,182,197</u>	<u>1,867,700</u>	<u>12,327,700</u>
EXPENDITURES				
Community Resources	-	-	-	-
Public Works	-	-	-	-
Non-Departmental	<u>2,940,779</u>	<u>3,827,111</u>	<u>3,872,000</u>	<u>13,430,000</u>
Total Expenditures	<u>2,940,779</u>	<u>3,827,111</u>	<u>3,872,000</u>	<u>13,430,000</u>
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-
Excess (Deficiency) of Financial Sources over Financial Uses	(1,095,773)	(1,644,914)	(2,004,300)	(1,102,300)
NET POSITION, BEGINNING OF YEAR	<u>12,090,012</u>	<u>10,542,355</u>	<u>10,994,239</u>	<u>8,989,939</u>
NET POSITION, END OF YEAR	<u>\$ 10,994,239</u>	<u>\$ 8,897,441</u>	<u>\$ 8,989,939</u>	<u>\$ 7,887,639</u>



PROPRIETARY FUNDS
2013 - 2015 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)

	Total Proprietary Funds			
	2013 Actual	2014 Budget	2014 Revised	2015 Budget
REVENUES				
Charges for Services	\$ 13,212,073	\$ 13,752,399	\$ 13,817,566	\$ 23,100,201
Investment Income	227,530	262,248	240,178	240,178
Other Income	57,073	12,400	520,000	70,000
	<u>13,496,676</u>	<u>14,027,047</u>	<u>14,577,744</u>	<u>23,410,379</u>
EXPENDITURES				
Community Resources	4,501,762	5,004,800	4,987,518	5,055,428
Public Works	6,864,860	8,546,885	9,467,203	8,480,324
Non-Departmental	2,940,779	4,008,347	4,055,479	13,613,479
	<u>14,307,401</u>	<u>17,560,032</u>	<u>18,510,200</u>	<u>27,149,231</u>
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	-	-	1,277,365	-
	<u>-</u>	<u>-</u>	<u>1,277,365</u>	<u>-</u>
Total Other Financing Sources (Uses)	-	-	1,277,365	-
Excess (Deficiency) of Financial Sources over Financial Uses	(810,725)	(3,532,985)	(2,655,091)	(3,738,852)
NET POSITION,				
BEGINNING OF YEAR	<u>41,201,832</u>	<u>36,374,994</u>	<u>40,391,107</u>	<u>37,736,016</u>
NET POSITION,				
END OF YEAR	<u>\$ 40,391,107</u>	<u>\$ 32,842,009</u>	<u>\$ 37,736,016</u>	<u>\$ 33,997,164</u>



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
2013 - 2015 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES

	Golf Course Fund			
	2013	2014	2014	2015
	Actual	Budget	Revised	Budget
REVENUES				
Charges for Services	\$ 4,338,983	\$ 4,869,366	\$ 4,869,366	\$ 4,969,366
Investment Income	22	6,130	-	-
Other Income	33,021	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
Total Revenues	4,372,026	4,875,496	4,869,366	4,969,366
EXPENDITURES				
Community Resources	4,501,762	5,004,800	4,987,518	5,055,428
Public Works	-	-	-	-
Non-Departmental	-	15,487	16,232	16,232
	<hr/>	<hr/>	<hr/>	<hr/>
Total Expenditures	4,501,762	5,020,287	5,003,750	5,071,660
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	-	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
Total Other Financing Sources (Uses)	-	-	-	-
Excess (Deficiency) of Financial Sources over Financial Uses	(129,736)	(144,791)	(134,384)	(102,294)
NET POSITION,				
BEGINNING OF YEAR	<hr/>	<hr/>	<hr/>	<hr/>
	9,769,555	9,638,355	9,639,819	9,505,435
NET POSITION,				
END OF YEAR	<hr/>	<hr/>	<hr/>	<hr/>
	\$ 9,639,819	\$ 9,493,564	\$ 9,505,435	\$ 9,403,141



ENTERPRISE FUNDS
2013 - 2015 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)

	Sewer Fund			
	2013	2014	2014	2015
	Actual	Budget	Revised	Budget
REVENUES				
Charges for Services	\$ 3,567,000	\$ 3,261,776	\$ 3,628,000	\$ 3,628,000
Investment Income	39,906	41,462	41,462	41,462
Other Income	33,800	10,000	500,000	50,000
	<hr/>	<hr/>	<hr/>	<hr/>
Total Revenues	3,640,706	3,313,238	4,169,462	3,719,462
	<hr/>	<hr/>	<hr/>	<hr/>
EXPENDITURES				
Community Resources	-	-	-	-
Public Works	3,854,382	4,251,367	4,000,336	4,216,105
Non-Departmental	-	55,367	56,087	56,087
	<hr/>	<hr/>	<hr/>	<hr/>
Total Expenditures	3,854,382	4,306,734	4,056,423	4,272,192
	<hr/>	<hr/>	<hr/>	<hr/>
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	-	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
Total Other Financing Sources (Uses)	-	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
Excess (Deficiency) of Financial Sources over Financial Uses	(213,676)	(993,496)	113,039	(552,730)
	<hr/>	<hr/>	<hr/>	<hr/>
NET POSITION,				
BEGINNING OF YEAR	8,410,611	7,402,085	8,196,935	8,309,974
	<hr/>	<hr/>	<hr/>	<hr/>
NET POSITION,				
END OF YEAR	<u>\$ 8,196,935</u>	<u>\$ 6,408,589</u>	<u>\$ 8,309,974</u>	<u>\$ 7,757,244</u>



ENTERPRISE FUNDS
2013 - 2015 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)

	Stormwater Fund			
	2013	2014	2014	2015
	Actual	Budget	Revised	Budget
REVENUES				
Charges for Services	\$ 2,501,290	\$ 2,480,000	\$ 2,480,000	\$ 1,202,635
Investment Income	32,221	29,480	29,480	29,480
Other Income	(9,748)	-	-	-
Total Revenues	<u>2,523,763</u>	<u>2,509,480</u>	<u>2,509,480</u>	<u>1,232,115</u>
EXPENDITURES				
Community Resources	-	-	-	-
Public Works	2,058,692	3,192,329	4,130,379	3,182,881
Non-Departmental	-	59,509	60,145	60,145
Total Expenditures	<u>2,058,692</u>	<u>3,251,838</u>	<u>4,190,524</u>	<u>3,243,026</u>
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	-	-	1,277,365	-
Total Other Financing Sources (Uses)	<u>-</u>	<u>-</u>	<u>1,277,365</u>	<u>-</u>
Excess (Deficiency) of Financial Sources over Financial Uses	465,071	(742,358)	(403,679)	(2,010,911)
NET POSITION,				
BEGINNING OF YEAR	<u>9,403,286</u>	<u>7,529,548</u>	<u>9,868,357</u>	<u>9,464,678</u>
NET POSITION,				
END OF YEAR	<u><u>\$ 9,868,357</u></u>	<u><u>\$ 6,787,190</u></u>	<u><u>\$ 9,464,678</u></u>	<u><u>\$ 7,453,767</u></u>



ENTERPRISE FUNDS (continued)
2013 - 2015 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)

	Water Fund			
	2013 Actual	2014 Budget	2014 Revised	2015 Budget
REVENUES				
Charges for Services	\$ 1,102,483	\$ 1,127,700	\$ 1,125,200	\$ 1,125,200
Investment Income	12,692	16,536	16,536	16,536
Other Income	-	2,400	20,000	20,000
Total Revenues	<u>1,115,175</u>	<u>1,146,636</u>	<u>1,161,736</u>	<u>1,161,736</u>
EXPENDITURES				
Community Resources		-		
Public Works	951,786	1,103,189	1,336,488	1,081,338
Non-Departmental	-	50,873	51,015	51,015
Total Expenditures	<u>951,786</u>	<u>1,154,062</u>	<u>1,387,503</u>	<u>1,132,353</u>
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	-	-	-	-
Total Other Financing Sources (Uses)	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Excess (Deficiency) of Financial Sources over Financial Uses	163,389	(7,426)	(225,767)	29,383
NET POSITION, BEGINNING OF YEAR	<u>1,528,368</u>	<u>1,262,651</u>	<u>1,691,757</u>	<u>1,465,990</u>
NET POSITION, END OF YEAR	<u><u>\$ 1,691,757</u></u>	<u><u>\$ 1,255,225</u></u>	<u><u>\$ 1,465,990</u></u>	<u><u>\$ 1,495,373</u></u>



ENTERPRISE FUNDS (continued)
2013 - 2015 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)

	Total Enterprise Funds			
	2013	2014	2014	2015
	Actual	Budget	Revised	Budget
REVENUES				
Charges for Services	\$ 11,509,756	\$ 11,738,842	\$ 12,102,566	\$ 10,925,201
Investment Income	84,841	93,608	87,478	87,478
Other Income	57,073	12,400	520,000	70,000
	<u>11,651,670</u>	<u>11,844,850</u>	<u>12,710,044</u>	<u>11,082,679</u>
Total Revenues				
EXPENDITURES				
Community Resources	4,501,762	5,004,800	4,987,518	5,055,428
Public Works	6,864,860	8,546,885	9,467,203	8,480,324
Non-Departmental	-	181,236	183,479	183,479
	<u>11,366,622</u>	<u>13,732,921</u>	<u>14,638,200</u>	<u>13,719,231</u>
Total Expenditures				
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	-	-	1,277,365	-
	<u>-</u>	<u>-</u>	<u>1,277,365</u>	<u>-</u>
Total Other Financing Sources (Uses)				
Excess (Deficiency) of Financial Sources over Financial Uses	285,048	(1,888,071)	(650,791)	(2,636,552)
NET POSITION,				
BEGINNING OF YEAR	<u>29,111,820</u>	<u>25,832,639</u>	<u>29,396,868</u>	<u>28,746,077</u>
NET POSITION,				
END OF YEAR	<u>\$ 29,396,868</u>	<u>\$ 23,944,568</u>	<u>\$ 28,746,077</u>	<u>\$ 26,109,525</u>



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:

MEDICAL & 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
2013 - 2015 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES

Medical/Dental Self-Insurance Fund

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
REVENUES				
Charges for Services	\$ 882,317	\$ 1,193,557	\$ 895,000	\$ 11,355,000
Investment Income	19,343	30,580	20,000	20,000
Total Revenues	<u>901,660</u>	<u>1,224,137</u>	<u>915,000</u>	<u>11,375,000</u>
EXPENDITURES				
Non-Departmental	<u>775,965</u>	<u>1,166,431</u>	<u>800,000</u>	<u>10,358,000</u>
Total Expenditures	<u>775,965</u>	<u>1,166,431</u>	<u>800,000</u>	<u>10,358,000</u>
Excess (Deficiency) of Financial Sources over Financial Uses	125,695	57,706	115,000	1,017,000
NET POSITION, BEGINNING OF YEAR	<u>1,683,003</u>	<u>1,733,881</u>	<u>1,808,698</u>	<u>1,923,698</u>
NET POSITION, END OF YEAR	<u>\$ 1,808,698</u>	<u>\$ 1,791,587</u>	<u>\$ 1,923,698</u>	<u>\$ 2,940,698</u>



INTERNAL SERVICE FUNDS (continued)
2013 - 2015 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)

	2013	2014	2014	2015
	Actual	Budget	Revised	Budget
Property & Casualty Self-Insurance Fund				
REVENUES				
Charges for Services	\$ 335,000	\$ 335,000	\$ 335,000	\$ 335,000
Investment Income	41,203	42,718	42,700	42,700
	<hr/>	<hr/>	<hr/>	<hr/>
Total Revenues	376,203	377,718	377,700	377,700
EXPENDITURES				
Non-Departmental	1,028,559	1,158,573	1,497,500	1,497,500
	<hr/>	<hr/>	<hr/>	<hr/>
Total Expenditures	1,028,559	1,158,573	1,497,500	1,497,500
Excess (Deficiency) of Financial Sources over Financial Uses	(652,356)	(780,855)	(1,119,800)	(1,119,800)
NET POSITION, BEGINNING OF YEAR	<hr/> 3,591,009	<hr/> 2,852,806	<hr/> 2,938,653	<hr/> 1,818,853
NET POSITION, END OF YEAR	<hr/> \$ 2,938,653	<hr/> \$ 2,071,951	<hr/> \$ 1,818,853	<hr/> \$ 699,053



INTERNAL SERVICE FUNDS (continued)
2013 - 2015 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)

Table with 5 columns: Description, 2013 Actual, 2014 Budget, 2014 Revised, 2015 Budget. Rows include REVENUES (Charges for Services, Investment Income, Total Revenues), EXPENDITURES (Non-Departmental, Total Expenditures), Excess (Deficiency) of Financial Sources over Financial Uses, NET POSITION BEGINNING OF YEAR, and NET POSITION END OF YEAR.



INTERNAL SERVICE FUNDS (continued)
2013 - 2015 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)

Worker's Compensation Self-Insurance Fund

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
REVENUES				
Charges for Services	\$ 165,000	\$ 165,000	\$ 165,000	\$ 165,000
Investment Income	56,797	51,233	65,000	65,000
Total Revenues	<u>221,797</u>	<u>216,233</u>	<u>230,000</u>	<u>230,000</u>
EXPENDITURES				
Non-Departmental	<u>1,042,698</u>	<u>1,327,107</u>	<u>1,399,500</u>	<u>1,399,500</u>
Total Expenditures	<u>1,042,698</u>	<u>1,327,107</u>	<u>1,399,500</u>	<u>1,399,500</u>
Excess (Deficiency) of Financial Sources over Financial Uses	(820,901)	(1,110,874)	(1,169,500)	(1,169,500)
NET POSITION, BEGINNING OF YEAR	<u>4,545,781</u>	<u>3,507,651</u>	<u>3,724,880</u>	<u>2,555,380</u>
NET POSITION, END OF YEAR	<u>\$ 3,724,880</u>	<u>\$ 2,396,777</u>	<u>\$ 2,555,380</u>	<u>\$ 1,385,880</u>



INTERNAL SERVICE FUNDS (continued)
2013 - 2015 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)

	Total Internal Service Funds			
	2013 Actual	2014 Budget	2014 Revised	2015 Budget
REVENUES				
Charges for Services	\$ 1,702,317	\$ 2,013,557	\$ 1,715,000	\$ 12,175,000
Investment Income	142,689	168,640	152,700	152,700
	<u>1,845,006</u>	<u>2,182,197</u>	<u>1,867,700</u>	<u>12,327,700</u>
Total Revenues				
EXPENDITURES				
Non-Departmental	<u>2,940,779</u>	<u>3,827,111</u>	<u>3,872,000</u>	<u>13,430,000</u>
Total Expenditures	<u>2,940,779</u>	<u>3,827,111</u>	<u>3,872,000</u>	<u>13,430,000</u>
Excess (Deficiency) of Financial Sources over Financial Uses	(1,095,773)	(1,644,914)	(2,004,300)	(1,102,300)
NET POSITION,				
BEGINNING OF YEAR	<u>12,090,012</u>	<u>10,542,355</u>	<u>10,994,239</u>	<u>8,989,939</u>
NET POSITION,				
END OF YEAR	<u>\$ 10,994,239</u>	<u>\$ 8,897,441</u>	<u>\$ 8,989,939</u>	<u>\$ 7,887,639</u>



STRATEGIC PLAN



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STRATEGIC PLAN

This 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 (2015-2019)

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 2014 through 2019 indicate that given revenue estimates and current spending levels, the City will maintain a fund balance above 10 percent (10%) through 2019. 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.

- ❖ The City continues to receive significant Grant funding 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 five years into the future allowing the funding to be established for given projects at given time intervals. This allows staff and the City Council to better plan for upcoming projects needed, required, or requested by the community. Many of the capital projects receive grant funding for a given project that requires the City provide matching funds. This allows the City to best leverage and utilize available funding.

- ❖ No new programs have been added for 2014 through 2019.



FIVE-YEAR ASSUMPTIONS (2015-2019) (continued)

LONG-TERM PLANS (2015-2019)

- ❖ The following is a list of some of the significant plans for 2015-2019.
 - Update the City's Comprehensive Plan and create its first sustainability plan.
 - 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 an improving economy over the past year. Revenue projections for 2014 and 2015 assume a reasonable increase to sales and use tax revenues. Conservative forecasts were established using either the Denver-Boulder-Greeley Consumer Price Index (CPI) growth rate, a general inflation rate, and unique adjustments based on known new factors. A general inflation rate 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 increase slightly in 2014 and remain unchanged in 2015 through 2016. The City experienced a reduction in assessed values for 2011 through 2012 with slight increases in 2013. Bi-annual reassessments of property are conducted during odd years and payable during the following even years. A small increase is anticipated for years 2017 through 2019. Due to the property valuation trends we are experiencing, this revenue stream will be closely monitored and adjusted as the need arises.
- ❖ 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 2015 through 2019 revenue projections assume no TABOR refund.



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

REVENUE ASSUMPTIONS (continued)

- ❖ In the Special Revenue Funds, it is anticipated for 2015 through 2019 that only new dollars are forecasted and that all available 2014 spending will be made. The Enterprise Funds for 2015 through 2019 reflect modest increases in revenue with a decrease in overall fund balance due to expenditures being slightly higher than revenues. Internal Service Funds show a significant increase in revenues and expenditures in 2015 and forward due to the anticipated implementation of employee medical becoming a self-insured program. Overall fund balance is projected to remain steady in years 2016-2019. 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 a general inflation rate. 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 increase in expenditures is in the cost of personnel. A salary increase of 3.5 percent (3.5%) is planned for 2015 and a 2.3 percent (2.3%) for 2016 through 2019. Medical benefits are expected to increase by 12.5 percent (12.5%) per year and no increase is expected for Dental benefits.
- ❖ 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.
- ❖ A General Fund transfer of \$1,400,000 in 2014 is being made to the Capital Improvement Fund for improvements to the Civic Center Plaza, garage, and drive aisle. A General Fund transfer in the amount of \$2,000,000 will be made in 2015 to supplement the annual sidewalk construction program.
- ❖ 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

	2010 Actual	2011 Actual	2012 Actual	2013 Actual
REVENUES				
Property Tax	\$ 8,039,443	\$ 7,986,944	\$ 7,573,830	\$ 7,601,278
Sales Tax	46,629,393	48,457,915	50,860,692	54,767,281
General Use Tax	2,470,286	2,753,778	2,624,355	2,759,048
Building Material Use Tax	2,229,571	2,061,472	2,060,070	2,223,119
Motor Vehicle Use Tax	3,528,841	3,751,489	4,187,345	4,586,678
Specific Ownership Tax	571,499	541,358	565,590	595,804
Tobacco Products Tax	373,052	366,364	364,123	357,990
Business & Occupation Tax	1,909,019	2,142,379	2,355,526	2,669,856
Franchise Charges & Other Taxes	6,699,177	7,061,942	6,187,090	6,517,676
Licenses & Permits	2,928,913	2,739,114	2,730,119	2,983,251
Intergovernmental Revenue	5,347,029	5,097,802	4,970,392	4,750,463
Charges for Services	9,948,859	10,365,425	10,528,756	11,082,429
Fines & Forfeits	1,434,599	1,520,956	1,421,983	1,279,097
Investment Income	274,025	661,954	215,455	(83,792)
All Other Revenues	1,515,480	1,296,229	1,554,286	495,369
Total Revenues	<u>93,899,186</u>	<u>96,805,121</u>	<u>98,199,612</u>	<u>102,585,547</u>
EXPENDITURES				
Mayor and City Council	484,112	437,414	441,144	448,538
City Manager's Office	1,809,200	1,918,818	1,856,242	2,045,282
City Attorney's Office	1,462,165	1,445,238	1,461,783	1,583,535
City Clerk's Office	726,555	680,531	724,665	782,398
Community Resources	14,560,388	15,244,786	15,422,741	15,691,503
Employee Relations	1,209,531	1,318,000	1,334,563	1,396,414
Finance	2,750,451	2,686,839	2,706,095	2,939,842
Information Technology	3,918,116	4,412,719	4,271,347	4,337,566
Municipal Court	2,484,012	2,509,849	2,710,692	2,789,215
Planning	1,039,908	1,179,384	1,387,131	1,552,825
Police	37,949,069	38,423,248	38,768,531	40,040,763
Public Works	13,646,163	14,089,992	14,236,889	14,942,624
Non-Departmental	5,960,159	6,031,164	5,173,199	5,053,135
Total Expenditures	<u>87,999,829</u>	<u>90,377,982</u>	<u>90,495,022</u>	<u>93,603,640</u>
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	308,320	16,189	20,665	12,722
Operating Transfers Out	(2,156,565)	(3,655,258)	(5,801,335)	(5,826,903)
Total Other Financing Sources (Uses)	<u>(1,848,245)</u>	<u>(3,639,069)</u>	<u>(5,780,670)</u>	<u>(5,814,181)</u>
Excess (Deficiency) of Financial Sources over Financial Uses	4,051,112	2,788,070	1,923,920	3,167,726
FUND BALANCES, BEGINNING OF YEAR				
	<u>24,697,250</u>	<u>28,748,362</u>	<u>31,536,432</u>	<u>33,460,352</u>
FUND BALANCES, END OF YEAR				
	<u>\$ 28,748,362</u>	<u>\$ 31,536,432</u>	<u>\$ 33,460,352</u>	<u>\$ 36,628,078</u>



GENERAL FUND (continued)

2014 Revised	2015 Budget	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast
\$ 7,656,589	\$ 7,656,589	\$ 7,656,589	\$ 7,809,721	\$ 7,809,721	\$ 7,809,721
56,718,300	58,668,441	59,821,810	60,998,246	62,198,211	63,422,175
2,817,115	2,895,994	2,982,874	3,072,360	3,164,531	3,259,467
2,223,119	2,285,366	2,331,074	2,377,695	2,425,249	2,473,754
4,547,069	4,547,069	4,638,010	4,730,770	4,825,385	4,921,893
597,227	613,949	626,228	638,753	651,528	664,559
347,250	336,833	336,833	336,833	336,833	336,833
2,669,856	2,744,612	2,799,504	2,855,494	2,912,604	2,970,856
6,387,090	6,565,929	6,686,742	6,809,971	6,935,665	7,063,873
3,005,508	3,104,134	3,165,330	3,143,531	3,226,691	3,312,398
4,678,453	4,677,525	4,710,385	4,743,545	4,777,009	4,810,779
11,243,562	11,272,866	11,425,663	11,562,815	11,707,065	11,823,551
1,280,015	1,280,015	1,280,015	1,280,015	1,280,015	1,280,015
416,363	431,363	431,363	506,103	419,177	211,435
493,393	493,393	505,085	515,300	525,725	536,360
<u>105,080,909</u>	<u>107,574,078</u>	<u>109,397,505</u>	<u>111,381,152</u>	<u>113,195,409</u>	<u>114,897,669</u>
507,646	520,382	527,962	543,577	561,144	580,907
2,427,721	2,509,393	2,577,068	2,618,480	2,694,936	2,776,888
1,593,853	1,624,218	1,662,609	1,703,593	1,747,439	1,794,451
870,226	882,749	909,121	937,267	967,498	999,977
18,315,155	17,853,913	18,269,319	18,685,456	19,158,045	19,663,842
1,644,215	1,668,372	1,722,109	1,779,348	1,841,292	1,908,034
4,065,578	3,926,087	4,041,121	4,178,426	4,301,454	4,433,840
5,088,700	5,523,671	5,630,120	5,090,307	5,211,564	5,341,375
2,989,847	3,184,489	3,283,524	3,389,025	3,501,620	3,622,084
1,818,161	1,885,717	1,942,808	2,002,111	2,067,109	2,136,722
42,625,090	44,426,470	45,898,734	47,367,348	49,055,404	50,869,120
16,678,431	16,619,659	16,939,000	17,291,532	17,655,235	18,044,762
5,907,060	6,329,103	6,048,476	6,124,117	6,222,965	6,317,374
<u>104,531,683</u>	<u>106,954,223</u>	<u>109,451,971</u>	<u>111,710,587</u>	<u>114,985,705</u>	<u>118,489,376</u>
977,000	-	-	-	-	-
<u>(3,821,165)</u>	<u>(3,179,700)</u>	<u>(1,410,000)</u>	<u>(1,460,000)</u>	<u>(1,510,000)</u>	<u>(1,560,000)</u>
<u>(2,844,165)</u>	<u>(3,179,700)</u>	<u>(1,410,000)</u>	<u>(1,460,000)</u>	<u>(1,510,000)</u>	<u>(1,560,000)</u>
(2,294,939)	(2,559,845)	(1,464,466)	(1,789,435)	(3,300,296)	(5,151,707)
<u>36,628,078</u>	<u>34,333,139</u>	<u>31,773,294</u>	<u>30,308,828</u>	<u>28,519,393</u>	<u>25,219,097</u>
<u>\$ 34,333,139</u>	<u>\$ 31,773,294</u>	<u>\$ 30,308,828</u>	<u>\$ 28,519,393</u>	<u>\$ 25,219,097</u>	<u>\$ 20,067,390</u>

**SPECIAL REVENUE FUNDS**

	2010 Actual	2011 Actual	2012 Actual	2013 Actual
REVENUES				
Hotel Accommodation Tax	\$ 890,059	\$ 926,884	\$ 1,102,176	\$ 1,106,365
Intergovernmental Revenue	16,792,599	16,876,529	14,336,967	13,807,005
Charges for Services	972,480	1,035,769	903,860	986,069
Investment Income	135,230	108,182	74,127	89,824
All Other Revenues	<u>36,307</u>	<u>18,559</u>	<u>57,163</u>	<u>49,448</u>
Total Revenues	<u>18,826,675</u>	<u>18,965,923</u>	<u>16,474,293</u>	<u>16,038,711</u>
EXPENDITURES				
City Manager's Office	875,648	595,525	469,946	450,767
Community Resources	8,384,776	9,065,692	9,431,128	8,382,053
Finance	22,044	495,088	(441,570)	36,802
Municipal Court	40,651	47,598	58,515	17,826
Planning	852,879	1,035,605	1,463,158	1,303,617
Police	3,733,475	3,134,997	2,932,466	2,176,309
Public Works	3,491,740	3,474,584	1,476,513	3,452,231
Non-Departmental	<u>402,636</u>	<u>553,984</u>	<u>147,717</u>	<u>-</u>
Total Expenditures	<u>17,803,849</u>	<u>18,403,073</u>	<u>15,537,873</u>	<u>15,819,605</u>
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	949,829	965,976	1,045,296	1,035,225
Operating Transfers Out	<u>(290,701)</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Other Financing Sources (Uses)	<u>659,128</u>	<u>965,976</u>	<u>1,045,296</u>	<u>1,035,225</u>
Excess (Deficiency) of Financial Sources over Financial Uses	1,681,954	1,528,826	1,981,716	1,254,331
FUND BALANCES, BEGINNING OF YEAR				
	<u>3,332,146</u>	<u>5,014,100</u>	<u>6,542,926</u>	<u>8,524,642</u>
FUND BALANCES, END OF YEAR				
	<u>\$ 5,014,100</u>	<u>\$ 6,542,926</u>	<u>\$ 8,524,642</u>	<u>\$ 9,778,973</u>



SPECIAL REVENUE FUNDS (continued)

2014 Revised	2015 Budget	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast
\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
18,455,105	12,899,663	10,997,362	11,038,994	11,128,151	11,219,091
1,139,531	1,182,891	1,182,891	1,182,891	1,182,891	1,182,891
111,943	103,112	96,148	127,026	145,226	165,456
88,503	85,022	85,022	85,022	85,022	85,022
<u>20,795,082</u>	<u>15,270,688</u>	<u>13,361,423</u>	<u>13,433,933</u>	<u>13,541,290</u>	<u>13,652,460</u>
1,500,297	2,249,087	2,264,230	2,279,483	2,297,025	2,315,983
11,186,584	12,088,086	10,215,832	10,095,413	10,179,234	10,376,976
38,139	39,958	41,641	43,460	45,429	47,568
6,400	-				
1,467,305	792,044	795,011	880,924	876,034	888,364
2,341,793	2,408,247	2,431,674	2,342,678	2,345,073	2,347,718
5,657,625	1,630,000	485,000	485,000	485,000	485,000
-					
<u>22,198,143</u>	<u>19,207,422</u>	<u>16,233,388</u>	<u>16,126,958</u>	<u>16,227,795</u>	<u>16,461,609</u>
1,066,521	1,104,700	1,145,000	1,195,000	1,245,000	1,295,000
-	-				
<u>1,066,521</u>	<u>1,104,700</u>	<u>1,145,000</u>	<u>1,195,000</u>	<u>1,245,000</u>	<u>1,295,000</u>
(336,540)	(2,832,034)	(1,726,965)	(1,498,025)	(1,441,505)	(1,514,149)
<u>9,778,973</u>	<u>9,442,433</u>	<u>6,610,399</u>	<u>4,883,434</u>	<u>3,385,409</u>	<u>1,943,904</u>
<u>\$ 9,442,433</u>	<u>\$ 6,610,399</u>	<u>\$ 4,883,434</u>	<u>\$ 3,385,409</u>	<u>\$ 1,943,904</u>	<u>\$ 429,755</u>



CAPITAL PROJECTS FUNDS

	2010 Actual	2011 Actual	2012 Actual	2013 Actual
REVENUES				
Sales Tax	\$ 9,168,047	\$ 9,407,809	\$ 9,674,585	\$ 10,258,033
General Use Tax	494,569	551,066	524,875	521,457
Building Material Use Tax	443,301	412,255	411,987	444,628
Motor Vehicle Use Tax	706,427	750,690	837,840	917,663
Intergovernmental Revenue	1,926,695	1,912,046	1,909,623	1,925,340
Charges for Services	1,769,950	1,787,977	1,875,463	1,851,014
Investment Income	406,178	257,833	203,044	225,846
All Other Revenues	187,557	206,804	110,543	311,049
Total Revenues	<u>15,102,724</u>	<u>15,286,480</u>	<u>15,547,960</u>	<u>16,455,030</u>
EXPENDITURES				
City Manager's Office	198,218	233,041	165,747	161,689
Community Resources	2,121,010	805,459	814,925	1,457,790
Finance	54,167	55,878	42,486	51,498
Information Technology	731,086	702,422	1,306,598	362,605
Planning	269,863	49,433	168,235	131,307
Police	395,232	1,282	1,298	1,215
Public Works	11,508,202	11,918,224	11,189,459	13,390,959
Non-Departmental	3,667,642	3,689,949	3,490,124	2,235,572
Total Expenditures	<u>18,945,420</u>	<u>17,455,688</u>	<u>17,178,872</u>	<u>17,792,635</u>
OTHER FINANCING SOURCES (USES)				
Capital Lease/Loan Proceeds	-	-	-	-
Operating Transfers In	2,301,029	2,621,482	4,756,039	4,867,969
Operating Transfers Out	(761,508)	-	-	(76,291)
Total Other Financing Sources (Uses)	<u>1,539,521</u>	<u>2,621,482</u>	<u>4,756,039</u>	<u>4,791,678</u>
Excess (Deficiency) of Financial Sources over Financial Uses	(2,303,175)	452,274	3,125,127	3,454,073
FUND BALANCES, BEGINNING OF YEAR				
	<u>18,776,995</u>	<u>16,473,820</u>	<u>16,926,094</u>	<u>20,051,221</u>
FUND BALANCES, END OF YEAR				
	<u>\$ 16,473,820</u>	<u>\$ 16,926,094</u>	<u>\$ 20,051,221</u>	<u>\$ 23,505,294</u>



CAPITAL PROJECTS FUNDS (continued)

2014 Revised	2015 Budget	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast
\$ 10,545,259	\$ 11,072,346	\$ 11,072,346	\$ 10,926,923	\$ 11,145,461	\$ 11,368,370
563,423	579,199	579,199	588,625	600,398	612,406
444,624	457,073	457,073	436,731	445,465	454,375
909,414	909,414	909,414	946,381	965,309	984,615
1,931,984	1,931,984	1,931,984	1,931,984	1,931,984	1,931,984
2,041,288	1,913,603	2,474,011	2,517,960	2,564,109	2,612,564
225,846	225,846	225,846	27,454	33,563	29,433
150,000	150,000	150,000	150,000	150,000	150,000
<u>16,811,838</u>	<u>17,239,465</u>	<u>17,799,873</u>	<u>17,526,058</u>	<u>17,836,289</u>	<u>18,143,747</u>
267,000	240,000	240,000	240,000	240,000	240,000
5,612,310	2,606,917	787,000	787,000	670,000	670,000
52,774	54,749	56,927	59,272	61,803	64,541
923,690	728,000	128,000	128,000	128,000	128,000
258,100	190,000	190,000	190,000	190,000	190,000
-	-	-	-	-	-
19,742,221	18,486,875	13,326,525	14,211,499	15,098,666	16,520,005
2,787,359	2,332,992	2,332,992	2,334,355	2,373,322	2,413,068
<u>29,643,454</u>	<u>24,639,533</u>	<u>17,061,444</u>	<u>17,950,126</u>	<u>18,761,791</u>	<u>20,225,614</u>
-	-	-	-	-	-
2,273,957	2,120,000	385,000	385,000	385,000	385,000
(816,678)	(45,000)	(120,000)	(120,000)	(120,000)	(120,000)
<u>1,457,279</u>	<u>2,075,000</u>	<u>265,000</u>	<u>265,000</u>	<u>265,000</u>	<u>265,000</u>
(11,374,337)	(5,325,068)	1,003,429	(159,068)	(660,502)	(1,816,867)
<u>23,505,294</u>	<u>12,130,957</u>	<u>6,805,889</u>	<u>7,809,318</u>	<u>7,650,250</u>	<u>6,989,748</u>
<u>\$ 12,130,957</u>	<u>\$ 6,805,889</u>	<u>\$ 7,809,318</u>	<u>\$ 7,650,250</u>	<u>\$ 6,989,748</u>	<u>\$ 5,172,881</u>



ENTERPRISE FUNDS

	2010 Actual	2011 Actual	2012 Actual	2013 Actual
REVENUES				
Charges for Services	\$ 10,137,515	\$ 10,390,142	\$ 11,107,277	\$ 11,509,756
Investment Income	214,837	121,171	98,664	84,841
All Other Revenues	<u>719,270</u>	<u>79,202</u>	<u>181,560</u>	<u>57,073</u>
Total Revenues	<u>11,071,622</u>	<u>10,590,515</u>	<u>11,387,501</u>	<u>11,651,670</u>
EXPENDITURES				
Community Resources	4,500,860	4,359,649	4,419,166	4,501,762
Public Works	6,441,374	6,561,522	6,940,088	6,864,860
Non-Departmental	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Expenditures	<u>10,942,234</u>	<u>10,921,171</u>	<u>11,359,254</u>	<u>11,366,622</u>
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	-	67,800	-	-
Operating Transfers Out	<u>(332,785)</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Other Financing Sources (Uses)	<u>(332,785)</u>	<u>67,800</u>	<u>-</u>	<u>-</u>
Excess (Deficiency) of Financial Sources over Financial Uses	(203,397)	(262,856)	28,247	285,048
NET POSITION, BEGINNING OF YEAR	<u>29,549,826</u>	<u>29,346,429</u>	<u>29,083,573</u>	<u>29,111,820</u>
NET POSITION, END OF YEAR	<u>\$ 29,346,429</u>	<u>\$ 29,083,573</u>	<u>\$ 29,111,820</u>	<u>\$ 29,396,868</u>



ENTERPRISE FUNDS (continued)

2014 Revised	2015 Budget	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast
\$ 12,102,566	\$ 10,925,201	\$ 12,417,766	\$ 12,643,727	\$ 12,880,985	\$ 13,130,105
87,478	87,478	87,478	89,645	81,679	84,748
<u>520,000</u>	<u>70,000</u>	<u>70,000</u>	<u>70,000</u>	<u>70,000</u>	<u>70,000</u>
<u>12,710,044</u>	<u>11,082,679</u>	<u>12,575,244</u>	<u>12,803,372</u>	<u>13,032,664</u>	<u>13,284,853</u>
4,987,518	5,055,428	5,088,274	5,176,224	5,272,402	5,373,591
9,467,203	8,480,324	9,974,051	8,945,300	8,548,487	8,815,265
<u>183,479</u>	<u>183,479</u>	<u>183,479</u>	<u>183,479</u>	<u>183,479</u>	<u>183,479</u>
<u>14,638,200</u>	<u>13,719,231</u>	<u>15,245,804</u>	<u>14,305,003</u>	<u>14,004,368</u>	<u>14,372,335</u>
1,277,365	-	-	-	-	-
<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<u>1,277,365</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
(650,791)	(2,636,552)	(2,670,560)	(1,501,631)	(971,704)	(1,087,482)
<u>29,396,868</u>	<u>28,746,077</u>	<u>26,109,525</u>	<u>23,438,965</u>	<u>21,937,334</u>	<u>20,965,630</u>
<u>\$ 28,746,077</u>	<u>\$ 26,109,525</u>	<u>\$ 23,438,965</u>	<u>\$ 21,937,334</u>	<u>\$ 20,965,630</u>	<u>\$ 19,878,148</u>



INTERNAL SERVICE FUNDS

	2010 Actual	2011 Actual	2012 Actual	2013 Actual
REVENUES				
Charges for Services	\$ 3,994,285	\$ 3,120,503	\$ 1,698,589	\$ 1,702,317
Intergovernmental	-	185,909	-	142,689
Investment Income	<u>355,934</u>	<u>235,796</u>	<u>175,512</u>	<u>-</u>
Total Revenues	<u>4,350,219</u>	<u>3,542,208</u>	<u>1,874,101</u>	<u>1,845,006</u>
EXPENDITURES				
Non-Departmental	<u>3,888,557</u>	<u>2,622,401</u>	<u>2,310,961</u>	<u>2,940,779</u>
Total Expenditures	<u>3,888,557</u>	<u>2,622,401</u>	<u>2,310,961</u>	<u>2,940,779</u>
Excess (Deficiency) of Financial Sources over Financial Uses	461,662	919,807	(436,860)	(1,095,773)
NET POSITION, BEGINNING OF YEAR	<u>11,145,403</u>	<u>11,607,065</u>	<u>12,526,872</u>	<u>12,090,012</u>
NET POSITION, END OF YEAR	<u>\$ 11,607,065</u>	<u>\$ 12,526,872</u>	<u>\$ 12,090,012</u>	<u>\$ 10,994,239</u>



INTERNAL SERVICE FUNDS (continued)

2014 Revised	2015 Budget	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast
\$ 1,715,000	\$ 12,175,000	\$ 13,979,000	\$ 15,679,000	\$ 15,679,000	\$ 15,679,000
152,700	152,700	152,700	216,807	254,332	286,677
-					
<u>1,867,700</u>	<u>12,327,700</u>	<u>14,131,700</u>	<u>15,895,807</u>	<u>15,933,332</u>	<u>15,965,677</u>
<u>3,872,000</u>	<u>13,430,000</u>	<u>16,136,000</u>	<u>15,964,189</u>	<u>16,090,779</u>	<u>16,224,048</u>
<u>3,872,000</u>	<u>13,430,000</u>	<u>16,136,000</u>	<u>15,964,189</u>	<u>16,090,779</u>	<u>16,224,048</u>
(2,004,300)	(1,102,300)	(2,004,300)	(68,382)	(157,447)	(258,371)
<u>10,994,239</u>	<u>8,989,939</u>	<u>7,887,639</u>	<u>5,883,339</u>	<u>5,814,957</u>	<u>5,657,510</u>
<u>\$ 8,989,939</u>	<u>\$ 7,887,639</u>	<u>\$ 5,883,339</u>	<u>\$ 5,814,957</u>	<u>\$ 5,657,510</u>	<u>\$ 5,399,139</u>



ALL FUNDS SUMMARY

	2010 Actual	2011 Actual	2012 Actual	2013 Actual
REVENUES				
Property Tax	\$ 8,039,443	\$ 7,986,944	\$ 7,573,830	\$ 7,601,278
Sales Tax	55,797,440	57,865,724	60,535,277	65,025,314
General Use Tax	2,964,855	3,304,844	3,149,230	3,280,505
Building Material Use Tax	2,672,872	2,473,727	2,472,057	2,667,747
Motor Vehicle Use Tax	4,235,268	4,502,179	5,025,185	5,504,341
Specific Ownership Tax	571,499	541,358	565,590	595,804
Tobacco Products Tax	373,052	366,364	364,123	357,990
Business & Occupation Tax	1,909,019	2,142,379	2,355,526	2,669,856
Franchise Charges & Other Taxes	6,699,177	7,061,942	6,187,090	6,517,676
Hotel Accomodation Tax	890,059	926,884	1,102,176	1,106,365
Licenses & Permits	2,928,913	2,739,114	2,730,119	2,983,251
Intergovernmental Revenue	24,066,323	24,072,286	21,216,982	20,625,497
Charges for Services	26,823,089	26,699,816	26,113,945	27,131,585
Fines & Forfeits	1,434,599	1,520,956	1,421,983	1,279,097
Investment Income	1,386,204	1,384,936	766,802	316,719
All Other Revenues	2,458,614	1,600,794	1,903,552	912,939
Total Revenues	<u>143,250,426</u>	<u>145,190,247</u>	<u>143,483,467</u>	<u>148,575,964</u>
EXPENDITURES				
Mayor and City Council	484,112	437,414	441,144	448,538
City Manager's Office	2,883,066	2,747,384	2,491,935	2,657,738
City Attorney' Office	1,462,165	1,445,238	1,461,783	1,583,535
City Clerk's Office	726,555	680,531	724,665	782,398
Community Resources	29,567,034	29,475,586	30,087,960	30,033,108
Employee Relations	1,209,531	1,318,000	1,334,563	1,396,414
Finance	2,826,662	3,237,805	2,307,011	3,028,142
Information Technology	4,649,202	5,115,141	5,577,945	4,700,171
Municipal Court	2,524,663	2,557,447	2,769,207	2,807,041
Planning	2,162,650	2,264,422	3,018,524	2,987,749
Police	42,077,776	41,559,527	41,702,295	42,218,287
Public Works	35,087,479	36,044,322	33,842,949	38,650,674
Non-Departmental	13,918,994	12,897,498	11,122,001	10,229,486
Total Expenditures	<u>139,579,889</u>	<u>139,780,315</u>	<u>136,881,982</u>	<u>141,523,281</u>
OTHER FINANCING SOURCES (USES)				
Capital Lease/Loan Proceeds	-	-	-	-
Operating Transfers In	3,559,178	3,671,447	5,822,000	5,915,916
Operating Transfers Out	(3,541,559)	(3,655,258)	(5,801,335)	(5,903,194)
Total Other Financing Sources (Uses)	<u>17,619</u>	<u>16,189</u>	<u>20,665</u>	<u>12,722</u>
Excess (Deficiency) of Financial Sources over Financial Uses	3,688,156	5,426,121	6,622,150	7,065,405
FUND BALANCES/NET POSITION, BEGINNING OF YEAR	<u>87,501,620</u>	<u>91,189,776</u>	<u>96,615,897</u>	<u>103,238,047</u>
FUND BALANCES/NET POSITION, END OF YEAR	<u>\$ 91,189,776</u>	<u>\$ 96,615,897</u>	<u>\$ 103,238,047</u>	<u>\$ 110,303,452</u>



2014 Revised	2015 Budget	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast
\$ 7,656,589	\$ 7,656,589	\$ 7,656,589	\$ 7,809,721	\$ 7,809,721	\$ 7,809,721
67,263,559	69,740,787	70,894,156	71,925,169	73,343,672	74,790,545
3,380,538	3,475,193	3,562,073	3,660,985	3,764,929	3,871,873
2,667,743	2,742,439	2,788,147	2,814,426	2,870,714	2,928,129
5,456,483	5,456,483	5,547,424	5,677,151	5,790,694	5,906,508
597,227	613,949	626,228	638,753	651,528	664,559
347,250	336,833	336,833	336,833	336,833	336,833
2,669,856	2,744,612	2,799,504	2,855,494	2,912,604	2,970,856
6,387,090	6,565,929	6,686,742	6,809,971	6,935,665	7,063,873
1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
3,005,508	3,104,134	3,165,330	3,143,531	3,226,691	3,312,398
25,218,242	19,661,872	17,792,431	17,931,330	18,091,476	18,248,531
28,241,947	37,469,561	41,479,331	43,586,393	44,014,050	44,428,111
1,280,015	1,280,015	1,280,015	1,280,015	1,280,015	1,280,015
841,630	847,799	840,835	750,228	679,645	491,072
1,251,896	798,415	810,107	820,322	830,747	841,382
<u>157,265,573</u>	<u>163,494,610</u>	<u>167,265,745</u>	<u>171,040,322</u>	<u>173,538,984</u>	<u>175,944,406</u>
507,646	520,382	527,962	543,577	561,144	580,907
4,195,018	4,998,480	5,081,298	5,137,963	5,231,961	5,332,871
1,593,853	1,624,218	1,662,609	1,703,593	1,747,439	1,794,451
870,226	882,749	909,121	937,267	967,498	999,977
40,101,567	37,604,344	34,360,425	34,744,093	35,279,681	36,084,409
1,644,215	1,668,372	1,722,109	1,779,348	1,841,292	1,908,034
4,156,491	4,020,794	4,139,689	4,281,158	4,408,686	4,545,949
6,012,390	6,251,671	5,758,120	5,218,307	5,339,564	5,469,375
2,996,247	3,184,489	3,283,524	3,389,025	3,501,620	3,622,084
3,543,566	2,867,761	2,927,819	3,073,035	3,133,143	3,215,086
44,966,883	46,834,717	48,330,408	49,710,026	51,400,477	53,216,838
51,545,480	45,216,858	40,724,576	40,933,331	41,787,388	43,865,032
12,749,898	22,275,574	24,700,947	24,606,140	24,870,545	25,137,969
<u>174,883,480</u>	<u>177,950,409</u>	<u>174,128,607</u>	<u>176,056,863</u>	<u>180,070,438</u>	<u>185,772,982</u>
-	-	-	-	-	-
5,594,843	3,224,700	1,530,000	1,580,000	1,630,000	1,680,000
(4,637,843)	(3,224,700)	(1,530,000)	(1,580,000)	(1,630,000)	(1,680,000)
<u>957,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
(16,660,907)	(14,455,799)	(6,862,862)	(5,016,541)	(6,531,454)	(9,828,576)
<u>110,303,452</u>	<u>93,642,545</u>	<u>79,186,746</u>	<u>72,323,884</u>	<u>67,307,343</u>	<u>60,775,889</u>
<u>\$ 93,642,545</u>	<u>\$ 79,186,746</u>	<u>\$ 72,323,884</u>	<u>\$ 67,307,343</u>	<u>\$ 60,775,889</u>	<u>\$ 50,947,313</u>

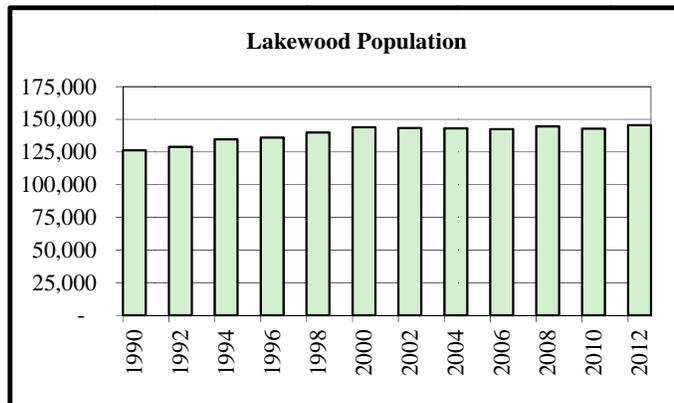


DEMOGRAPHICS

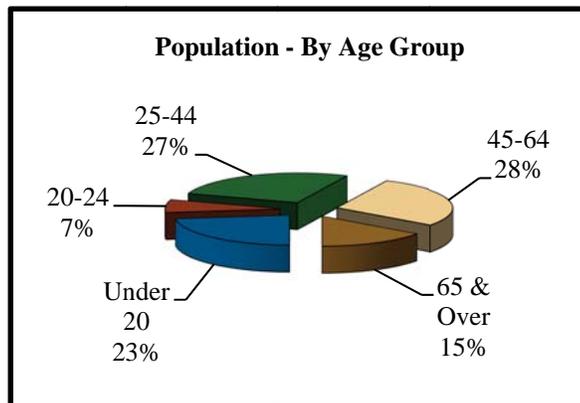
Lakewood Population Forecasts and Growth Rate

	1990	2000	2010	2020	2030	% Change 2000-2010
Lakewood	126,481	144,126	142,980	N/A	N/A	-0.80%
Jefferson County	438,430	527,056	534,543	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





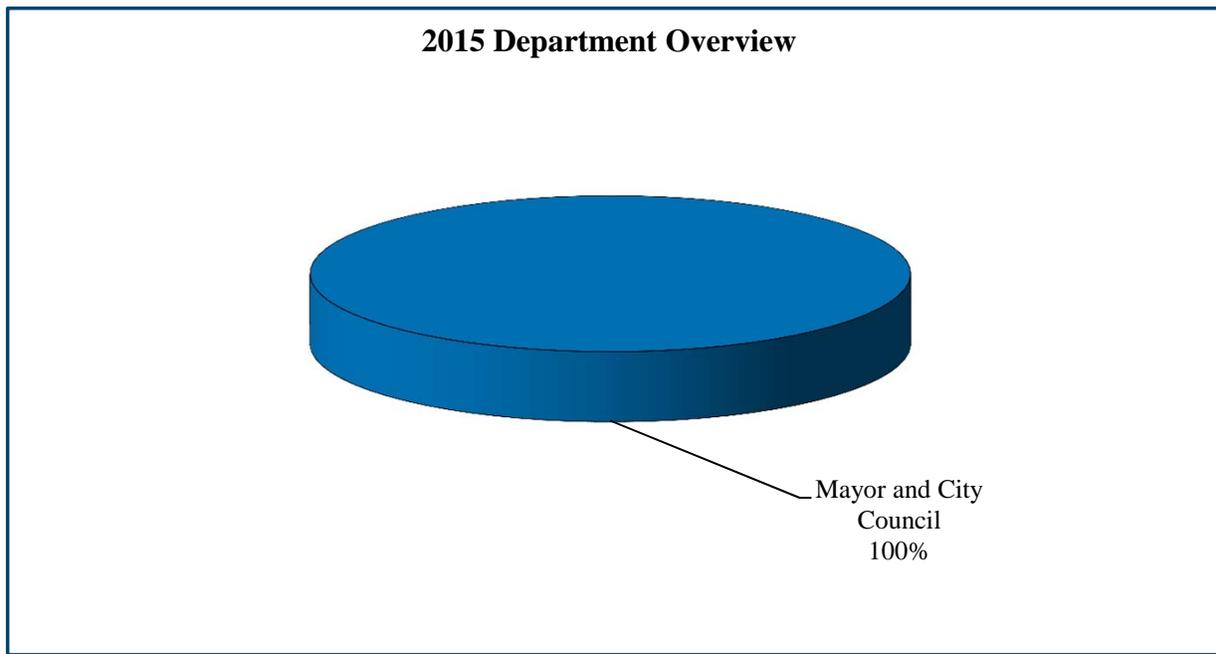
OPERATING SUMMARIES



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MAYOR AND CITY COUNCIL



	2013 Actuals	2014 Budget	2014 Revised	2015 Budget
Mayor and City Council	\$ 448,538	\$ 482,057	\$ 507,646	\$ 520,382
TOTAL:	\$ 448,538	\$ 482,057	\$ 507,646	\$ 520,382
Percent to All Funds	0.32%	0.30%	0.29%	0.29%



MAYOR AND CITY COUNCIL

(303) 987-7040

www.lakewood.org/CityCouncil/



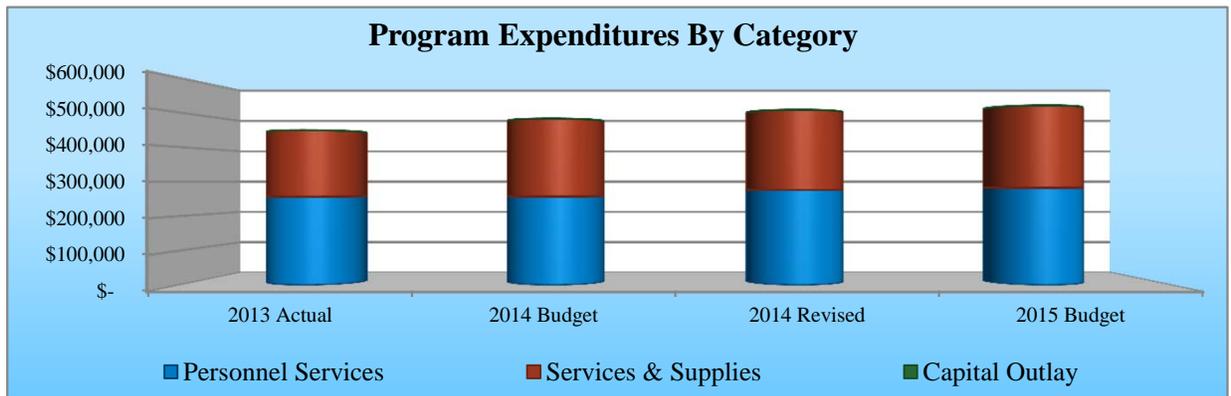


Department: Mayor and City Council

Mission Statement: Quality lifestyle fostered by a transparent government.

Department Expenditures By Category

	2013 Actuals	2014 Budget	2014 Revised	2015 Budget
Personnel Services	\$ 256,061	\$ 256,431	\$ 275,720	\$ 281,956
Services & Supplies	\$ 192,477	\$ 225,626	\$ 231,926	\$ 238,426
Capital Outlay	\$ -	\$ -	\$ -	\$ -
TOTAL:	\$ 448,538	\$ 482,057	\$ 507,646	\$ 520,382



Department Expenditures By Fund

	2013 Actuals	2014 Budget	2014 Revised	2015 Budget
General Fund	\$ 448,538	\$ 482,057	\$ 507,646	\$ 520,382
TOTAL:	\$ 448,538	\$ 482,057	\$ 507,646	\$ 520,382



Full-Time Positions

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

	2013 Revised	2014 Budget	2014 Revised	2015 Budget
Mayor*	1.00	1.00	1.00	1.00
City Council Members*	10.00	10.00	10.00	10.00
Total Full-Time Positions (FTE):	-	-	-	-
Part-Time Hours	-	-	-	-
Total Full-Time and Part-Time Positions Stated as FTE	-	-	-	-

*Positions are not included in Citywide staffing counts

Budget Variances

❖ None



City of Lakewood

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

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
- Quality Transportation Options
- 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 his 2014 State of the City speech at the annual community luncheon that helps raise funds for nonprofit organizations in Lakewood, and the Lakewood-West Colfax Business Improvement District and Alameda Corridor Business Improvement District hosted the event.



Mayor Murphy delivers 2014 State of the City Report

- ◆ City Council is responsible for reviewing and approving the City's budget, on an annual basis, 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 2014, the City Council passed a new law requiring the City to license commercial waste haulers and proclaimed its support for a Zero Waste Initiative for its public meetings. City Council approved adding electronic smoking devices to the City's restrictions on smoking in public places and extended the moratorium of retail marijuana, deciding to put a question on the November 2014 ballot, asking Lakewood voters if they want to ban retail marijuana stores in Lakewood.
- ◆ 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. City Council also adopted the downtown Lakewood Connectivity and Urban Design Plan and a public arts master plan in 2014.

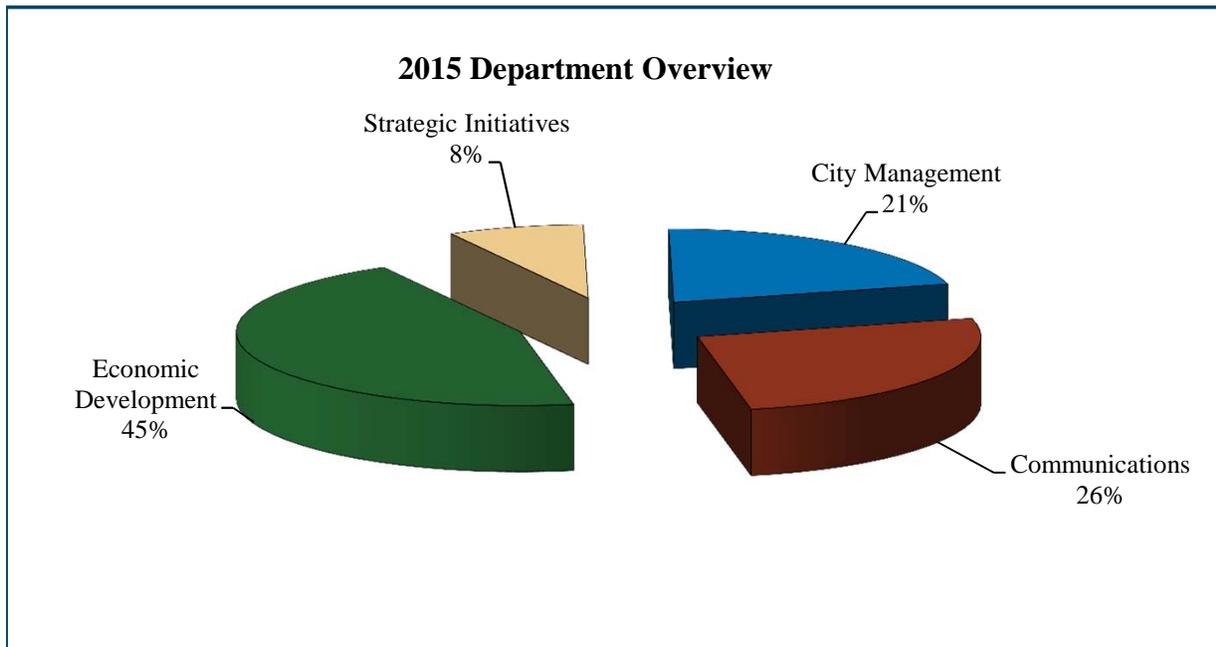




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CITY MANAGER'S OFFICE



	2013 Actual	2014 Budget	2014 Revised	2015 Budget
City Management	\$ 757,607	\$ 990,133	\$ 1,022,510	\$ 1,061,635
Communications	\$ 1,126,353	\$ 1,226,356	\$ 1,299,891	\$ 1,300,962
Economic Development	\$ 448,964	\$ 978,052	\$ 1,500,297	\$ 2,249,087
Strategic Initiatives	\$ 324,813	\$ 347,018	\$ 372,320	\$ 386,796
TOTAL:	\$ 2,657,737	\$ 3,541,559	\$ 4,195,018	\$ 4,998,480

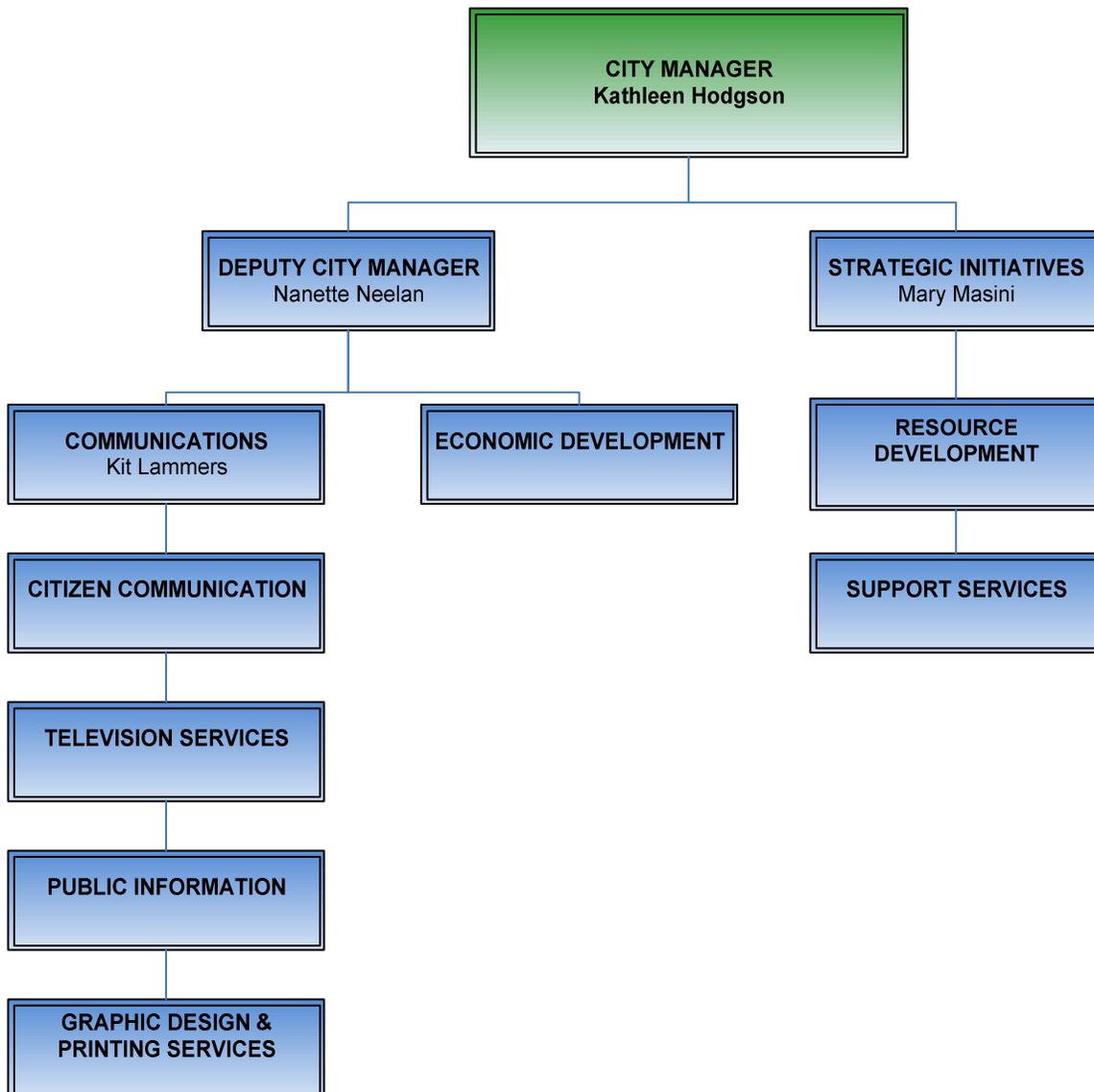
Percent to All Funds	1.88%	2.18%	2.41%	2.81%
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CITY MANAGER'S OFFICE

(303) 987-7050

www.lakewood.org/CMO/



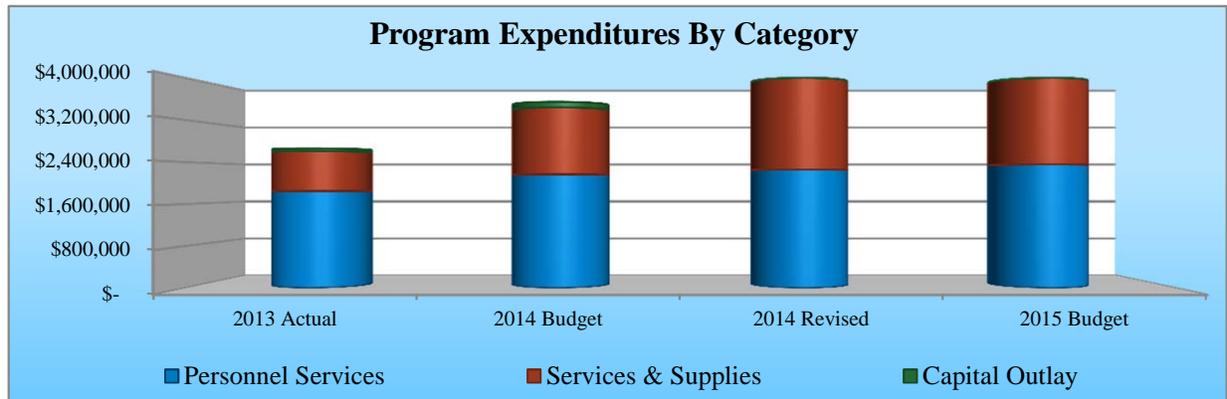


Department: City Manager's Office

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

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Personnel Services	\$ 1,845,914	\$ 2,165,762	\$ 2,256,321	\$ 2,354,683
Services & Supplies	\$ 762,485	\$ 1,272,797	\$ 1,753,697	\$ 2,485,797
Capital Outlay	\$ 49,339	\$ 103,000	\$ 185,000	\$ 158,000
TOTAL:	\$ 2,657,737	\$ 3,541,559	\$ 4,195,018	\$ 4,998,480



Department Expenditures By Fund

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
General Fund	\$ 2,047,085	\$ 2,373,507	\$ 2,427,721	\$ 2,509,393
Economic Development	\$ 448,964	\$ 978,052	\$ 1,500,297	\$ 2,249,087
Equipment Replacement	\$ 161,689	\$ 190,000	\$ 267,000	\$ 240,000
TOTAL:	\$ 2,657,737	\$ 3,541,559	\$ 4,195,018	\$ 4,998,480



Full-Time Positions

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

	2013 Revised	2014 Budget	2014 Revised	2015 Budget
City Manager	1.00	1.00	1.00	1.00
Deputy City Manager	1.00	1.00	1.00	1.00
Business Analyst II	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	1.00	1.00	1.00	1.00
Communications Specialist	1.00	1.00	1.00	1.00
Development Project Liaison	-	1.00	1.00	1.00
Economic Developmt Specialist	2.00	2.00	2.00	2.00
Economic Developmt Research Asst	-	-	1.00	1.00
Exec Asst to Mayor & CM	1.00	1.00	1.00	1.00
Manager of Communications	1.00	1.00	1.00	1.00
Manager of Strategic Initiatives	1.00	1.00	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	1.00	1.00	1.00	1.00
Resource Development Specialist	2.00	2.00	2.00	2.00
Resource Development Supervisor	1.00	1.00	1.00	1.00
Superv of Graphic & Print Services	1.00	1.00	1.00	1.00
Television Production Specialist	1.00	1.00	1.00	1.00
Total Full-Time Positions (FTE):	20.41	21.00	22.00	22.00
Part-Time Hours	3,447	3,447	3,447	3,447
Total Full-Time and Part-Time Positions Stated as FTE	22.07	22.66	23.66	23.66

Budget Variances

❖ **Personnel Services**

- ♦ 2013 Actual vs. 2014 Budget is up \$319,848 due to a reorganization and a vacant position.

❖ **Services & Supplies**

- ♦ 2013 Actual vs. 2014 Budget is up \$510,313 in order to fund ongoing critical services, the citizen survey, legislative lobbying efforts, and for programming for unanticipated projects that may arise of which unexpended funds will be returned to the fund balance.
- ♦ 2014 Budget vs. 2014 Revised is up \$480,900 due to the addition of consulting, legal services, marketing and development projects of which unexpended funds will be returned to the fund balance.
- ♦ 2014 Revised vs. 2015 Budget is up \$732,100 due to the addition of consulting and legal services for development projects of which unexpended funds will be returned to the fund balance.



Budget Variances (continued)

❖ Capital Outlay

- ♦ 2013 Actual vs. 2014 Budget is up \$53,661 due to the transition to HD video.
- ♦ 2014 Budget vs. 2014 Revised is up \$82,000 due to the transition to HD video and the one time installation of fiber lines and equipment for Channel 8 funded out of the PEG account.

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**

❖ QUALITY TRANSPORTATION OPTIONS

- ♦ **GOAL: Maintain a commitment to the highest level of quality transportation options 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



Core Values / Goals (continued)

- ◆ **GOAL: Ensure appropriate staffing and technology levels to provide cost-effective services to residents**
- ◆ **GOAL: Oversee and direct the operations of the City organization**
- ❖ **QUALITY LIVING ENVIRONMENT**
- ◆ **GOAL: Implement policies adopted by the City Council that are all encompassing and each one contributing to the overall quality of living in Lakewood**
- ◆ **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.

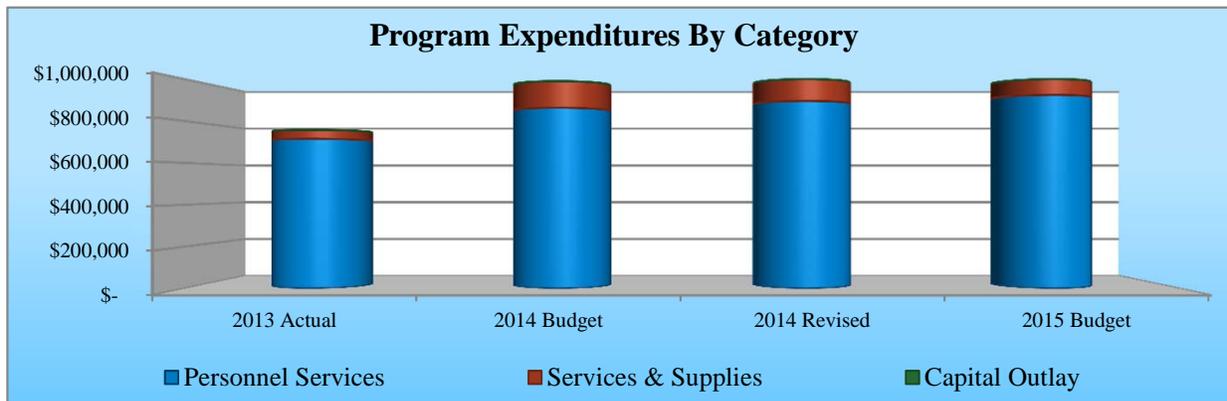


Program: City Management
Department: City Manager's Office
Division: City Management

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 appraises the Council and community on operating results. All activities and expectations associated with each of the various Core Community Values performed within the various City departments are done with the consent and oversight of the City Manager's Office.

Department Expenditures By Category

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Personnel Services	\$ 715,009	\$ 863,183	\$ 895,560	\$ 924,685
Services & Supplies	\$ 42,598	\$ 126,950	\$ 126,950	\$ 136,950
Capital Outlay	\$ -	\$ -	\$ -	\$ -
TOTAL:	\$ 757,607	\$ 990,133	\$ 1,022,510	\$ 1,061,635



Department Expenditures By Fund

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
General Fund	\$ 757,607	\$ 990,133	\$ 1,022,510	\$ 1,061,635
TOTAL:	\$ 757,607	\$ 990,133	\$ 1,022,510	\$ 1,061,635



Full-Time Positions

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

	2013 Revised	2014 Budget	2014 Revised	2015 Budget
City Manager	1.00	1.00	1.00	1.00
Deputy City Manager	1.00	1.00	1.00	1.00
Business Specialist	1.00	1.00	1.00	1.00
Business Support Specialist	0.50	0.50	1.00	1.00
Citizen Outreach Specialist	1.00	1.00	1.00	1.00
Development Project Liaison	-	1.00	1.00	1.00
Exec Asst to Mayor & CM	1.00	1.00	1.00	1.00
Total Full-Time Positions (FTE):	5.50	6.50	7.00	7.00
Part-Time Hours	-	-	-	-
Total Full-Time and Part-Time Positions Stated as FTE	5.50	6.50	7.00	7.00

Budget Variances

❖ **Personnel Services**

- ◆ 2013 Actual vs. 2014 Budget is up \$148,174 primarily due to a new position, Development Project Liaison, being added plus anticipated annual salary and benefit increases.

❖ **Services & Supplies**

- ◆ 2013 Actual vs. 2014 Budget is up \$84,352 in order to fund two ongoing critical services within the City Management budget, the citizen survey and legislative lobbying efforts and the alignment of several accounts within the City Manager's budget.
- ◆ 2014 Revised vs. the 2015 Budget is up \$10,000 in order to fund an increase in ongoing fees for dues and memberships.

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 questions**



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

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

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 quality transportation options 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.



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

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

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

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

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.



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

Expectation: Municipal buildings will be maintained.

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

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

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

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

◆ **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.

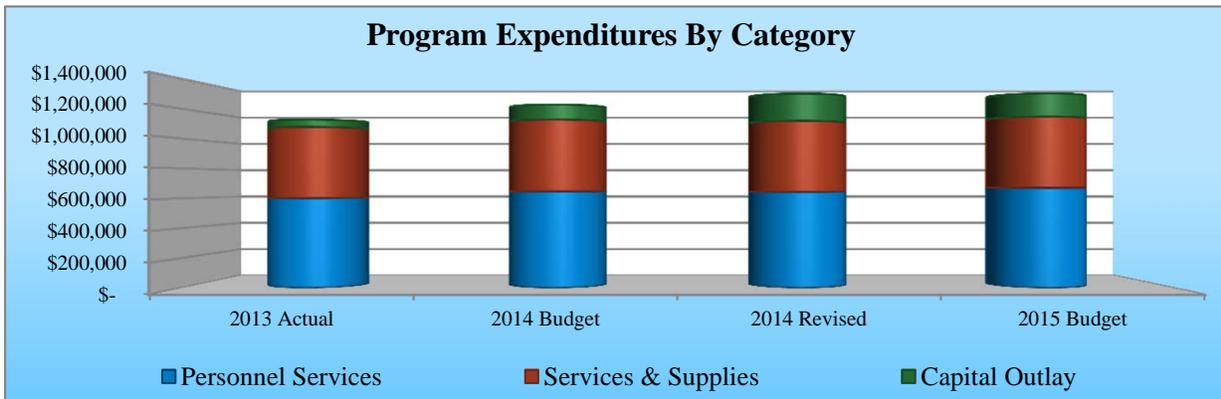


Program: Communications
Department: City Manager's Office
Division: Communications

Purpose: The Communications Division in the City Manager's Office is responsible for public information through a variety of avenues including our website, local and national media, print and graphic media, and programming for 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

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Personnel Services	\$ 601,030	\$ 645,909	\$ 642,444	\$ 670,515
Services & Supplies	\$ 476,116	\$ 480,447	\$ 475,447	\$ 475,447
Capital Outlay	\$ 49,207	\$ 100,000	\$ 182,000	\$ 155,000
TOTAL:	\$ 1,126,353	\$ 1,226,356	\$ 1,299,891	\$ 1,300,962



Department Expenditures By Fund

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
General Fund	\$ 964,664	\$ 1,036,356	\$ 1,032,891	\$ 1,060,962
Equipment Replacement	\$ 161,689	\$ 190,000	\$ 267,000	\$ 240,000
TOTAL:	\$ 1,126,353	\$ 1,226,356	\$ 1,299,891	\$ 1,300,962



Full-Time Positions

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

	2013 Revised	2014 Budget	2014 Revised	2015 Budget
Manager of Communications	1.00	1.00	1.00	1.00
Communications Specialist	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	1.00	1.00	1.00	1.00
Supervisor of Graphic & Print Services	1.00	1.00	1.00	1.00
Television Production Specialist	1.00	1.00	1.00	1.00
Total Full-Time Positions (FTE):	7.00	7.00	7.00	7.00
Part-Time Hours	2,324	2,324	2,324	2,324
Total Full-Time and Part-Time Positions Stated as FTE	8.12	8.12	8.12	8.12

Budget Variances

❖ **Personnel Services**

- ◆ 2013 Actual vs. 2014 Budget is up \$44,879 due to a reorganization.

❖ **Capital Outlay**

- ◆ 2013 Actual vs. 2014 Budget is up \$50,793 due to the transition to HD video.
- ◆ 2014 Budget vs. 2014 Revised is up \$82,000 due to the transition to HD video and the one time installation of fiber lines and equipment for Channel 8 funded by PEG revenues.
- ◆ 2014 Revised vs. 2015 Budget is down \$27,000 for one time installation of fiber lines and equipment for Channel 8 in 2014.



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 website, and use of social media tools.

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 LAKEWOOD8; on-demand information available anytime on Lakewood.org and a Civics 101 class for residents.



Lakewood8 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: Communications staff writes or 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.



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

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

The Communications Division continually looks for ways to educate and inform Lakewood residents through media, print, and electronic methods. Our City Facebook page now has a subscribed audience nearing 1,200 and reaches hundreds of people daily. Our City Twitter feed has reached a subscribed audience of just over 1,700.



Program: Economic Development

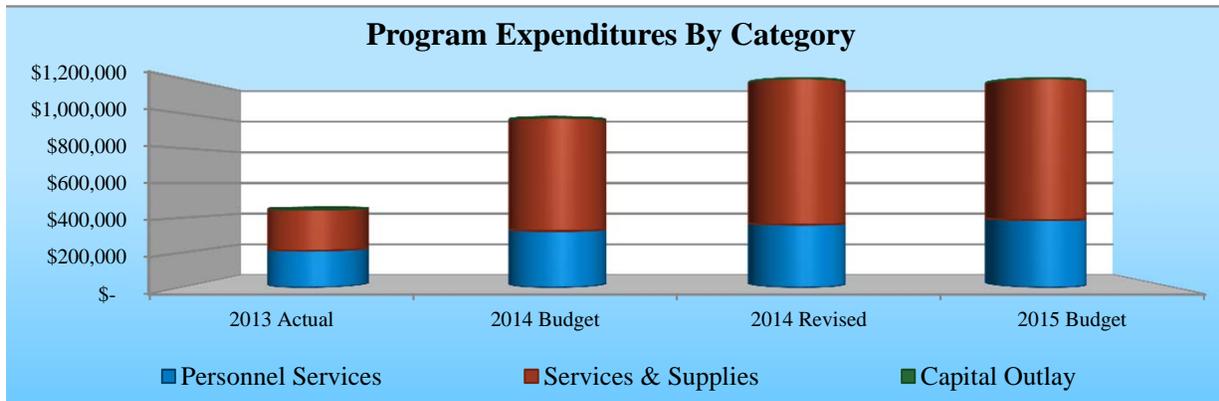
Department: City Manager's Office

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

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Personnel Services	\$ 211,931	\$ 324,652	\$ 360,997	\$ 387,687
Services & Supplies	\$ 236,901	\$ 650,400	\$ 1,136,300	\$ 1,858,400
Capital Outlay	\$ 132	\$ 3,000	\$ 3,000	\$ 3,000
TOTAL:	\$ 448,964	\$ 978,052	\$ 1,500,297	\$ 2,249,087



Program Expenditures By Fund

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Economic Development	\$ 448,964	\$ 978,052	\$ 1,500,297	\$ 2,249,087
TOTAL:	\$ 448,964	\$ 978,052	\$ 1,500,297	\$ 2,249,087



Full-Time Positions

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

	2013 Revised	2014 Budget	2014 Revised	2015 Budget
Business Analyst II	0.41	-	-	-
Business Support Specialist	0.50	0.50	-	-
Economic Developmt Specialist	2.00	2.00	2.00	2.00
Economic Developmt Research Asst	-	-	1.00	1.00
Multi Media Technician	1.00	1.00	1.00	1.00
Total Full-Time Positions (FTE):	3.91	3.50	4.00	4.00
Part-Time Hours	850	1,123	1,123	1,123
Total Full-Time and Part-Time Positions Stated as FTE	4.32	4.04	4.54	4.54

Budget Variances

❖ **Personnel Services**

- ◆ 2013 Actual vs. 2014 Budget increased \$112,721 due to a vacant position throughout 2013.
- ◆ 2014 Budget vs. 2014 Revised increased \$36,345 due to the reclassification of a position.

❖ **Services & Supplies**

- ◆ 2013 Actual vs. 2014 Budget increased \$413,499 due to programming for unanticipated projects that may arise of which unexpended funds will be returned to the fund balance.
- ◆ 2014 Budget vs. 2014 Revised increased \$485,900 due to the addition of consulting, legal services, marketing and development projects of which unexpended funds will be returned to the fund balance.
- ◆ 2014 Revised vs. 2015 Budget is up \$722,100 due to the addition of consulting and legal services for development projects of which unexpended funds will be returned to the fund balance.



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.



Economic Development staff meets with local small business owners

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.

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: Unveil a multi-faceted advertising and promotional campaign designed to interest developers, residents and businesses to the West Colfax corridor.

Expectation: As a core component of economic development, the ED team will continue to position West Colfax as a desirable and attractive location for new business, new development and residents.

Result- Benefit: The ED team will contribute to reinvestment along West Colfax Avenue.

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.



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

Result-Benefit: In 2014, 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.

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 American Job 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 works closely with developers and Planning staff to further Economic Development goals



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

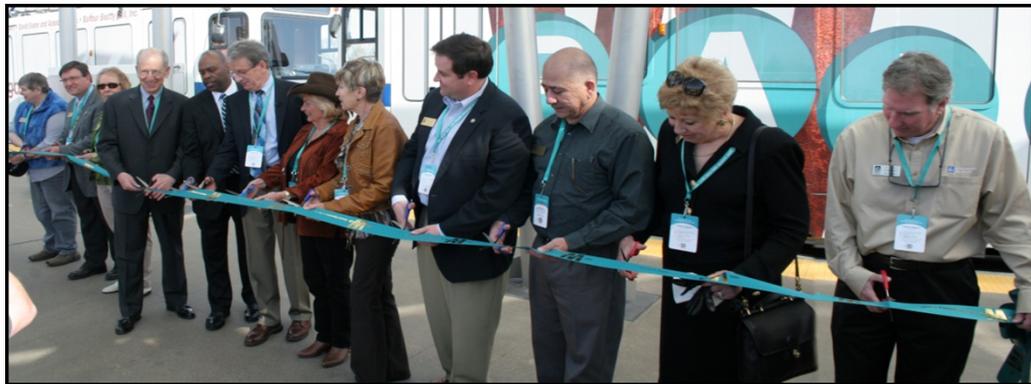
Result-Benefit: The City of Lakewood partnered with individuals and organizations throughout the community to support and establish programs that include the Lakewood-West Colfax Business Improvement District, the Alameda Gateway Community Association, the 40 West Arts District, Union Corridor Professionals Group, the South Lakewood Business Association, Jefferson County Economic Development Corporation, and others. ED also continued supporting business education programs and participated in the 2014 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 is already working on expansion plans. The West 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. The City of Lakewood has leveraged RTD's \$700 million dollar investment to further economic development goals.



Program: Strategic Initiatives

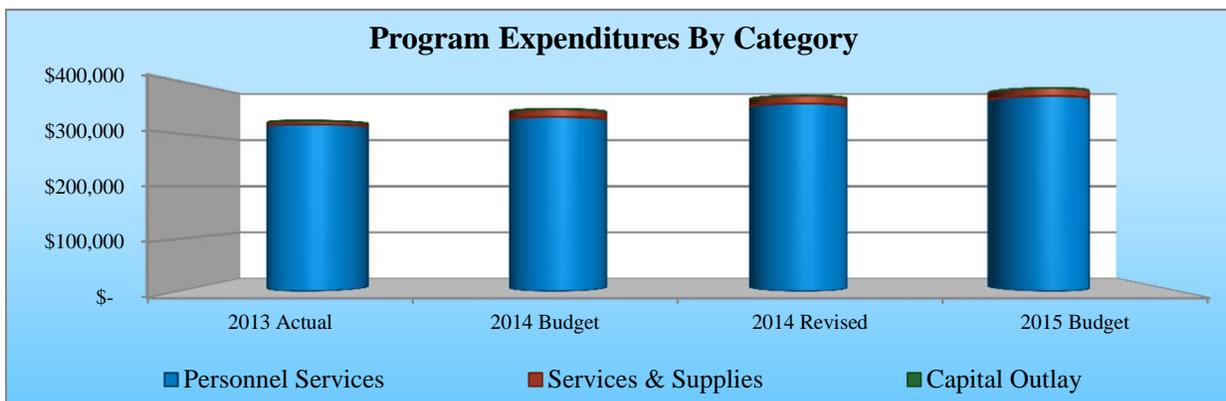
Department: City Manager's Office

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

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Personnel Services	\$ 317,944	\$ 332,018	\$ 357,320	\$ 371,796
Services & Supplies	\$ 6,869	\$ 15,000	\$ 15,000	\$ 15,000
Capital Outlay	\$ -	\$ -	\$ -	\$ -
TOTAL:	\$ 324,813	\$ 347,018	\$ 372,320	\$ 386,796



Department Expenditures By Fund

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
General Fund	\$ 324,813	\$ 347,018	\$ 372,320	\$ 386,796
TOTAL:	\$ 324,813	\$ 347,018	\$ 372,320	\$ 386,796



Full-Time Positions

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

	2013 Revised	2014 Budget	2014 Revised	2015 Budget
Manager of Strategic Initiatives	1.00	1.00	1.00	1.00
Resource Development Specialist	2.00	2.00	2.00	2.00
Resource Development Supervisor	1.00	1.00	1.00	1.00
Total Full-Time Positions (FTE):	4.00	4.00	4.00	4.00
Part-Time Hours	-	-	-	-
Total Full-Time and Part-Time Positions Stated as FTE	4.00	4.00	4.00	4.00

Budget Variances

❖ None

Goals / Activities / Expectations / Results-Benefits

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

Activity: Coordination with all City Departments on seeking alternative resources will continue.

Expectation: The Resource Development Program will provide information and support to department programs at defined levels.

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

Activity: Grant application, compliance and reporting procedures are identified and communicated to departments in coordination with Finance.

Expectation: City staff will gain a clear understanding on grant application, reporting requirements and procedures.

Result-Benefit: Coordination of outgoing grant applications and ensuring proper reporting and procedures are followed.

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: Community outreach of the Lakewood Linked program will continue.

Expectation: Meetings of coordination with community organizations will be held throughout the year.



Result-Benefit: Businesses, non-profits, faith based organizations, schools and government will work together and in coordination to enhance the Lakewood community.

Activity: The City 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: Division will monitor City activities supporting the Live Well Colorado Healthy Eating Active Living (HEAL) initiative.

Expectation: A process will be created to identify and record city-wide activities associated with the HEAL Campaign.

Result-Benefit: The City will successfully move toward the “Elite Cities and Towns” Campaign level.

General Comments

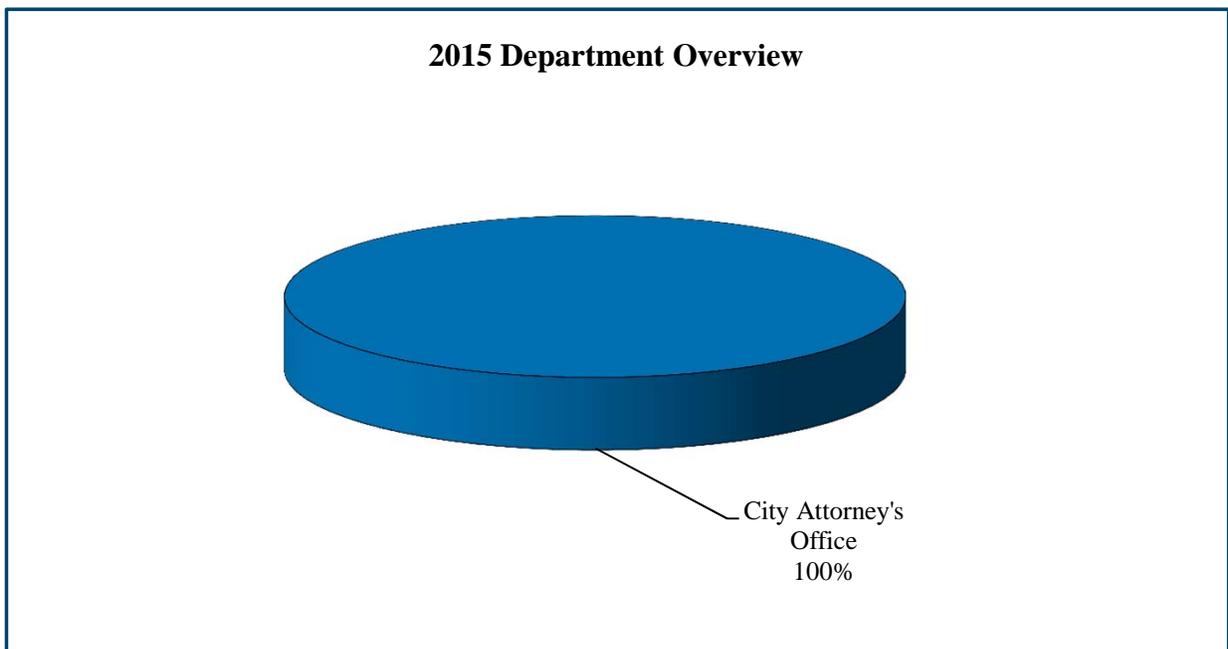
The Resource Development Program moved from Community Resources Department into the City Manager’s Office in August 2012. The program has historically sought opportunities through alternative resources to support programs and projects in Community Resources. The concept of the Resource Development Program 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



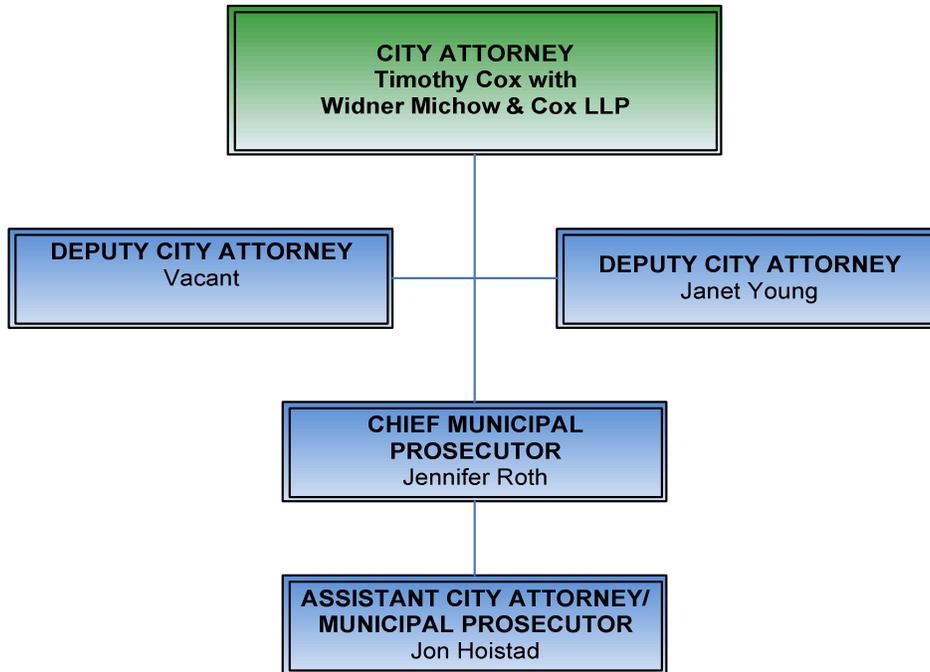
	2013 Actual	2014 Budget	2014 Revised	2015 Budget
City Attorney's Office	\$ 1,583,535	\$ 1,617,937	\$ 1,593,853	\$ 1,624,218
TOTAL:	\$ 1,583,535	\$ 1,617,937	\$ 1,593,853	\$ 1,624,218
Percent to All Funds	1.12%	1.00%	0.92%	0.91%



CITY ATTORNEY'S OFFICE

(303) 987-7450

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.

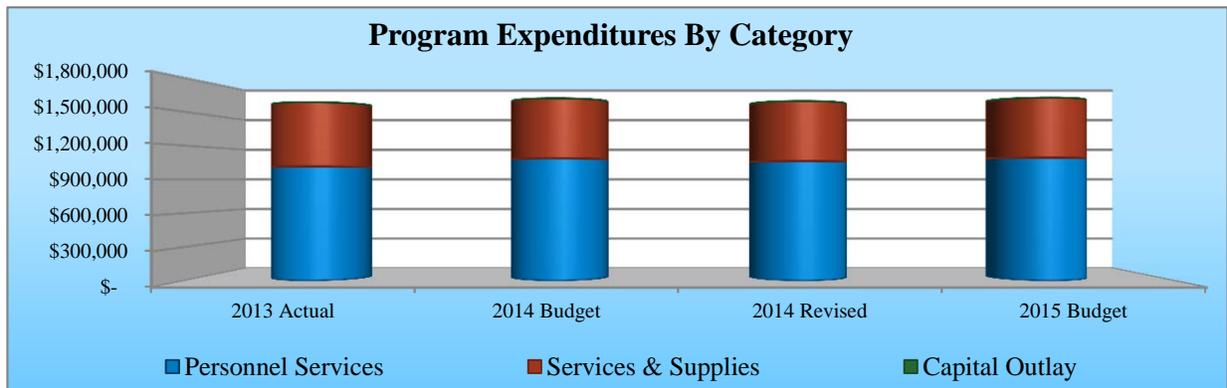
Purpose--General Legal: The City Attorney's Office serves as the legal counsel for the City, providing legal services to the City Council, the City Manager, all City Departments, and all Boards and Commissions. The City Attorney represents the City in all civil litigation matters, including those more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

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Personnel Services	\$ 1,014,231	\$ 1,086,604	\$ 1,062,521	\$ 1,092,886
Services & Supplies	\$ 569,304	\$ 531,333	\$ 531,332	\$ 531,332
Capital Outlay	\$ -	\$ -	\$ -	\$ -
TOTAL:	\$ 1,583,535	\$ 1,617,937	\$ 1,593,853	\$ 1,624,218



**Department Expenditures By Fund**

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
General Fund	\$ 1,583,535	\$ 1,617,937	\$ 1,593,853	\$ 1,624,218
TOTAL:	\$ 1,583,535	\$ 1,617,937	\$ 1,593,853	\$ 1,624,218

Full-Time Positions

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

	2013 Revised	2014 Budget	2014 Revised	2015 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	1.00	1.00	1.00	1.00
Legal Investigator	3.00	3.00	3.00	3.00
Legal Office Support Administrator	1.00	1.00	1.00	1.00
Municipal Prosecutor	3.00	3.00	3.00	3.00
Total Full-Time Positions (FTE):	11.00	11.00	11.00	11.00
Part-Time Hours	1,040	1,040	1,040	1,040
Total Full-Time and Part-Time Positions Stated as FTE	11.50	11.50	11.50	11.50

Budget Variances❖ **Personnel Services**

- ◆ 2014 Budget vs. 2013 Actual is up \$72,373 due to vacancies in 2013 that were budgeted as fully staffed in 2014.

❖ **Services & Supplies**

- ◆ 2014 Budget vs. 2013 Actual is down \$ 37,971 primarily due to an anticipated decrease in General Legal Expense in the 2014 Budget anticipating a decreased in the amount of litigation.

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:

	2012 Actual	2013 Actual	2014 Estimate
Traffic Tickets	11,894	10,864	11,649
Penal Tickets	5,903	5,757	4,788
Traffic & Penal Trials	1,007	764	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: Oversee outside counsel in various litigation matters to ensure efficiency and cost-effectiveness without compromising the quality of the representation.**

Activity: The City Attorney's Office assigns litigation to outside attorneys based on their expertise with the given subject matter. The City Attorney reviews all invoices to protect against mistakes or overbilling.



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

Expectation: Outside attorneys will represent the City’s interests zealously while remaining conscious of the City’s limited resources.

Result-Benefit: The City receives excellent representation at a reasonable expense.

❖ **EDUCATION AND INFORMATION**

◆ **GOAL: Train and supervise new deputy city attorney.**

Activity: The City Attorney’s Office is hiring a deputy city attorney to fill the vacancy left by the retirement of Deputy City Attorney Paul Kennebeck.

Expectation: The new deputy city attorney will be expected to assume responsibility for much of the day-to-day legal work so that the City Attorney can focus more on management of the office and long-term objectives. The new deputy will take on certain administrative tasks, such as preparing budget materials or supervising the assistant city attorney.

Result-Benefit: The City will save money by farming out less work to outside counsel and will receive upgraded service from the new deputy, while the city attorney will be able to address some long-term projects that have been on hold while the vacancy has existed.

❖ **QUALITY ECONOMIC DEVELOPMENT**

◆ **GOAL: Continue working with administration and Public Works in preparing request for proposals for development of the northwest corner of the Federal Center.**

Activity: Assist outside counsel in RFP drafting and other matters. Advise Public Works regarding negotiations to purchase Federal Center land.

Expectation: Before the end of 2014, the City may well own the land and could have a master developer in place.

Result-Benefit: This very important project for the City’s future would be allowed to move forward.

❖ **QUALITY LIVING ENVIRONMENT**

◆ **GOAL: Assist City Council and administration with adoption and implementation of construction defects ordinance.**

Activity: The City adopts an ordinance designed to stimulate the construction of multi-family, owner-occupied housing units, which are not being built in Lakewood or Colorado at large due to litigation climate for developers.

Expectation: The ordinance persuades other jurisdictions to take legislative action and to put pressure on the state to stop the de facto moratorium on condo construction.



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

Result-Benefit: Lakewood residents, including seniors, empty nesters and students, have more affordable housing options available to them, while the City's land use and zoning objectives are met.

General Comments

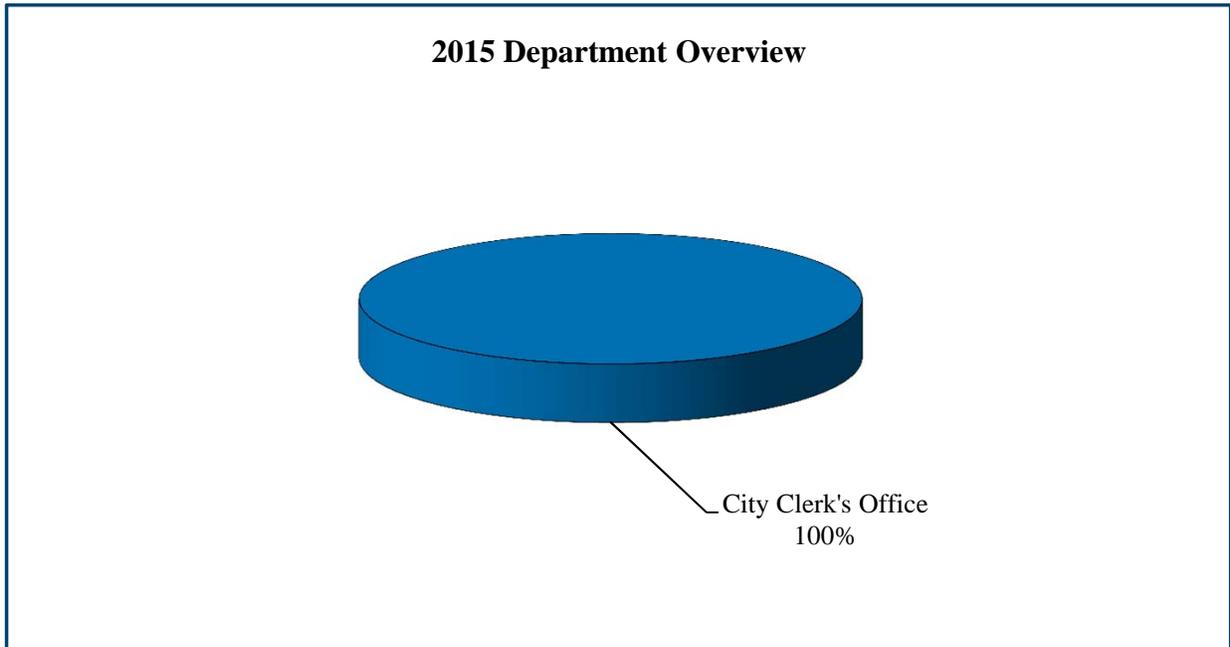
The 2014 Revised Budget does not reflect adjustments over the 2013 Budget, though that does not mean there has not been change within the City Attorney's Office. The long-time Deputy City Attorney retired in February 2014 and that position had not yet been filled as of August 1st. The office also experienced turnover in the Municipal Prosecutor/Assistant City Attorney position, with no impact on the budget. The 2014 Revised Budget does reflect one reclassification: another of the Municipal Prosecutor positions is to be converted to a Lead Municipal Prosecutor in order to give one of our attorneys some level of supervisory experience and to provide the Chief Municipal Prosecutor with assistance in overseeing the day-to-day operation of the office. The office's outside legal line item is expected to be taxed in the next year as a complex, high-profile lawsuit moves into the discovery phase, but by the same token several other police litigation matters were resolved favorably in recent months, reducing the City's overall litigation burden.



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CITY CLERK'S OFFICE



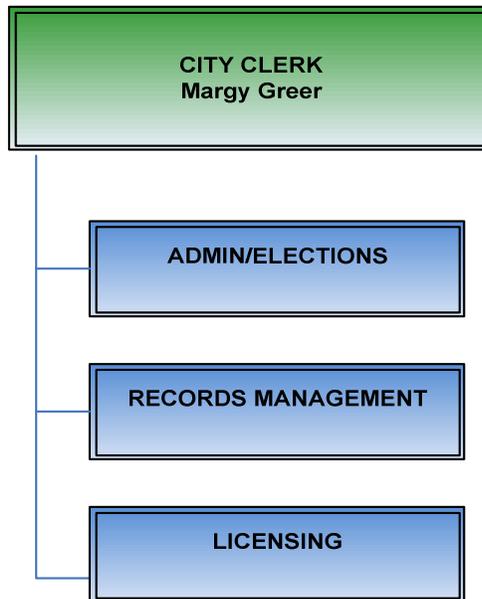
	2013 Actual	2014 Budget	2014 Revised	2015 Budget
City Clerk's Office	\$ 782,398	\$ 836,518	\$ 870,226	\$ 882,749
TOTAL:	\$ 782,398	\$ 836,518	\$ 870,226	\$ 882,749
Percent to All Funds	0.55%	0.52%	0.50%	0.50%



CITY CLERK'S OFFICE

(303) 987-7080

www.lakewood.org/CityClerk/





Department: City Clerk's Office

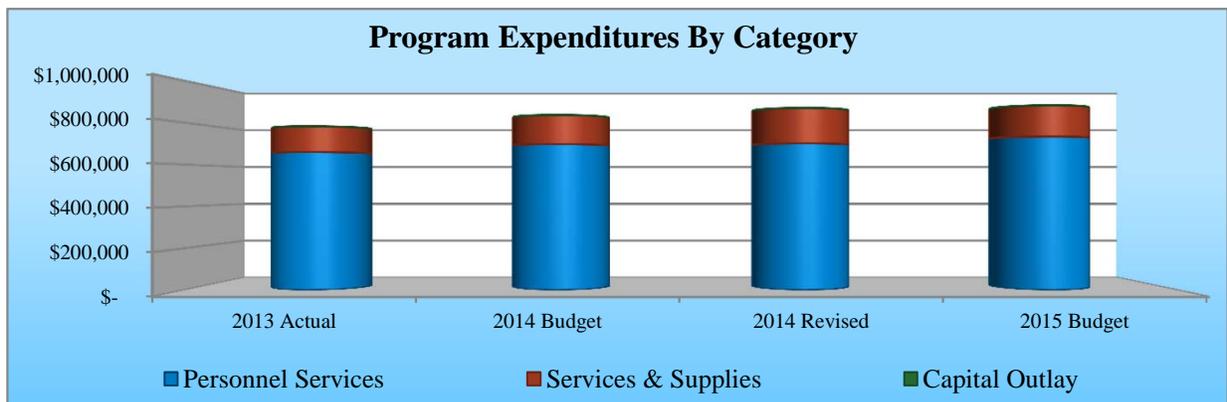
Mission Statement: The Lakewood City Clerk's Office will provide the highest quality of service by maintaining excellent professional standards, competence and expertise in the administration of elections, voter registration, licensing, permitting, management of public records, and service to City Council,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

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Personnel Services	\$ 659,361	\$ 697,219	\$ 700,927	\$ 733,450
Services & Supplies	\$ 123,037	\$ 139,299	\$ 169,299	\$ 149,299
Capital Outlay	\$ -	\$ -	\$ -	\$ -
TOTAL:	\$ 782,398	\$ 836,518	\$ 870,226	\$ 882,749



**Department Expenditures By Fund**

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
General Fund	\$ 782,398	\$ 836,518	\$ 870,226	\$ 882,749
TOTAL:	\$ 782,398	\$ 836,518	\$ 870,226	\$ 882,749

Full-Time Positions

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

	2013 Revised	2014 Budget	2014 Revised	2015 Budget
City Clerk	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Business Support Specialist	2.00	2.00	2.00	2.00
Central Records Administrator	-	-	-	-
Central Records Manager	1.00	1.00	1.00	1.00
Central Records Technician	1.00	1.00	1.00	1.00
City Clerk Admin Technician	-	-	-	-
Imaging Technician	0.74	-	-	-
Liquor Licensing Specialist	1.00	1.00	1.00	1.00
Office Support Specialist	1.00	1.00	1.00	1.00
Records Analyst	0.26	1.00	1.00	1.00
Total Full-Time Positions (FTE):	9.00	9.00	9.00	9.00
Part-Time Hours	1,810	1,810	1,810	1,810
Total Full-Time and Part-Time Positions Stated as FTE	9.87	9.87	9.87	9.87

Budget Variances❖ **Personnel Services**

- ♦ 2013 Actual vs 2014 Budget is up \$37,858 due to a reclassification for one position and overall benefits cost increases.

❖ **Services & Supplies**

- ♦ 2013 Actual vs 2014 Budget is up \$16,262 due to underspending on the regular municipal election, underspending in training and a renewal of a two-year contract for the microfilm reader and scanner.
- ♦ 2014 Budget vs 2014 Revised is up \$30,000 due to a budget exception request to hold a Special Election on November 4, 2014.



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, commercial waste haulers 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 2014, 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 265 liquor establishments are licensed each year by the City Clerk's Office. An average of 17 new liquor licenses, 25 transfers of ownership, 5 modifications of premises, 10 changes of corporate structure, and 85 special events permits are processed annually. Other licenses issued annually: 2 arcades, 3 adult businesses, 400 dogs, 16 pawnbrokers, 12 medical marijuana businesses, 14 commercial waste haulers and 2 Christmas tree lot. Permits issued annually: 51 block party, 22 parade, 9 oversize moving, and 0 fireworks display. Passport applications received annually: 2,200. 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 684 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 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 nearly 900 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. Approximately 151 citizen-initiated public records requests are fulfilled annually. The City makes more information available on the Lakewood.org website every year, reducing the need for citizens to make formal requests to view records.

◆ **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 7,200 customers per year at the front counter. In addition, annually, an estimated 12,500 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, 10 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.

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

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

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

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

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

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

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

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

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

Result-Benefit: A record is maintained for each of the 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. Backups 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 700 gigabytes (GB) of data, including over 85,000 documents (a document may be one or hundreds of pages.) Approximately 200 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 content management system 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 is 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 was completed in 2013. Draft retention schedules were submitted to the State Archives for approval in 2014. The ERM team is addressing several ongoing training and policy development needs identified by the assessment. Bi-monthly training for records liaisons is provided.

Expectation: All records of the City, regardless of format or media, will be included on the records retention schedule. Records management training for department liaisons and employees will be carried out by the City Clerks Office staff. Findings and recommendations from the ERM Strategic Plan will be presented/implemented in departments.



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) forms 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 12 show-cause hearings are conducted before the Liquor Authority each year. Liquor establishments are inspected every year, resulting in over 460 inspections, and their employees are educated in the area of responsible service. Approximately 185 individuals attend 10 alcohol awareness trainings every year. In addition, 7 inspections of adult businesses are carried out annually. It is anticipated that the Liquor Authority will hear 2 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, and the Regional Training Academy.

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 12 of the City's facilities. There are over 50 shredding consoles throughout City offices for collection and future destruction of confidential materials.

General Comments

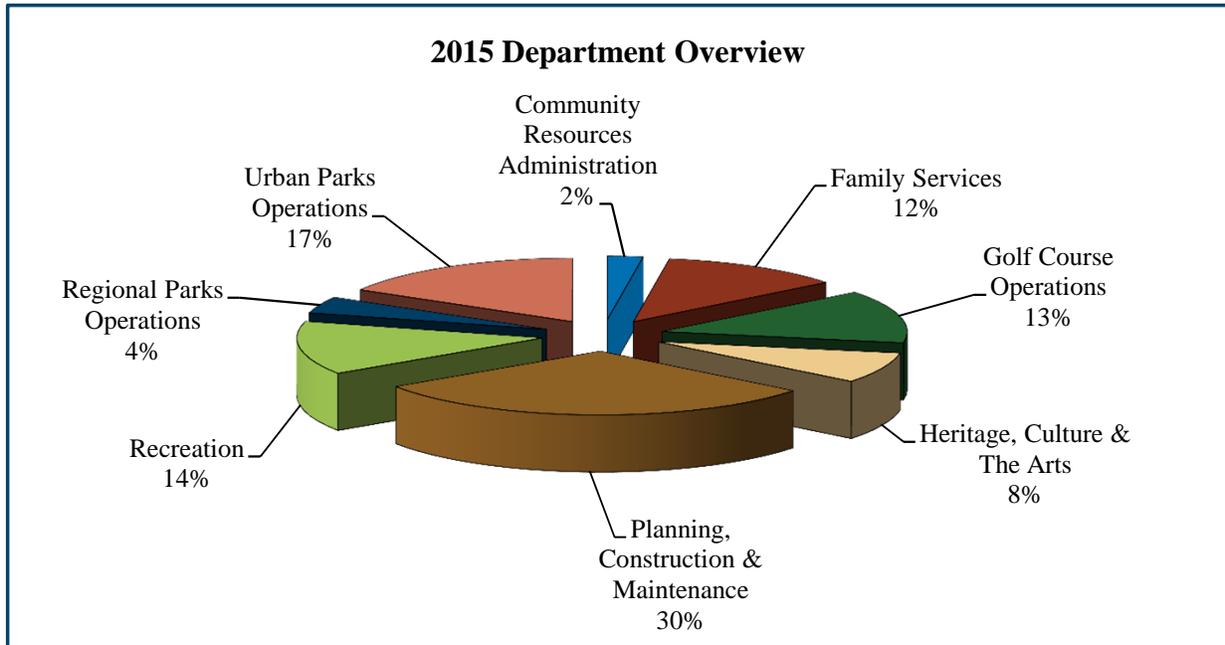
- ❖ Utilization of the website and Laserfiche has provided easy access to agendas, minutes, resolutions, ordinances, the Municipal Code, City contracts, and similar records to a greater number of people.
- ❖ Due to the repeated changes in legislation regarding medical marijuana, voter registration, elections, 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. Phase I of the project took 5 years and included inventorying and assessing all of the City's records. Phase II of the project includes addressing ongoing training and policy needs by the ERM Team and City Clerk's Office staff.



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COMMUNITY RESOURCES



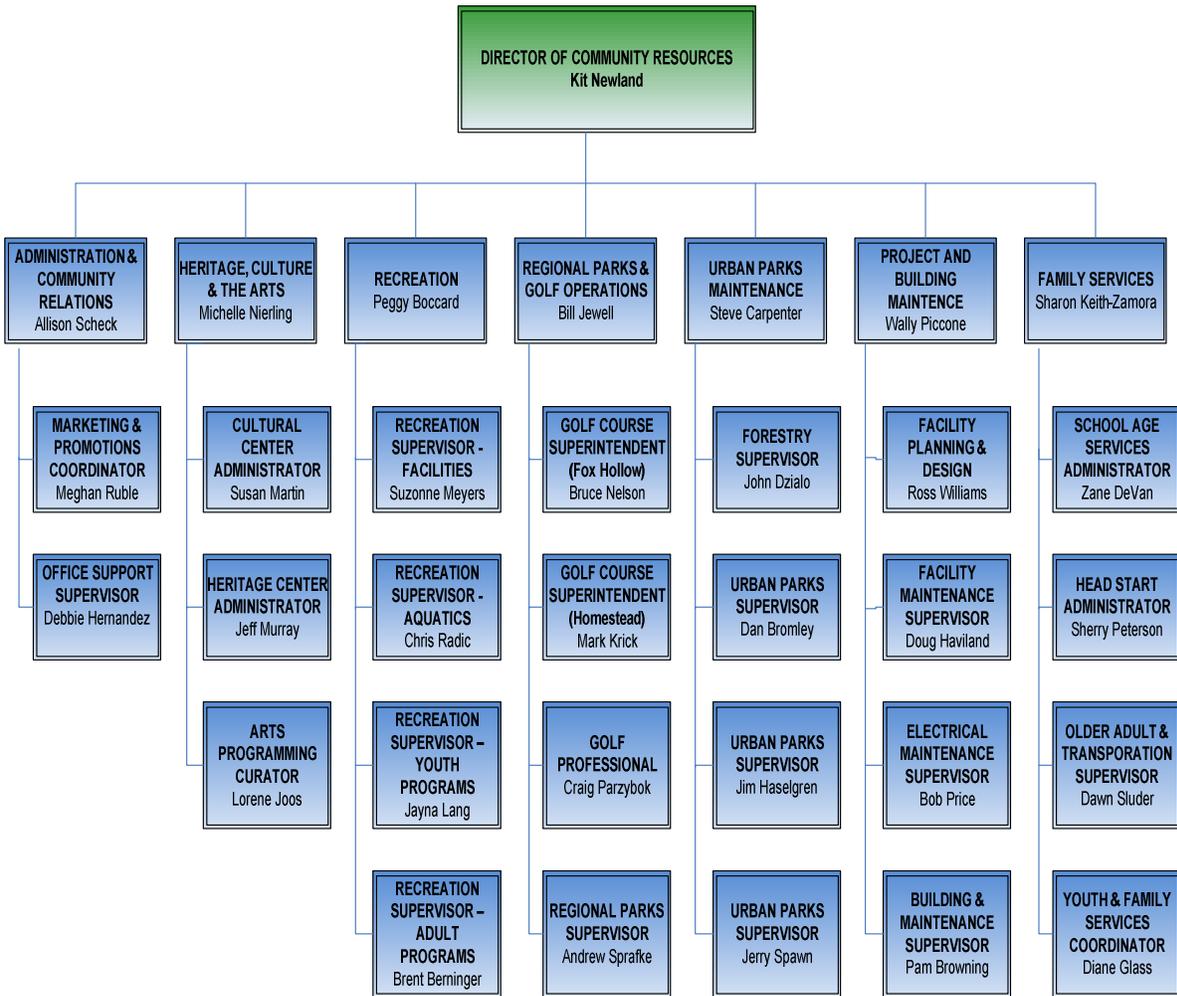
	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Community Resources Administration	\$ 734,253	\$ 970,272	\$ 854,678	\$ 881,794
Family Services	\$ 3,754,606	\$ 4,272,559	\$ 4,473,398	\$ 4,530,947
Golf Course Operations	\$ 4,501,763	\$ 5,004,800	\$ 4,987,518	\$ 5,055,428
Heritage, Culture & The Arts	\$ 2,187,189	\$ 2,584,133	\$ 2,571,961	\$ 2,935,643
Planning, Construction & Maintenance	\$ 7,595,285	\$ 11,223,639	\$ 13,543,700	\$ 11,271,927
Recreation	\$ 4,683,878	\$ 4,863,442	\$ 4,937,914	\$ 5,099,545
Regional Parks Operations	\$ 1,538,540	\$ 1,520,319	\$ 2,315,589	\$ 1,578,548
Urban Parks Operations	\$ 5,037,596	\$ 6,086,151	\$ 6,416,809	\$ 6,250,512
TOTAL:	\$ 30,033,110	\$ 36,525,315	\$ 40,101,567	\$ 37,604,344
Percent to All Funds	21.22%	22.49%	23.07%	21.14%



COMMUNITY RESOURCES

(303) 987-7800

www.lakewood.org/CommunityResources/



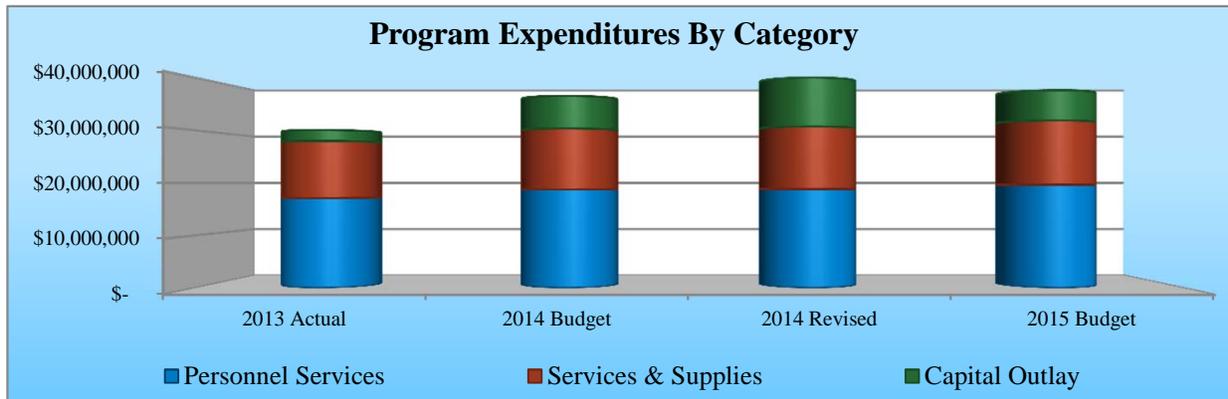


Department: Community Resources

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

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Personnel Services	\$ 17,102,371	\$ 18,755,105	\$ 18,800,961	\$ 19,641,573
Services & Supplies	\$ 10,876,363	\$ 11,592,981	\$ 11,926,953	\$ 12,225,386
Capital Outlay	\$ 2,054,376	\$ 6,177,229	\$ 9,373,653	\$ 5,737,385
TOTAL:	\$ 30,033,110	\$ 36,525,315	\$ 40,101,567	\$ 37,604,344



Department Expenditures By Fund

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
General Fund	\$ 15,691,503	\$ 17,061,864	\$ 18,315,155	\$ 17,853,913
Capital Improvement Fund	\$ 1,457,790	\$ 4,726,602	\$ 5,612,310	\$ 2,606,917
Conservation Trust Fund	\$ 1,128,375	\$ 1,517,669	\$ 1,767,669	\$ 2,033,106
Golf Course Enterprise Fund	\$ 4,501,763	\$ 5,004,800	\$ 4,987,518	\$ 5,055,428
Grants Fund	\$ 1,215,513	\$ 1,342,603	\$ 1,534,480	\$ 1,252,749
Heritage Culture & Arts Fund	\$ 2,187,189	\$ 2,584,133	\$ 2,571,961	\$ 2,935,643
Open Space Fund	\$ 3,850,977	\$ 4,287,644	\$ 5,312,474	\$ 5,866,588
TOTAL:	\$ 30,033,110	\$ 36,525,315	\$ 40,101,567	\$ 37,604,344

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

	2013 Revised	2014 Budget	2014 Revised	2015 Budget
Director of Community Resources	1.00	1.00	1.00	1.00
Adult Programmer	-	-	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	2.36	4.00	4.00	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	4.00	4.00	3.00	3.00
Business & Enrollment Coordinator	1.00	1.00	1.00	1.00
Business Specialist	3.00	3.00	3.00	3.00
Business Support Specialist	3.00	3.00	3.00	3.00
CC Plaza & Park Gar Res Pro Mg	-	-	1.00	1.00
Class and Travel Coordinator	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 Facility Coord	-	-	1.00	1.00
Cultural Center Specialist	1.00	1.00	-	-
Cultural Programs Coordinator	1.00	1.00	2.00	2.00
Custodian	1.00	1.00	1.00	1.00
Custodian II	1.00	1.00	1.00	1.00
Early Childhood Education Supervisor	1.00	1.00	1.00	1.00
Electrical Maintenance Supervisor	1.00	1.00	1.00	1.00
Electrician I	2.00	2.00	2.00	2.00
Electrician II	1.00	1.00	1.00	1.00
Enterprise Analyst	1.00	1.00	-	-
Facilities Planner	1.00	1.00	1.00	1.00
Facility Coordinator	5.00	5.00	5.00	5.00
Facility Maintenance Supervisor	1.00	1.00	1.00	1.00
Facility Specialist	4.00	4.00	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
Fitness/Wellness Prog Administrator	-	-	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 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	2.00	2.00	2.00	2.00
Golf Course Mechanic	2.00	2.00	2.00	2.00
Golf Course Superintendent	2.00	2.00	2.00	2.00
Golf Professional	1.00	1.00	1.00	1.00
Greenhouse Lead Person	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.*

	2013 Revised	2014 Budget	2014 Revised	2015 Budget
Greenhouse Technician	1.00	1.00	1.00	1.00
Head Start Administrator	1.00	1.00	1.00	1.00
Head Start Classroom Coordinator	2.00	2.00	2.00	2.00
Head Start Co-Teacher	1.00	1.00	1.00	1.00
Head Start Family Support Worker	2.00	2.00	2.00	2.00
Head Start Teacher	1.00	1.00	1.00	1.00
Health & Disabilities 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	-	-
Heritage, Culture & Arts Manager	1.00	1.00	1.00	1.00
Horticulturist	-	-	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	2.00	2.00
Lead Substitute Teacher	0.18	1.00	1.00	1.00
Marketing & Promotions Specialist	1.00	1.00	-	-
Marketing & Promotion Coordinator	-	-	1.00	1.00
Marketing Spec Facility Rentals	-	-	1.00	1.00
Marketing/Community Relations Adm	1.00	1.00	-	-
Media and Administrative Technician	1.00	1.00	1.00	1.00
Mrk/Community Rel Div Mgr	-	-	1.00	1.00
Museum Curator	1.00	1.00	1.00	1.00
Natural Resources Specialist	1.00	1.00	1.00	1.00
Office Support Specialist	1.00	1.00	1.00	1.00
Office Support Supervisor	1.00	1.00	1.00	1.00
Older Adult & Trans Supv	-	-	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	-	-
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	6.21	6.00	7.00	7.00
Parks Maintenance Specialist I	-	-	1.00	1.00
Parks Maintenance Specialist II	17.00	17.00	16.00	16.00
Performing Arts & Youth Coordinator	1.00	1.00	-	-
Planner II	1.00	1.00	1.00	1.00
Plumber	1.00	1.00	1.00	1.00
Pool Manager	3.00	3.00	3.00	3.00
Preschool Assistant II	2.00	2.00	2.00	2.00
Preschool Site Coordinator II	1.00	1.00	1.00	1.00
Program Specialist I	1.00	1.00	1.00	1.00
Program Specialist II	3.00	3.00	2.00	2.00
Projects and Maintenance Manager	1.00	1.00	1.00	1.00
Recreation Coordinator	2.82	2.00	1.00	1.00
Recreation Manager	1.00	1.00	1.00	1.00
Recreation Suprv/Facilities	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.*

	2013 Revised	2014 Budget	2014 Revised	2015 Budget
Recreation Suprv/Adult Programs	1.00	1.00	1.00	1.00
Recreation Suprv/Aquatics/Fitness	1.00	1.00	1.00	1.00
Recreation Suprv/Youth Programs	-	-	1.00	1.00
Regional Parks Supervisor	1.00	1.00	1.00	1.00
Regional Parks/Golf Course Manager	1.00	1.00	1.00	1.00
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 Srvs Sup	1.00	1.00	1.00	1.00
Second Assistant Superintendent	1.00	1.00	1.00	1.00
Senior Support Services Specialist	1.00	1.00	1.00	1.00
Substitute Coordinator	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	2.00	2.00	2.00	2.00
Ticket Office Coordinator	1.00	1.00	1.00	1.00
Transportation Administrator	1.00	1.00	-	-
Transportation Scheduler/Dispatcher	1.00	1.00	1.00	1.00
Transportation Serv Coord	-	-	1.00	1.00
Urban Parks Manager	1.00	1.00	1.00	1.00
Urban Parks Supervisor	3.79	4.00	3.00	3.00
Visitor Center Specialist	1.00	1.00	1.00	1.00
Visitor Services Coordinator	-	-	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	1.00	1.00
Youth Programmer	1.00	1.00	1.00	1.00
Youth Programs Liaison Coordinator	0.18	1.00	-	-
Total Full-Time Positions (FTE):	174.36	176.00	178.00	178.00
Part-Time Hours	411,060	409,060	406,174	406,174
Total Full-Time and Part-Time Positions Stated as FTE	371.99	372.66	373.28	373.28



Budget Variances

❖ Personnel Services

- ◆ 2013 Actual vs. 2014 Budget is up \$1,652,734 due to increases in salary and health insurance; savings in temporary part-time dollars in 2013; vacancies in 2013 that were filled in 2014; addition of a full-time position part way in 2013 and budgeting to be fully staffed in 2014.

❖ Services & Supplies

- ◆ 2013 Actual vs. 2014 Budget is up \$716,618 due to savings in printing costs for the Community Connection in 2013; carefully monitoring all program expenses in 2013 and planning to fully expend these funds in 2014.

❖ Capital Outlay

- ◆ 2013 Actual vs. 2014 Budget is up \$4,122,853 due to the planned completion of several capital projects; site improvements at the Lakewood Heritage Center; restoration of the Lakewood Heritage Center Estes Motel; public art acquisition; and depreciation being significantly less in 2013 than 2014 Budget.
- ◆ 2014 Budget vs. 2014 Revised is up \$3,196,424 due to carry over of funds for capital projects from 2013; planned capital improvements; Bear Creek Lake Park flood repairs being added in 2014 Revised Budget and \$933,232 for purchase of an Intangible Capital Asset of the Solar Garden.
- ◆ 2014 Revised vs. 2015 Budget is down \$3,636,268 due to lower projections of capital funds being available, fewer approved capital projects, and not having the capital outlay of \$933,232 for the Solar Garden

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**

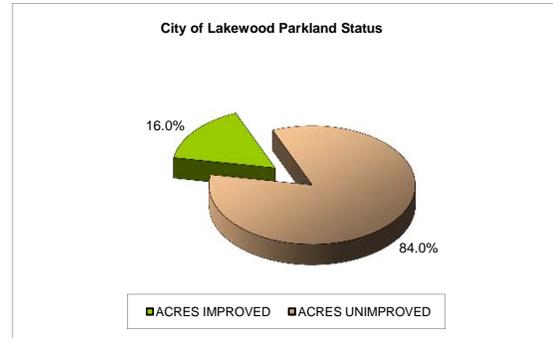
❖ QUALITY LIVING ENVIRONMENT

- ◆ **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	LAKWOOD PARK	21.4	21.4	0.0
ANDERSON POND	4.7	1.0	3.7	LAKWOOD-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
LAKWOOD ESTATES PARK	3.5	3.4	0.1	WILLIAM FREDERICK HAYDEN PARK	2,325.6	5.0	2,320.6
LAKWOOD GULCH (Westland Dist.)	2.3	0.0	2.3	WILSON DRAINAGEWAY	5.5	1.5	4.0
LAKWOOD 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
TOTAL	7,154.1	1,142.9	6,011.2				



Program: Community Resources Administration

Department: Community Resources

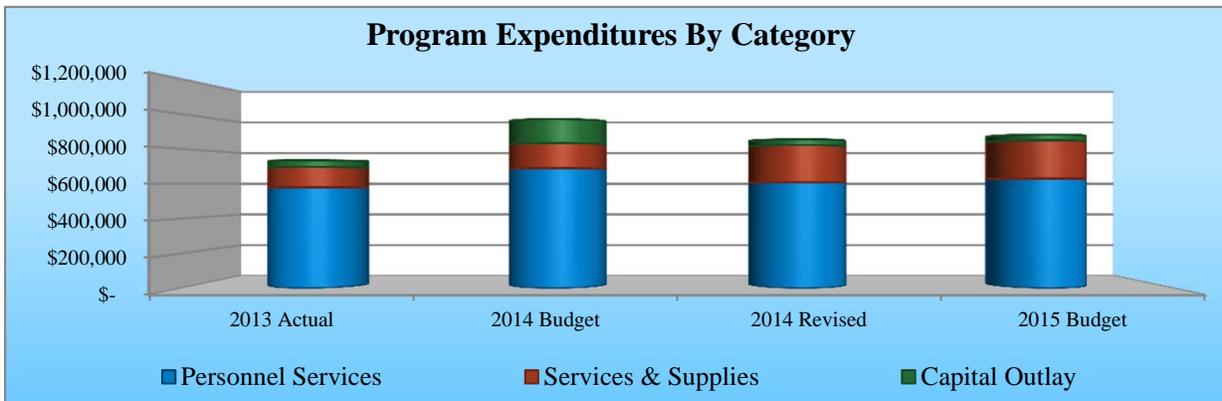
Division: Administration

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

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Personnel Services	\$ 579,326	\$ 689,308	\$ 608,116	\$ 629,432
Services & Supplies	\$ 116,927	\$ 143,964	\$ 213,562	\$ 219,362
Capital Outlay	\$ 38,000	\$ 137,000	\$ 33,000	\$ 33,000
TOTAL:	\$ 734,253	\$ 970,272	\$ 854,678	\$ 881,794



Program Expenditures By Fund

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
General Fund	\$ 734,253	\$ 848,772	\$ 854,678	\$ 881,794
Grants Fund	\$ -	\$ 121,500	\$ -	\$ -
TOTAL:	\$ 734,253	\$ 970,272	\$ 854,678	\$ 881,794

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

	2013 Revised	2014 Budget	2014 Revised	2015 Budget
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	0.50	0.50	0.50	0.50
Enterprise Analyst	1.00	1.00	-	-
Mrktg/Comm Relations Adm	1.00	1.00	-	-
Mrktg/Comm Relations Div Mgr	-	-	1.00	1.00
Mrktg Specialist Facility Rental	-	-	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
Website Technician	0.64	0.64	0.70	0.70
Total Full-Time Positions (FTE):	6.24	6.24	6.30	6.30
Part-Time Hours	2,870	3,774	2,980	2,980
Total Full-Time and Part-Time Positions Stated as FTE	7.62	8.05	7.73	7.73

Budget Variances❖ **Personnel Services**

- ♦ 2013 Actual vs. 2014 Budget is up \$109,982 due to addition of a full-time position part way through 2013 and fully budgeted in 2014, temporary savings in temporary part-time labor in 2013, increases in group health and dental costs, and pension employer contributions.

❖ **Services & Supplies**

- ♦ 2013 Actual vs. 2014 Budget is up \$27,037 due to savings in printing the Community Connection in 2013 and decision to hold off in computer software and equipment purchases and training until 2014.
- ♦ 2014 Budget vs. 2014 Revised is up \$69,598 due to approval of \$50,000 budget exception for city-wide cleanup efforts and the reallocation of temporary part-time dollars and revenue increases to support Department wide business development initiatives in the marketing and promotion of venue rental facilities.

❖ **Capital Outlay**

- ♦ 2014 Budget vs. 2013 Actual is up \$99,000 due to placing projected Federal 5310 transportation grant funds in the administrative budget until the grant was awarded and confirmed.
- ♦ 2014 Budget vs. 2014 Revised is down \$104,000 due to moving the projected Federal grant funds to a confirmed status and placing those in the correct business unit for 2014 Revised.



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.

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.

Activity: Focused customer service initiative in the area of facility rentals.

Expectation: Marketing Specialist - Facility Rentals provides customer service support across the Department to customers renting our facilities to provide assistance with sourcing and booking a venue, trouble shooting and problem solving and gathering feedback and testimonial to help further sales efforts.

Result-Benefit: As customer levels increase, business grows and is retained in the area of facility rentals.

◆ 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.



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

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

Expectation: Collaborations continue with organizations such as Arc Thrift Stores to provide cleanup services and Sprout City Farms to provide the Mountair Community Farm and new potential partnerships are identified and pursued.

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 in addition to providing valuable services to the community.

Activity: The Department will continue to evaluate publications and implement change based on public feedback.

Expectation: A variety of methods are used to gather opinions about the effectiveness of printed materials. Suggestions from feedback gathered earlier in 2014 regarding Community Connection are implemented.

Result-Benefit: Valuable communication tools are improved and the community becomes even more aware of their existence as the opportunity to provide feedback increases.

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

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

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

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

Activity: Staff at all levels of the Department are engaged in the development of CR Road to 2017, the Department's strategic plan.

Expectation: Staff participation is high and staff feel they are able to contribute to the process, commenting and actively participating in creating the plan.

Result-Benefit: Authentic feedback is gathered to contribute toward the implementation of a strategic plan that values employee input.

◆ **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.



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

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

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.

Activity: The Department conducts an annual coordinated planning process.

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

Result-Benefit: A strategic and collaborative approach allows support to be provided to fund priority projects and enhance community collaboration. The process allows for improvements to be made such as implementation of the Carmody Park Master Plan, improvements to the Link pool, and trail improvements.

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

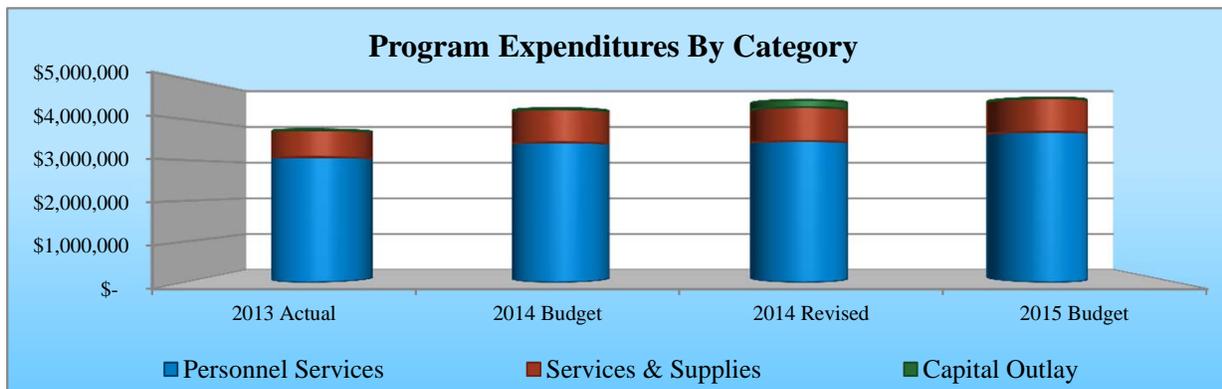
Purpose: The Family Services Division consists of Older Adult Programs and Services, Lakewood Rides, School Age Services, Youth and Family Services, Head Start, and Early Childhood Education. The goal of the Division is to support and strengthen families in the community by providing non-duplicative 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

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Personnel Services	\$ 3,071,682	\$ 3,433,357	\$ 3,466,072	\$ 3,694,493
Services & Supplies	\$ 663,096	\$ 815,954	\$ 830,226	\$ 818,454
Capital Outlay	\$ 19,828	\$ 23,248	\$ 177,100	\$ 18,000
TOTAL:	\$ 3,754,606	\$ 4,272,559	\$ 4,473,398	\$ 4,530,947





Program Expenditures By Fund

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
General Fund	\$ 2,613,658	\$ 3,051,456	\$ 3,151,036	\$ 3,278,198
Capital Improvement Fund	\$ -	\$ -	\$ -	\$ -
Grants Fund	\$ 1,140,948	\$ 1,221,103	\$ 1,322,362	\$ 1,252,749
TOTAL:	\$ 3,754,606	\$ 4,272,559	\$ 4,473,398	\$ 4,530,947

Full-Time Positions

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

	2013 Revised	2014 Budget	2014 Revised	2015 Budget
Family Services Manager	1.00	1.00	1.00	1.00
Bus Driver	4.00	4.00	3.00	3.00
Business & Enrollment Coordinator	1.00	1.00	1.00	1.00
Business Specialist	1.00	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 Suprv	1.00	1.00	1.00	1.00
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	1.00	1.00	1.00	1.00
Head Start Classroom Coordinator	2.00	2.00	2.00	2.00
Head Start Co-Teacher	1.00	1.00	1.00	1.00
Head Start Family Support Worker	2.00	2.00	2.00	2.00
Head Start Teacher	1.00	1.00	1.00	1.00
Health & Disabilities Coordinator	1.00	1.00	1.00	1.00
Lead Bus Driver	1.00	1.00	2.00	2.00
Lead Substitute Teacher	0.18	1.00	1.00	1.00
Older Adult & Transportation Suprv	1.00	1.00	1.00	1.00
Older Adult Nutrition Prog Coord	1.00	1.00	1.00	1.00
Preschool Assistant II	2.00	2.00	2.00	2.00
Preschool Site Coordinator II	1.00	1.00	1.00	1.00
School Age & Support Srvs Sup	1.00	1.00	1.00	1.00
Senior Support Services Specialist	1.00	1.00	1.00	1.00
Substitute Coordinator	0.82	-	-	-
Therapist	2.00	2.00	2.00	2.00
Transportation Administrator	1.00	1.00	-	-
Transportation Scheduler/Dispatcher	1.00	1.00	1.00	1.00
Transportation Serv Coord	-	-	1.00	1.00
Total Full-Time Positions (FTE):	34.00	34.00	34.00	34.00
Part-Time Hours	71,526	71,526	72,191	72,191
Total Full-Time and Part-Time Positions Stated as FTE	68.39	68.39	68.71	68.71



Budget Variances

❖ Personnel Services

- ♦ 2013 Actual vs. 2014 Budget is up \$361,675 due to salary and health insurance increases as well as budgeting to delaying the hiring of some positions during 2013 and budgeting to be fully staffed through all of 2014.
- ♦ 2014 Revised vs. 2015 Budget is up \$228,421 due to planned increases in salary and health insurance costs and budgeting to be fully staffed in 2015.

❖ Services & Supplies

- ♦ 2013 Actual vs. 2014 Budget is up \$152,858 due to carefully monitoring all program expenses in 2013 and planning to fully expend these funds in 2014 for some larger projects.

❖ Services & Supplies

- ♦ 2014 Budget vs. 2014 Revised is up \$153,852 due to the receipt of Federal grant funds for the acquisition of two vehicles for Lakewood Rides and the restoration of some Head Start grant funds.
- ♦ 2014 Revised vs. 2015 Budget is down \$159,100 due to the planned use of Federal grant funds to acquire two vehicles as a one-time expense in budget year 2014.

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.

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 Division received additional state-funded preschool program slots that allowed overall service numbers to remain consistent.

The Lloyd G. Clements Community Center is the central location for Lakewood Rides, Older Adult programs, Volunteers of America congregate meal site 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, and drop-in activities.

Participation Levels:

	2012	2013	2014	2015
	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>
Preschool	7,142	8,388	7,400	7,400
Head Start	17,392	15,107	16,000	16,000
School Age	22,640	25,224	25,000	25,000
Youth & Family				
Classes/Group	4,698	4,972	4,800	4,800
Therapy Sessions	338	350	350	350
Lakewood Rides				
Group Trips Total # of Riders	10,720	11,152	11,000	11,000
Door through Door One-Way	19,639	19,239	19,200	19,500
Older Adult Programs				
Classes/Trips/etc.	34,321	32,362	32,500	32,500
Resource/Info	15,143	14,904	15,000	15,000
Meal Site	9,987	10,760	9,990	9,990
CCC Facility				
Number of Rentals	815	889	880	890
Total # of Services	142,835	143,347	142,120	142,430
Volunteer Hours	9,084	10,862	9,500	10,500



Program: Golf Course Operations

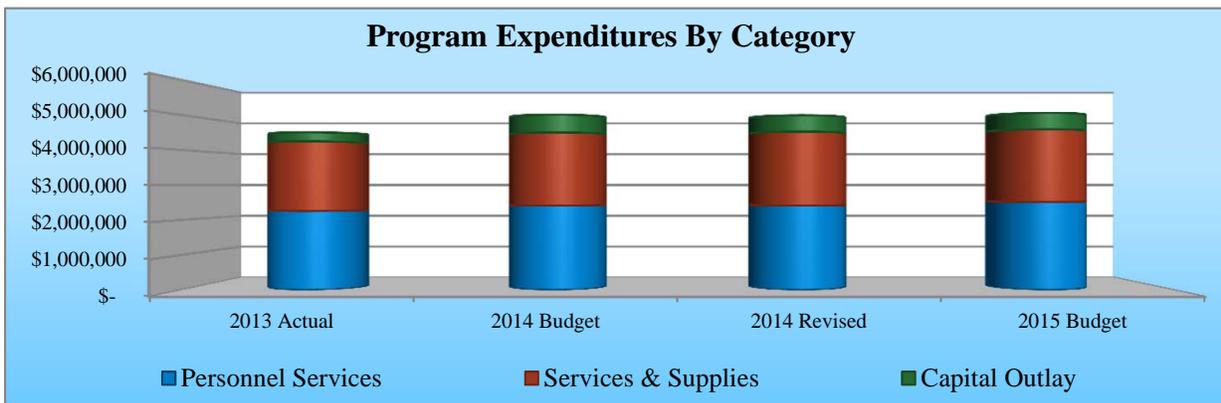
Department: Community Resources

Division: Regional Parks and Golf

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

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Personnel Services	\$ 2,255,936	\$ 2,411,069	\$ 2,410,237	\$ 2,514,277
Services & Supplies	\$ 1,988,032	\$ 2,087,099	\$ 2,109,649	\$ 2,073,519
Capital Outlay	\$ 257,795	\$ 506,632	\$ 467,632	\$ 467,632
TOTAL:	\$ 4,501,763	\$ 5,004,800	\$ 4,987,518	\$ 5,055,428



Program Expenditures By Fund

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Golf Course Enterprise Fund	\$ 4,501,763	\$ 5,004,800	\$ 4,987,518	\$ 5,055,428
TOTAL:	\$ 4,501,763	\$ 5,004,800	\$ 4,987,518	\$ 5,055,428

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

	2013 Revised	2014 Budget	2014 Revised	2015 Budget
Regional Parks/Golf Course Manager	0.50	0.50	0.50	0.50
Assistant Golf Course Professional	2.36	4.00	4.00	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 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	2.00	2.00	2.00	2.00
Golf Course Mechanic	2.00	2.00	2.00	2.00
Golf Course Superintendent	2.00	2.00	2.00	2.00
Golf Professional	1.00	1.00	1.00	1.00
Marketing & Promotions Coord	-	-	0.07	0.07
Marketing & Promotions Specialist	0.07	0.07	-	-
Media and Administrative Technician	0.25	0.25	0.25	0.25
Second Assistant Superintendent	1.00	1.00	1.00	1.00
Total Full-Time Positions (FTE):	17.18	18.82	18.82	18.82
Part-Time Hours	76,529	73,625	71,893	71,893
Total Full-Time and Part-Time Positions Stated as FTE	53.97	54.22	53.38	53.38

Budget Variances❖ **Capital Outlay**

- ♦ 2013 Actual vs. 2014 Budget is up \$248,837 due to minimum amount of dollars spent on capital improvements in 2013, as well as depreciation being significantly less in 2013 than 2014 Budget.



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 among the premier golf courses in Colorado and receives national attention in course design, maintenance, and overall operation. The Homestead has received designation as a top ten short course in North America by *Range Magazine* numerous times in previous years.

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 2014 and 65,000 rounds in 2015. A goal of 40,000 rounds at The Homestead in 2014 and 40,000 rounds in 2015 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 275 kids in 2014, enhancing opportunities for kids within the community. The goal will be to increase the Junior Golf Program slightly in 2015.



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. Moving forward, it will be important for the golf courses to maintain their current customer base, serve the increasing numbers of golfing baby boomers and attract new customers.

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Fox Hollow				
Number of rounds played	60,495	65,000	65,000	65,000
Number of days of golf played	247	260	260	260
Total Revenue generated	\$2,973,009	\$3,358,471	\$3,358,471	\$3,358,471
Homestead				
Number of rounds played	37,710	40,000	40,000	40,000
Number of days of golf played	247	260	260	260
Total Revenue generated	\$1,356,980	\$1,510,895	\$1,510,895	\$1,510,895



Program: Heritage, Culture & The Arts

Department: Community Resources

Division: Heritage, Culture and the Arts

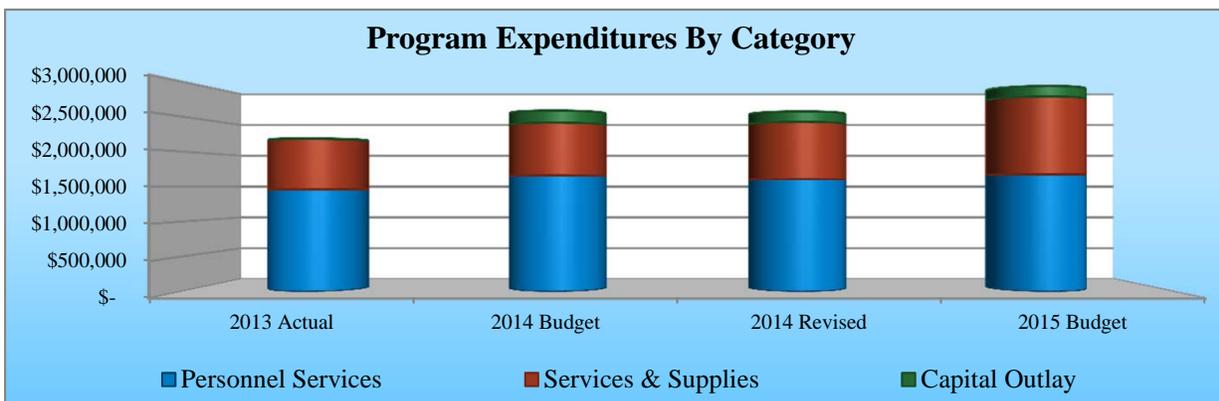
Purpose: The mission of the Heritage, Culture and the Arts (HCA) Division is to enrich and inspire people through places and programs that engage, celebrate, and build community through heritage, culture and the arts.

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, Mezzanine and Corner 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

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Personnel Services	\$ 1,459,786	\$ 1,658,874	\$ 1,606,482	\$ 1,674,483
Services & Supplies	\$ 718,922	\$ 753,443	\$ 816,998	\$ 1,111,160
Capital Outlay	\$ 8,481	\$ 171,816	\$ 148,481	\$ 150,000
TOTAL:	\$ 2,187,189	\$ 2,584,133	\$ 2,571,961	\$ 2,935,643



**Program Expenditures By Fund**

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Heritage Culture & Arts Fund	\$ 2,187,189	\$ 2,584,133	\$ 2,571,961	\$ 2,935,643
TOTAL:	\$ 2,187,189	\$ 2,584,133	\$ 2,571,961	\$ 2,935,643

Full-Time Positions

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

	2013 Revised	2014 Budget	2014 Revised	2015 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 Facility Coord	-	-	1.00	1.00
Cultural Center Specialist	1.00	1.00	-	-
Cultural Programs Coordinator	1.00	1.00	2.00	2.00
Heritage Center Administrator	1.00	1.00	1.00	1.00
Heritage Center Specialist	1.00	1.00	-	-
Marketing & Promotions Coord	-	-	0.50	0.50
Marketing & Promotions Specialist	0.50	0.50	-	-
Museum Curator	1.00	1.00	1.00	1.00
Performing Arts & Youth Coordinator	1.00	1.00	-	-
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
Visitor Services Coordinator	-	-	1.00	1.00
Volunteer/Membership Coordinator	1.00	1.00	1.00	1.00
Total Full-Time Positions (FTE):	17.10	17.10	17.10	17.10
Part-Time Hours	21,476	21,476	21,613	21,613
Total Full-Time and Part-Time Positions Stated as FTE	27.43	27.43	27.49	27.49

Budget Variances❖ **Personnel Services**

- ◆ 2013 Actual vs. 2014 Budget is up \$199,088 due to vacancies in 2013 that were filled in 2014.



Budget Variances (continued)

❖ **Services & Supplies**

- ♦ 2014 Revised vs. 2015 Budget is up \$294,162 due to professional services for the anticipated restoration of the Lakewood Heritage Center Caretakers Cottage.

❖ **Capital Outlay**

- ♦ 2013 Actual vs. 2014 Budget is up \$163,335 due to Lakewood Heritage Center site improvements and restoration of the Lakewood Heritage Center Estes Motel, as well as public art acquisition.

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 are enhanced.

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

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

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

Activity: The Division enhances its volunteer program.

Expectation: Additional opportunities to communicate with and appreciate volunteers' opportunities will be implemented.

Result-Benefit: Volunteers are better engaged and appreciated. Citizens benefit from enhanced volunteer engagement.

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

Activity: The Division collaborates with individuals and community organizations to identify and collect historic artifacts (historic Lakewood-Mountair Fire Station and Estes Motel).

Expectation: Artifact identification and collection for the Historic Lakewood-Mountair Fire Station and Estes Motel will continue.

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

Activity: The Lakewood Public Art Master Plan will be implemented.

Expectation: Stakeholders play a key role in the selection and implementation of public art.

Result-Benefit: Public art will be incorporated in Lakewood.



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.

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 continue to be expanded.

Expectation: New, expanded, and diverse audiences are reached.

Result-Benefit: Citizens' needs will be met through HCA programs and services.

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

Expectation: Restoration funds will be identified 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 and kit homes.



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>	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Performance Attendance	38,842	45,200	45,200	43,250
Exhibit Attendance	40,700	41,475	41,475	42,500
Museum Admissions	2,810	2,930	3,000	3,550
HCA Classes	17,360	18,535	18,535	19,000
Free Outreach	13,857	21,900	21,900	22,000
Promotional Outreach	370,000	388,500	388,500	389,000
Festivals	10,418	12,600	12,600	13,250
Other	16,300	16,800	16,800	17,000
Total Attendance	510,287	547,940	548,010	549,550



Program: Planning, Construction & Maintenance

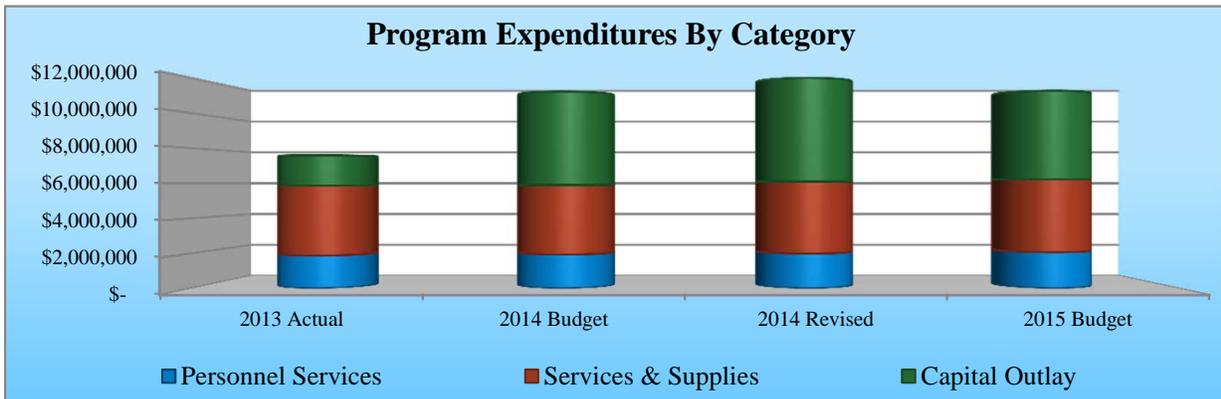
Department: Community Resources

Division: Planning and Construction

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

Program Expenditures By Category

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Personnel Services	\$ 1,871,611	\$ 1,928,940	\$ 1,988,173	\$ 2,066,909
Services & Supplies	\$ 3,991,558	\$ 3,967,037	\$ 4,103,305	\$ 4,149,678
Capital Outlay	\$ 1,732,116	\$ 5,327,662	\$ 7,452,222	\$ 5,055,340
TOTAL:	\$ 7,595,285	\$ 11,223,639	\$ 13,543,700	\$ 11,271,927



Program Expenditures By Fund

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
General Fund	\$ 3,883,410	\$ 4,144,000	\$ 5,156,382	\$ 4,290,149
Capital Improvement Fund	\$ 1,457,496	\$ 4,721,602	\$ 5,607,310	\$ 2,601,917
Conservation Trust Fund	\$ 1,128,375	\$ 1,517,669	\$ 1,767,669	\$ 2,033,106
Open Space Fund	\$ 1,126,004	\$ 840,368	\$ 1,012,339	\$ 2,346,755
TOTAL:	\$ 7,595,285	\$ 11,223,639	\$ 13,543,700	\$ 11,271,927

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

	2013 Revised	2014 Budget	2014 Revised	2015 Budget
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
CC Plaza & Park Gar Res Pro Mgr	-	-	1.00	1.00
Custodian	1.00	1.00	1.00	1.00
Custodian II	1.00	1.00	1.00	1.00
Electrical Maintenance Supervisor	1.00	1.00	1.00	1.00
Electrician I	2.00	2.00	2.00	2.00
Electrician II	1.00	1.00	1.00	1.00
Facilities Planner	1.00	1.00	1.00	1.00
Facility Maintenance Supervisor	1.00	1.00	1.00	1.00
HVAC Technician	1.00	1.00	1.00	1.00
Landscape Architect	1.00	1.00	1.00	1.00
Planner II	1.00	1.00	1.00	1.00
Plumber	1.00	1.00	1.00	1.00
Website Technician	0.36	0.36	0.30	0.30
Total Full-Time Positions (FTE):	21.86	21.86	22.80	22.80
Part-Time Hours	1,300	1,300	1,900	1,900
Total Full-Time and Part-Time Positions Stated as FTE	22.49	22.49	23.71	23.71

Budget Variances❖ **Capital Outlay**

- ◆ 2013 Actual vs. 2014 Budget is up \$3,595,546 due to the planned completion of several capital projects. The largest being the Civic Center Plaza reconstruction.
- ◆ 2014 Budget vs. 2014 Revised is up \$2,124,560 due to carry over of funds for capital projects from 2013, and planned capital improvements. Carry over funds are primarily due to project starting in 2013 but not yet completed. Plus there is an additional \$933,232 in Intangible Capital Assets for the Solar Garden.
- ◆ 2014 Revised vs. 2015 Budget is down \$2,396,882 due to lower projections of capital funds being available and fewer approved capital projects plus the decrease from 2014R of \$933,232 for the Solar Garden that was paid in 2014R and not in 2015.



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.

Activity: A facility asset inventory and work order system has been implemented with coordination and training provided to City staff.

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.

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.

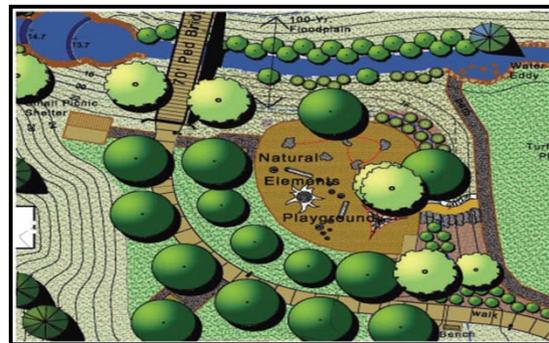
Result-Benefit: A more comprehensive Citywide recycling effort is achieved.

◆ **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 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.

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.

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.

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.

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





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

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

Expectation: Proper practices for facility, operations, maintenance, and utility management are implemented to control building and facility operating costs.

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

General Comments

	2012	2013	2014	2015
	<u>Actual</u>	<u>Actual *</u>	<u>Revised</u>	<u>Budget</u>
Square footage of buildings maintained	790,389	781,614	781,614	780,029
Number of buildings	157	160	160	159
Number of parking structures	2	2	2	2
Number of swimming/therapy pools	7	7	7	7
Spray Parks	2	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:

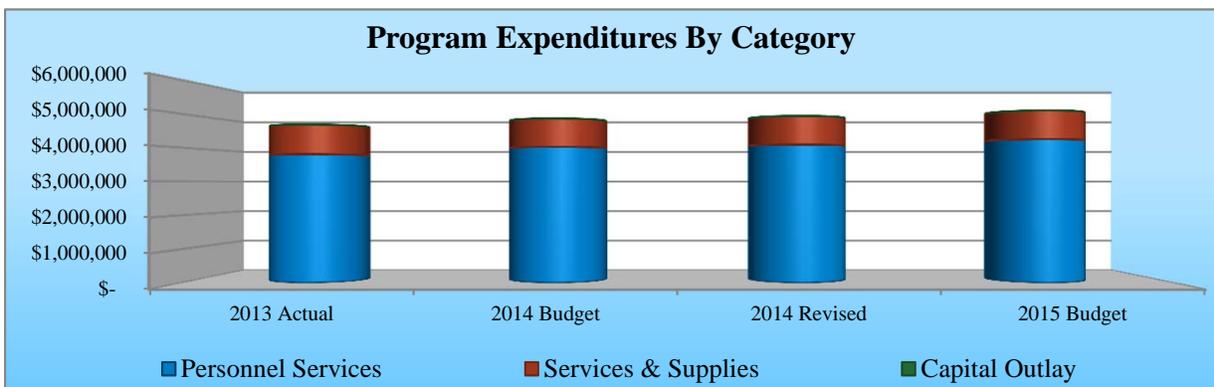
- ❖ Carmody Recreation Center with Indoor and Outdoor Pools
- ❖ Charles Whitlock Recreation Center with Indoor Pool and In-Line Rink
- ❖ Glennon Heights Swimming Pool
- ❖ Green Mountain Recreation Center with Indoor Pool
- ❖ Lakewood Link Recreation Center with Skate Park and Indoor Pool
- ❖ Morse Park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

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Personnel Services	\$ 3,804,630	\$ 4,025,650	\$ 4,090,680	\$ 4,252,311
Services & Supplies	\$ 879,248	\$ 837,792	\$ 847,234	\$ 847,234
Capital Outlay	\$ -	\$ -	\$ -	\$ -
TOTAL:	\$ 4,683,878	\$ 4,863,442	\$ 4,937,914	\$ 5,099,545



**Program Expenditures By Fund**

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
General Fund	\$ 4,683,878	\$ 4,863,442	\$ 4,937,914	\$ 5,099,545
TOTAL:	\$ 4,683,878	\$ 4,863,442	\$ 4,937,914	\$ 5,099,545

Full-Time Positions

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

	2013 Revised	2014 Budget	2013 Revised	2014 Budget
Recreation Manager	1.00	1.00	1.00	1.00
Adult Programmer	-	-	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	4.00	4.00	4.00	4.00
Fitness/Wellness Program Admin	-	-	1.00	1.00
Marketing & Promotions Coord	-	-	0.35	0.35
Marketing & Promotions Specialist	0.35	0.35	-	-
Pool Manager	3.00	3.00	3.00	3.00
Program Specialist I	1.00	1.00	1.00	1.00
Program Specialist II	3.00	3.00	2.00	2.00
Recreation Coordinator	2.82	2.00	1.00	1.00
Recreation Suprv/Facilities	1.00	1.00	1.00	1.00
Recreation Suprv/Adult Programs	1.00	1.00	1.00	1.00
Recreation Suprv/Aquatics/Fitness	1.00	1.00	1.00	1.00
Recreation Suprv/Youth Programs	-	-	1.00	1.00
RISE Coordinator	1.00	1.00	1.00	1.00
Youth Programmer	1.00	1.00	1.00	1.00
Youth Programs Liaison Coordinator	0.18	1.00	-	-
Total Full-Time Positions (FTE):	30.65	30.65	30.65	30.65
Part-Time Hours	150,370	150,370	151,674	151,674
Total Full-Time and Part-Time Positions Stated as FTE	102.94	102.94	103.57	103.57

Budget Variances❖ **Personnel Services**

- ◆ 2013 Actual vs. 2014 Budget is up \$221,020 due to budgeting to fill available positions and delaying the hiring of positions 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.

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.

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.



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.

◆ **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.

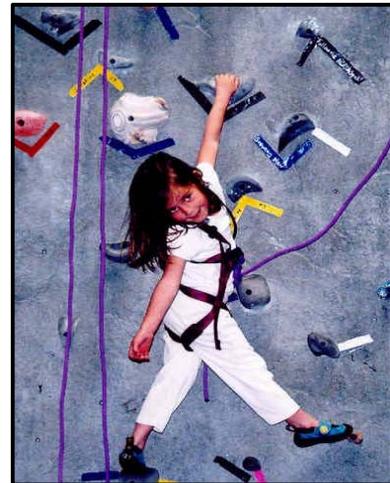
Result-Benefit: By participating in and periodically facilitating professional development workshops and presentations on a variety of topics, staff will improve their knowledge, skills, and competencies and benefit the City of Lakewood by ensuring that residents are receiving high quality service on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

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Open Gym and Pool Admissions	417,038	410,000	415,000	415,000
Outdoor Pool Admissions	21,931	25,000	22,000	22,000
Activity Spectators/Special Programs Attendance	5,000	5,000	5,000	5,000
Total Admissions	443,969	440,000	442,000	442,000
	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Facility Rentals/Outreach				
Rental Hours	31,078	30,000	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	2,450	2,500	2,500	2,500
Number of Participants	19,653	20,000	20,000	20,000
Online Registration	4,000	4,500	4,500	5,500
Grand Total Services Delivered	663,622	660,000	662,000	662,000



Program: Regional Parks Operations

Department: Community Resources

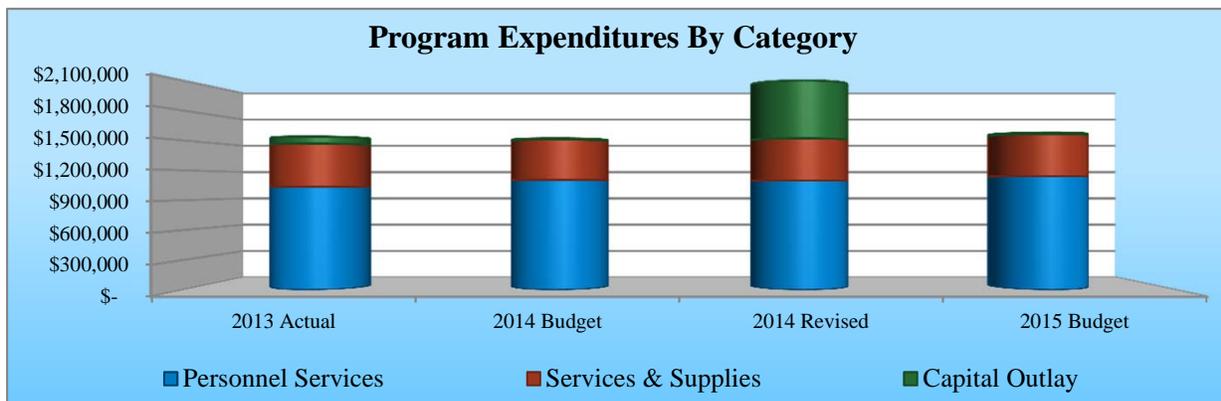
Division: Regional Parks and Golf

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

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Personnel Services	\$ 1,034,175	\$ 1,103,954	\$ 1,096,590	\$ 1,141,354
Services & Supplies	\$ 434,415	\$ 405,194	\$ 423,481	\$ 423,481
Capital Outlay	\$ 69,950	\$ 11,171	\$ 795,518	\$ 13,713
TOTAL:	\$ 1,538,540	\$ 1,520,319	\$ 2,315,589	\$ 1,578,548



Program Expenditures By Fund

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
General Fund	\$ 589,086	\$ 584,004	\$ 601,320	\$ 622,515
Grants Fund	\$ 74,565	\$ -	\$ 212,118	\$ -
Open Space Fund	\$ 874,888	\$ 936,315	\$ 1,502,151	\$ 956,033
TOTAL:	\$ 1,538,540	\$ 1,520,319	\$ 2,315,589	\$ 1,578,548

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

	2013 Revised	2014 Budget	2014 Revised	2015 Budget
Regional Parks/Golf Course Manager	0.50	0.50	0.50	0.50
Marketing & Promotions Coord	-	-	0.08	0.08
Marketing & Promotions Specialist	0.08	0.08	-	-
Media and Administrative Technician	0.25	0.25	0.25	0.25
Natural Resources Specialist	1.00	1.00	1.00	1.00
Park Naturalist	1.00	1.00	1.00	1.00
Park Ranger	2.00	2.00	2.00	2.00
Parks Maintenance Lead Person	1.00	1.00	1.00	1.00
Parks Maintenance Specialist II	1.00	1.00	1.00	1.00
Regional Parks Supervisor	1.00	1.00	1.00	1.00
Visitor Center Specialist	1.00	1.00	1.00	1.00
Water Quality/ Maint Technician	1.00	1.00	1.00	1.00
Total Full-Time Positions (FTE):	9.83	9.83	9.83	9.83
Part-Time Hours	27,467	27,467	27,467	27,467
Total Full-Time and Part-Time Positions Stated as FTE	23.04	23.04	23.04	23.04

Budget Variances❖ **Personnel Services**

- ♦ 2013 Actual vs. 2014 Budget is up \$69,779 due to a combination of salary adjustments and increases in health care benefits in 2014, and part-time personnel budgets underspent in 2013.

❖ **Capital Outlay**

- ♦ 2013 Actual vs. 2014 Budget is down \$58,779 due to funds spent on Bear Creek Lake Park flood repairs in 2013.
- ♦ 2014 Budget vs. 2014 Revised is up \$784,347 due to funds for capital projects at Bear Creek Lake Park and flood repairs at Bear Creek Lake Park being added in 2014 Revised Budgets.
- ♦ 2014 Revised vs. 2015 Budget is down \$781,805 due to no capital projects scheduled in 2015.



Goals / Activities / Expectations / Results-Benefits

◆ GOAL: Provide quality customer service

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

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

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

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

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

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

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

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

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

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



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

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

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



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

Activity: A park volunteer program will be developed to compliment 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, Wildlife Monitoring, Adopt-a-Garden, 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 and stewardship 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 2014. Much of the activity since September 2013 has been focused on recovering from flood damage estimated at over \$300,000. Completed projects include debris removal, trail and bridge replacement and construction, building repairs, pier and dock replacement, and general clean-up. Regional Parks has secured funding to assist with these recovery efforts from Jefferson County Open Space (JCOS) and FEMA. Additionally, Regional Parks has secured Great Outdoors Colorado (GOCO) funding and hired a contractor to complete stabilization work on three (3) segments of the Bear Creek stream channel that were most impacted by the flood. Regional Parks has also received funding from GOCO to complete significant repairs to the concrete trail system in Bear Creek Lake Park (BCLP) before the end of the summer.

The Natural Resources Section has continued to take on additional wildlife, trail, and weed management responsibilities. Wildlife management included continued implementation of the completed Natural Areas Plan and coordination of Lakewood's role in the Denver Metro Area Coyote Study, as well as partnership with the city of Denver to remove Russian Olive trees from the Bear Creek Greenbelt. This project has been partially funded by a GOCO Youth Corps grant.

Trail projects, improvements and reclamation efforts have continued at William Frederick Hayden Park including a significant reroute on the Box-o-Rox Trail involving a funding partnership with the International Mountain Bike Association. These projects were made possible through coordination with partners including Volunteers for Outdoors Colorado, REI, the Colorado Mountain Bike Association, and regional park's volunteer trail crew.

Park attendance declined in 2013 due to drought and flood issues, but visitation seems to be increasing again in 2014. 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

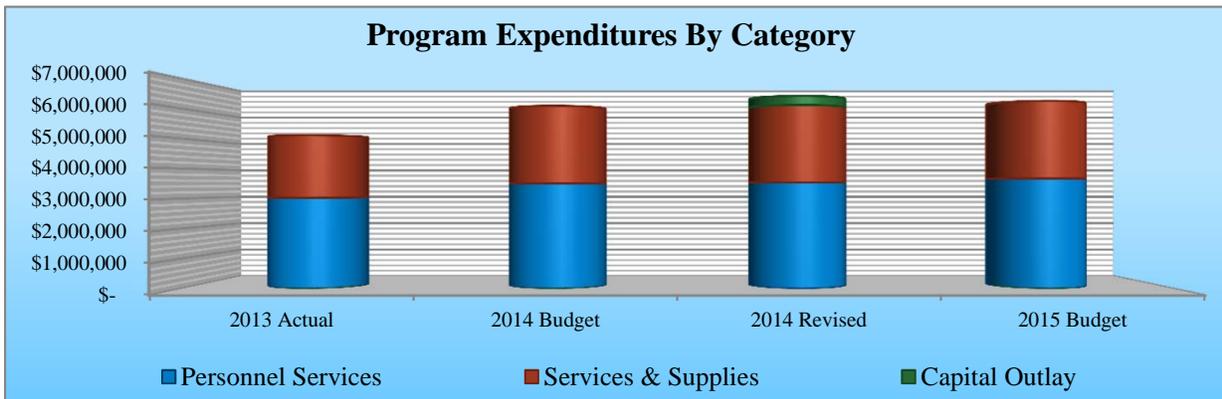
Division: Urban Parks

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

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Personnel Services	\$ 3,025,226	\$ 3,503,953	\$ 3,534,611	\$ 3,668,314
Services & Supplies	\$ 2,084,165	\$ 2,582,498	\$ 2,582,498	\$ 2,582,498
Capital Outlay	\$ (71,795)	\$ (300)	\$ 299,700	\$ (300)
TOTAL:	\$ 5,037,596	\$ 6,086,151	\$ 6,416,809	\$ 6,250,512



**Program Expenditures By Fund**

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
General Fund	\$ 3,187,218	\$ 3,570,190	\$ 3,613,825	\$ 3,681,712
Capital Improvement Fund	\$ 294	\$ 5,000	\$ 5,000	\$ 5,000
Open Space Fund	\$ 1,850,085	\$ 2,510,961	\$ 2,797,984	\$ 2,563,800
TOTAL:	\$ 5,037,596	\$ 6,086,151	\$ 6,416,809	\$ 6,250,512

Full-Time Positions

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

	2013 Revised	2014 Budget	2014 Revised	2015 Budget
Urban Parks Manager	1.00	1.00	1.00	1.00
Business Specialist	1.00	1.00	1.00	1.00
Forestry Supervisor	1.00	1.00	1.00	1.00
Forestry Technician	2.00	2.00	2.00	2.00
Greenhouse Lead Person	1.00	1.00	1.00	1.00
Greenhouse Technician	1.00	1.00	1.00	1.00
Horticulturist	-	-	1.00	1.00
Large Tree Specialist	1.00	1.00	1.00	1.00
Media and Administrative Technician	0.50	0.50	0.50	0.50
Parks Equipment Mechanic	1.00	1.00	1.00	1.00
Parks Irrigation Specialist	2.00	2.00	2.00	2.00
Parks Maintenance Lead Person	5.21	5.00	6.00	6.00
Parks Maintenance Specialist	-	-	1.00	1.00
Parks Maintenance Specialist II	16.00	16.00	15.00	15.00
Right-of-Way Specialist	1.00	1.00	1.00	1.00
Urban Parks Supervisor	3.79	4.00	3.00	3.00
Total Full-Time Positions (FTE):	37.50	37.50	38.50	38.50
Part-Time Hours	59,522	59,522	56,456	56,456
Total Full-Time and Part-Time Positions Stated as FTE	66.12	66.12	65.64	65.64

Budget Variances❖ **Personnel Services**

- ◆ 2013 Actual vs. 2014 Budget is up \$478,727 due to a combination of vacant full-time positions for part of the year, as well as not being able to recruit seasonal employees for the duration that they are needed and planned for.

❖ **Services & Supplies**

- ◆ 2013 Actual vs. 2014 Budget is up \$498,333 due to significant savings in water expense thanks to a wet spring and late summer.



Budget Variances (continued)

❖ Capital Outlay

- ◆ 2013 Actual vs. 2014 Budget is up \$71,495 due to expenses incurred in playground planning and renovations, and the timing and location of work being accomplished.
- ◆ 2014 Budget vs. 2014 Revised is up \$300,000 due to anticipated expenses associated primarily with the construction and renovation of the play area and surrounding landscape at Lakewood Park.
- ◆ 2014 Revised vs. 2015 Budget is down \$300,000 due to completion of the Lakewood Park playground renovation project.

Goals / Activities / Expectations / Results-Benefits

◆ GOAL: Provide quality customer service

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

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



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

Activity: Graffiti in parks and rights of way is removed within 48 hours of notification.

Expectation: Once staff is made aware of graffiti presence they utilized most effective methods for removal within the designated time frames.

Result-Benefit: Deters taggers and parks appear better. Users feel safer.

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

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

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

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

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



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

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

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.

Activity: The Division works with residents to assist in locating, constructing, planning, and maintaining community gardens and farms.

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 and farm locations.

Result-Benefit: Residents develop a sense of independence as well as respect for City knowledge and resources in their gardening and farming 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.

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.

Expectation: Irrigation management practices continue to be fine tuned. The Division cooperates with Denver Water on irrigation management and water savings strategies.



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

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.

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, Jewell 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 from Sheridan to Kipling have been completed. Next area of focus is west of Kipling. Jewell medians east of Wadsworth are also in the planning stages.

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.

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.

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



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

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. Medians have litter picked up once per month from November through March.

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

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

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

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

Activity: Staff have begun renovating Richey Park 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.

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

Expectation: Recycling containers have been placed at Kendrick Lake, Ray Ross, Belmar and Addenbrooke parks.

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

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 implementation. 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 2014 the Division began updating the central irrigation system. The Department and Division are trying to move forward with addressing tennis court conditions throughout the system. Tennis courts at Westborough Park, Daniels Park, Lasley Park, Green Mountain Recreation Center, Morse Park, and Lakewood Park were either patched and crack sealed or overlaid. Costs for maintaining 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 was modified in 2014. It is now a smaller program. It cost the Division \$7,000 per year.

Median renovation work on Colfax Avenue between Kipling and Sheridan was completed. The Division will now begin formulating plans for work needed on medians west of Kipling.

Tree planting occurred at Addenbrooke Park, a farming operation was begun at Mountair Park, discussions with Edgewater on changes at Walker Branch have occurred, initial designs for the garden at O'Kane Park was completed, fields at Carmody Middle School were renovated, a rain garden was installed at Morse Park, and channel work was completed at Holbrook Park.

A continuing emphasis of utilization of xeric plant species in both new and renovated shrub bed and median plantings occurred in 2014. 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.

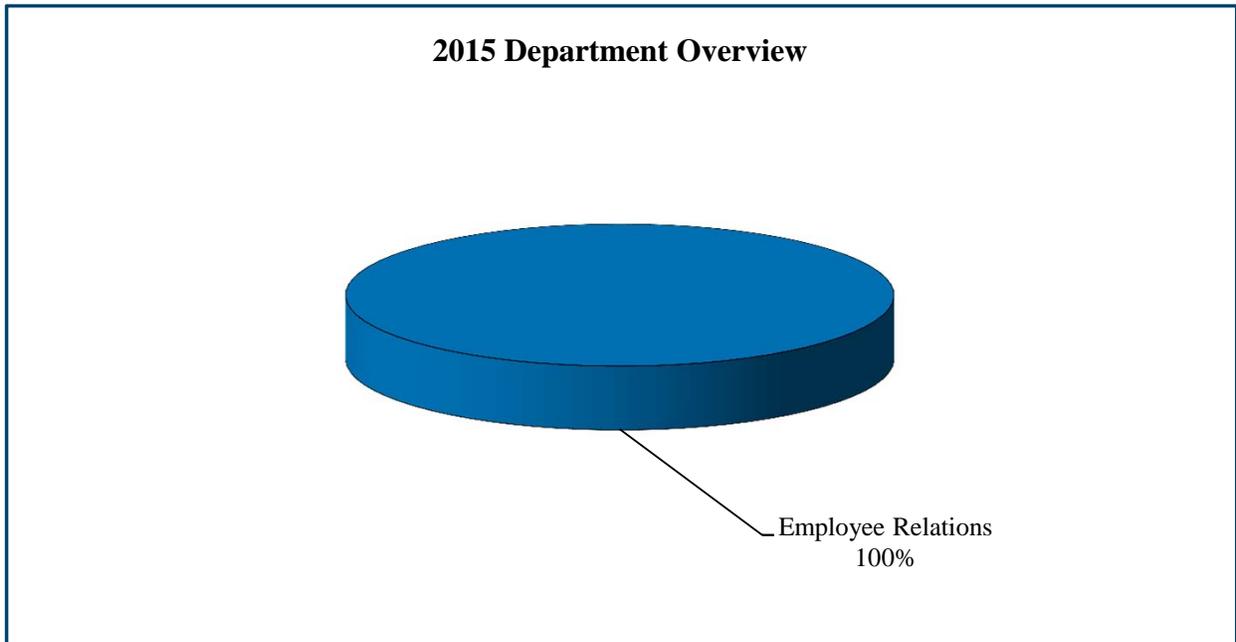


The Division manages and maintains approximately:

- ❖ 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
- ❖ 34 tennis courts
- ❖ Over 135 irrigation systems are programmed and maintained
- ❖ Over 60 miles of right-of-way are maintained



EMPLOYEE RELATIONS



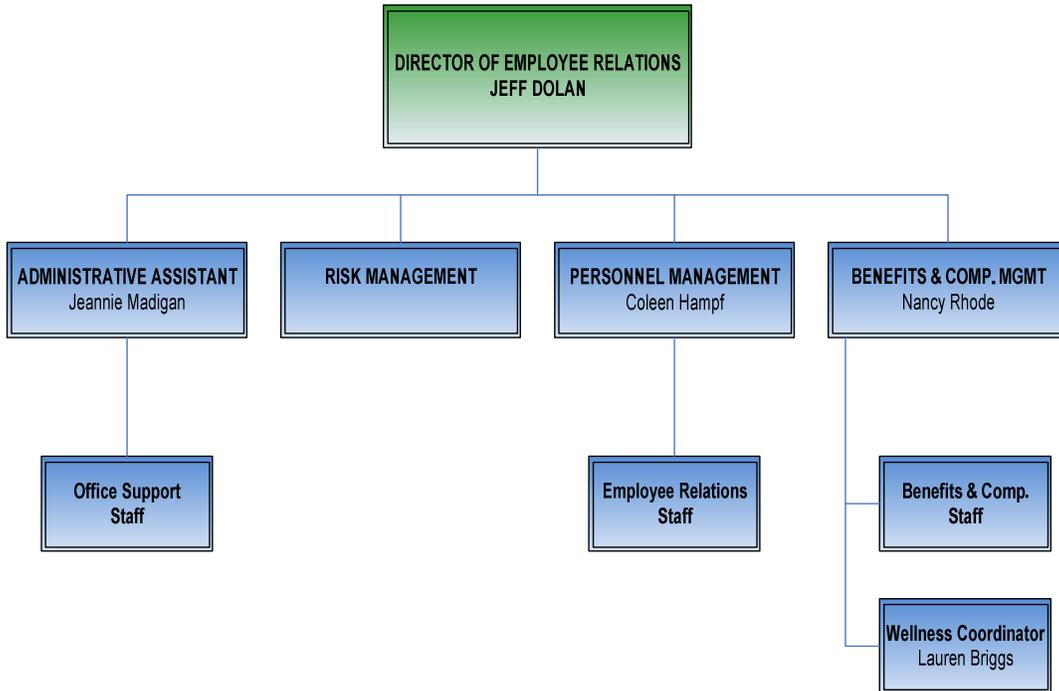
	2013 Revised	2014 Budget	2014 Revised	2015 Budget
Employee Relations	\$ 1,396,414	\$ 1,628,529	\$ 1,644,215	\$ 1,668,372
TOTAL:	\$ 1,396,414	\$ 1,628,529	\$ 1,644,215	\$ 1,668,372
Percent to All Funds	0.99%	1.00%	0.95%	0.94%



EMPLOYEE RELATIONS

(303) 987-7700

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.

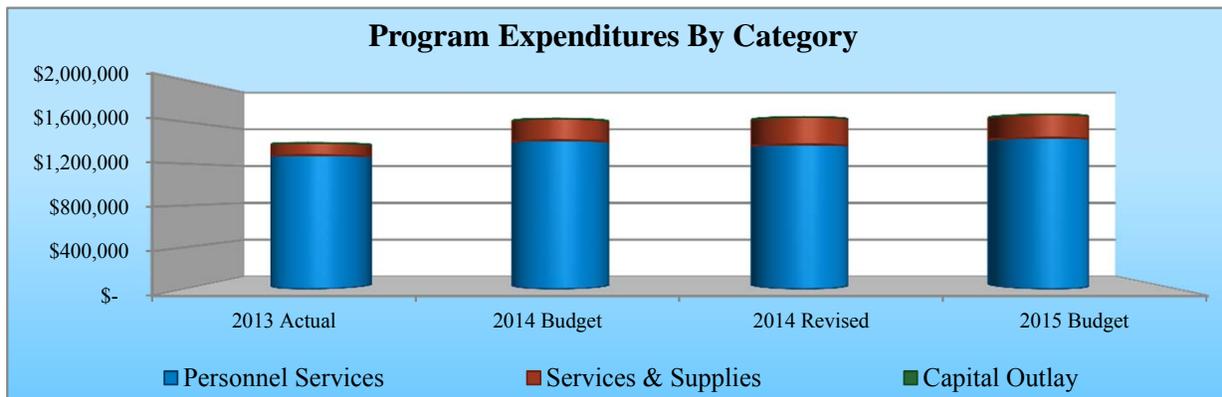
Human Resource Management directs functions related to recruiting, interviewing, training, policy development and interpretation, the Human Resource Information System (HRIS), Citywide staffing, budget, unemployment, performance management, and new employee on-boarding efforts.

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

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Personnel Services	\$ 1,280,533	\$ 1,422,253	\$ 1,382,771	\$ 1,446,928
Services & Supplies	\$ 115,880	\$ 206,276	\$ 261,444	\$ 221,444
Capital Outlay	\$ -	\$ -	\$ -	\$ -
TOTAL:	\$ 1,396,414	\$ 1,628,529	\$ 1,644,215	\$ 1,668,372



**Department Expenditures By Fund**

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
General Fund	\$ 1,396,414	\$ 1,628,529	\$ 1,644,215	\$ 1,668,372
TOTAL:	\$ 1,396,414	\$ 1,628,529	\$ 1,644,215	\$ 1,668,372

Full-Time Positions

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

	2013 Revised	2014 Budget	2014 Revised	2015 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	1.00	1.00	1.00	1.00
Employee Relations Coordinator	0.98	-	1.00	1.00
Employee Relations Specialist	1.00	1.00	2.00	2.00
Employee Wellness Coordinator	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
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	2.02	3.00	1.00	1.00
Total Full-Time Positions (FTE):	15.00	15.00	15.00	15.00
Part-Time Hours	1,456	1,456	1,456	1,456
Total Full-Time and Part-Time Positions Stated as FTE	15.70	15.70	15.70	15.70

Budget Variances❖ **Personnel Services**

- ◆ 2014 Budget vs. 2013 Actual is up \$141,720 due to employee salary and associated benefit increases, vacancies in 2013 that are now filled in 2014.

❖ **Services & Supplies**

- ◆ 2014 Budget vs. 2013 Actual is up \$90,396 due to the cost of service and supplies being less than budgeted in 2013; however the full amount is again budgeted in 2014.
- ◆ 2014 Budget vs 2014 Revised is up \$55,168 due the onboarding of a Director of Employee Relations, an increase in professional, technical and staff development needs, and a new Risk Management System.



Budget Variances (continued)

- ♦ 2014 Revised vs 2015 Budget is down \$40,000 due to the Risk Management System being installed in 2014.

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 has resulted in significant savings for the City's annual renewals. This plan, along with all benefits, will be refined to make cost-effective use of total compensation dollars.

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 which allows 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: 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.**

Activity: 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.

- ◆ **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.

	2012	2013	2014	2015
	Actual	Expected	Expected	Expected
	<u>Participation</u>	<u>Participation</u>	<u>Participation</u>	<u>Participation</u>
Employee Benefit Orientations	59	83	96	90
Benefits Fair (15 Providers)	400	400	400	400
Various Benefit Topics	400	200	200	200
Quarterly Pension Meetings	300	300	300	300
Individual Consultations	900	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 its 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.

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 all processes.

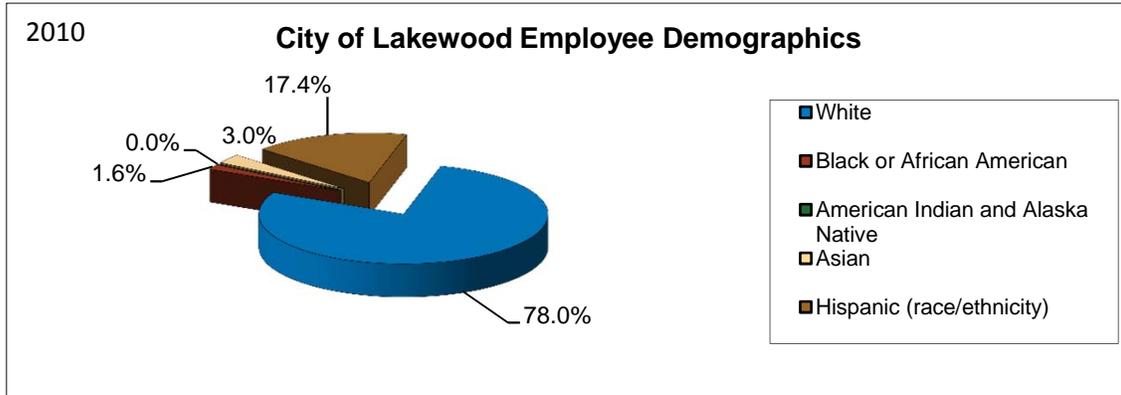
Expectation: The Employee Relations staff works continuously to revise and update the Personnel Policies and Administrative Regulations which includes strong statements regarding discrimination, harassment of any kind, and workplace violence.

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 2014, the department investigated and responded to two pending Hostile Work Environment 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 2014, 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.

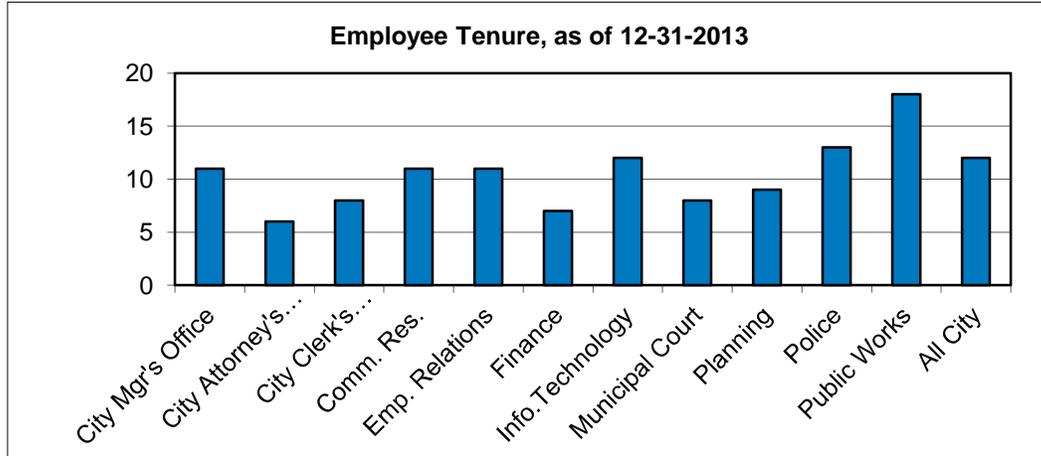
The turnover rate in 2013 for regular employees was 6.6 percent (6.6%), which is less than the "All Colorado" turnover rate of 12.3 percent (12.3%) for government, as published in the Personnel Pulse Survey from Mountain States Employers Council in April 2014. The City strives for open and honest communication, 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>
2013	6.6%	2009	2.9%	2005	10.0%
2012	6.6%	2008	9.2%	2004	10.0%
2011	5.4%	2007	9.3%	2003	8.8%
2010	6.3%	2006	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 2013, 37 claims were processed, totaling \$118,735. 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>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Revised</u>	<u>2015 Budget</u>
Medical Insurance (855)	\$ 7,609,570	\$ 8,394,800	\$ 9,280,667	\$ 10,925,000
Vision Insurance (855)	\$ 89,582	\$ 88,846	\$ 93,797	\$ 100,000
Dental Insurance (869)	\$ 555,976	\$ 537,476	\$ 689,572	\$ 884,708
Life Related Insurance (976)	\$ 265,588	\$ 301,423	\$ 313,986	\$ 327,073
Disability Insurance (976)	\$ 154,722	\$ 222,339	\$ 250,345	\$ 281,879
Medicare (799)	\$ 767,445	\$ 782,556	\$ 823,253	\$ 866,066
Pension/Retirement (976)	\$ 5,357,360	\$ 5,680,332	\$ 5,956,093	\$ 6,245,241
TOTAL	\$ 14,800,243	\$ 16,007,772	\$ 17,407,713	\$ 19,629,967



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

Assistance is also provided to terminated and retired employees.

	<u>2012</u> <u>Participation</u>	<u>2013</u> <u>Participation</u>	<u>2014</u> <u>Expected</u>	<u>2015</u> <u>Expected</u>
Employee Benefit Checklist	74	79	92	85
COBRA* Participants	23	20	15	14
Retirees Health Participants	48	50	34	34

*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 over 250 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 completed 19 classifications and reclassifications as of May 2014. Additional reclassification studies have been identified to be completed by the third quarter of 2014. 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>2012</u> <u>Participation</u>	<u>2013</u> <u>Participation</u>	<u>2014</u> <u>Expected</u>	<u>2015</u> <u>Expected</u>
Medical Leaves	184	175	225	225
Short-Term Disability	17	14	15	15
Long-Term Disability	16	16	20	20
Military Leave	1	1	5	5
Sick-Leave Donations	3	1	3	3



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), Colorado Family Care Act, Health Insurance Portability & Accountability Act (HIPAA), Colorado Civil Unions Act, 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 Lakewood City government to job seekers.

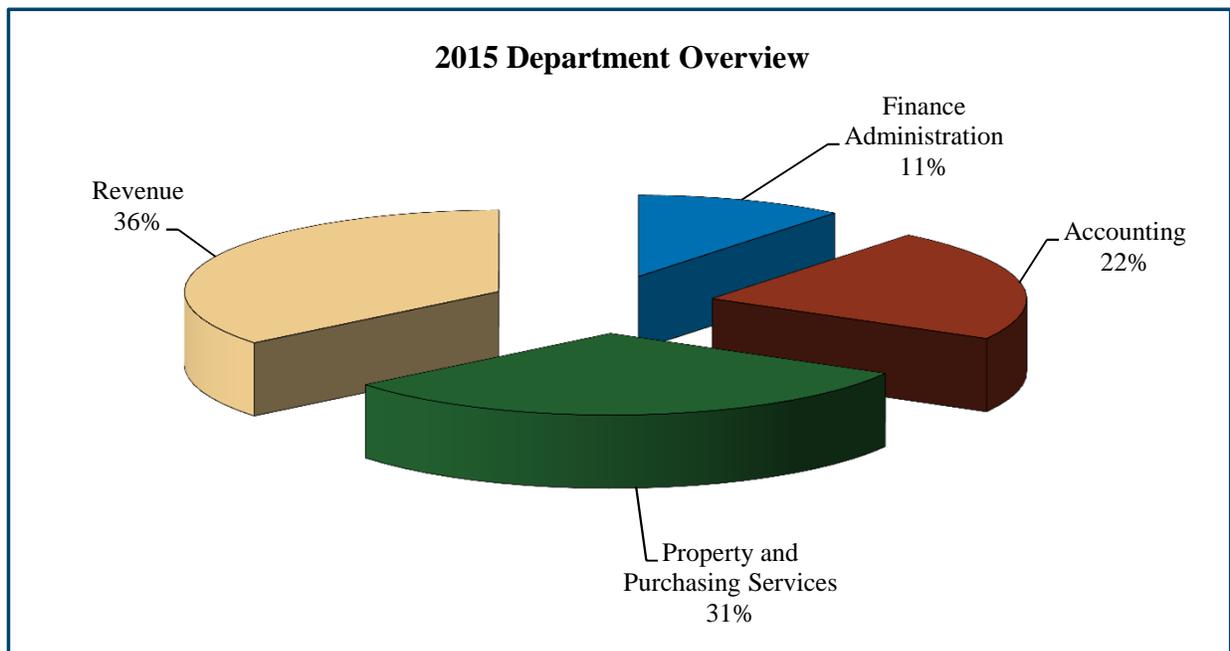
Financial resources are provided by CIGNA and Kaiser totaling \$70,000 for employee wellness initiatives. The City's Employee Wellness Coordinator ensures the effective utilization of this program. Ongoing analysis of the "Return on Investment" (ROI) for the funding of the Employee Wellness program will continue.



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FINANCE



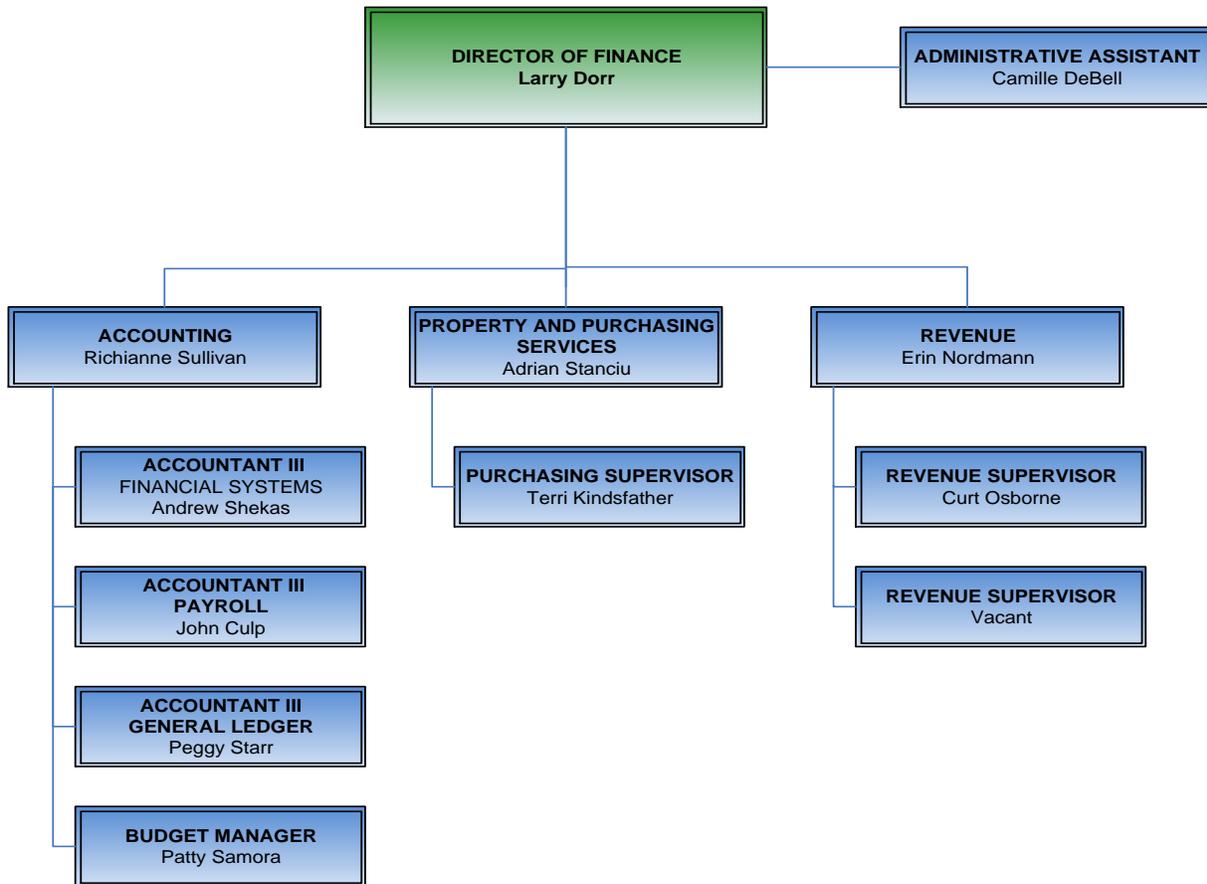
	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Finance Administration	\$ 399,949	\$ 550,013	\$ 439,156	\$ 431,773
Accounting	\$ 651,173	\$ 769,634	\$ 862,692	\$ 901,575
Property and Purchasing Services	\$ 1,085,767	\$ 1,219,834	\$ 1,207,736	\$ 1,246,659
Revenue	\$ 891,252	\$ 1,453,495	\$ 1,646,907	\$ 1,440,787
TOTAL:	\$ 3,028,142	\$ 3,992,976	\$ 4,156,491	\$ 4,020,794
Percent to All Funds	2.14%	2.46%	2.39%	2.26%



FINANCE DEPARTMENT

(303) 987-7600

www.lakewood.org/Finance/



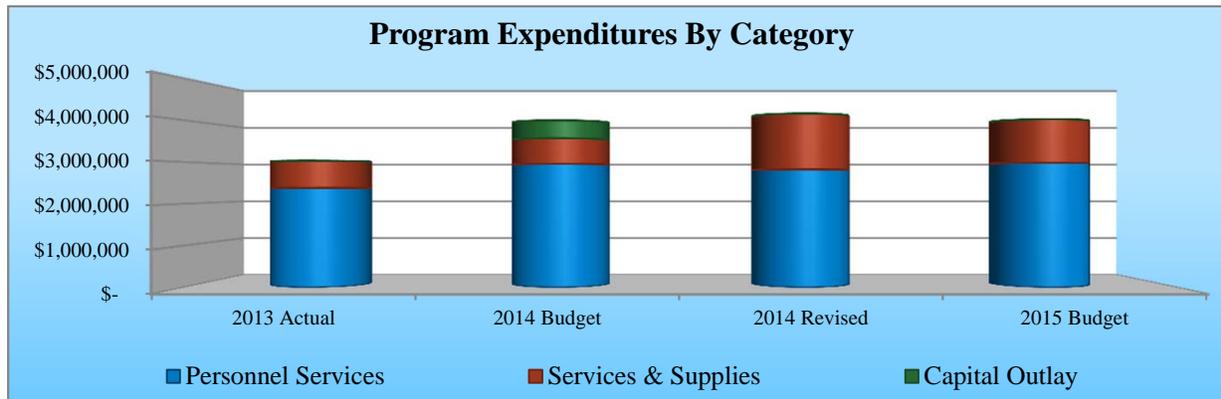


Department: Finance

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

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Personnel Services	\$ 2,379,287	\$ 2,955,053	\$ 2,823,723	\$ 2,982,080
Services & Supplies	\$ 648,854	\$ 612,123	\$ 1,331,968	\$ 1,037,914
Capital Outlay	\$ -	\$ 425,800	\$ 800	\$ 800
TOTAL:	\$ 3,028,142	\$ 3,992,976	\$ 4,156,491	\$ 4,020,794



Department Expenditures By Fund

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
General Fund	\$ 2,939,842	\$ 3,909,922	\$ 4,065,578	\$ 3,926,087
Capital Improvement Fund	\$ 51,498	\$ 45,409	\$ 52,774	\$ 54,749
Grants Fund	\$ 36,802	\$ 37,645	\$ 38,139	\$ 39,958
TOTAL:	\$ 3,028,142	\$ 3,992,976	\$ 4,156,491	\$ 4,020,794

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

	2013 Revised	2014 Budget	2014 Revised	2015 Budget
Director of Finance/City Treasurer	1.00	1.00	1.00	1.00
Accountant I	-	-	0.75	0.75
Accountant II	0.94	0.94	0.94	0.94
Accountant III/Sr Accountant	1.87	1.87	1.87	1.87
Accounting Clerk	-	-	-	-
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	-	-
Budget Manager	-	-	1.00	1.00
Business Analyst & Appl Specialist	1.00	1.00	1.00	1.00
Buyer I	1.00	1.00	1.00	1.00
Buyer II	-	-	1.00	1.00
Compliance Technician	1.00	1.00	1.00	1.00
Contract Administrator	2.00	2.00	1.00	1.00
Financial Systems Analyst	1.00	1.00	1.00	1.00
Lead Accountant I	1.75	1.75	1.00	1.00
Property & Purchasing Division Mgr	1.00	1.00	1.00	1.00
Public Improvement Fee Auditor	0.16	-	-	-
Purchasing/Mailroom Supervisor	1.00	1.00	1.00	1.00
Revenue Manager	1.00	1.00	1.00	1.00
Revenue Supervisor	2.00	2.00	2.00	2.00
Revenue/PIF Specialist	2.00	2.00	2.00	2.00
Revenue/PIF Technician	2.00	2.00	2.00	2.00
Right of Way Agent	2.00	2.00	2.00	2.00
Right of Way Technician	1.00	1.00	1.00	1.00
Sales Tax Auditor	5.84	6.00	6.00	6.00
Total Full-Time Positions (FTE):	33.56	33.56	33.56	33.56
Part-Time Hours	5,906	5,906	5,906	5,906
Total Full-Time and Part-Time Positions Stated as FTE	36.40	36.40	36.40	36.40

Budget Variances❖ **Personnel Services**

- ♦ 2013 Actual vs. 2014 Budget is up \$575,766 due to various vacancies in 2013 and an increase in benefit costs in 2014.

❖ **Services & Supplies**

- ♦ 2014 Budget vs. 2014 Revised is up \$719,845 due to the budget reclassification of the tax system, and some miscellaneous expenses in the Revenue Division.



Budget Variances (continued)

❖ **Services & Supplies (continued)**

- ◆ 2014 Revised vs. 2015 Budget is down \$294,054 due to unspent professional services in the Accounting Division and reimbursements from a 5 year reconciliation of PIF administration expense.

❖ **Capital Outlay**

- ◆ 2013 Actual vs. 2014 Budget is up \$425,800 and then down \$425,000 on the 2014 Revised due to a reclassification of the tax system from the capital accounts to services & supplies.

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

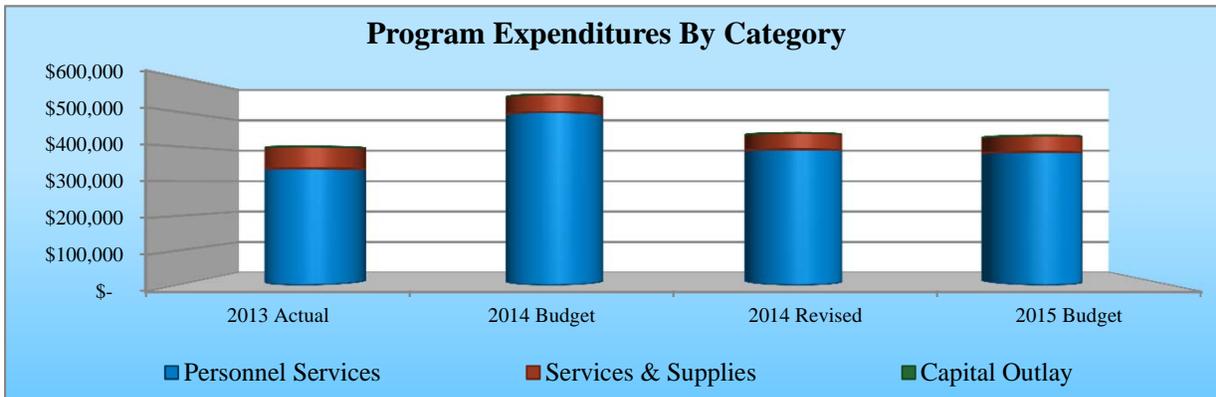
Department: Finance

Division: Administration

Purpose: The Administration Division manages the day-to-day activities of the Finance Department. The Division also provides direct management of debt, treasury, financial analysis, and all financial activities of the Lakewood Reinvestment Authority and the Lakewood Public Building Authority.

Program Expenditures By Category

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Personnel Services	\$ 336,852	\$ 499,249	\$ 392,092	\$ 384,709
Services & Supplies	\$ 63,097	\$ 50,764	\$ 47,064	\$ 47,064
Capital Outlay	\$ -	\$ -	\$ -	\$ -
TOTAL:	\$ 399,949	\$ 550,013	\$ 439,156	\$ 431,773



Program Expenditures By Fund

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
General Fund	\$ 399,949	\$ 550,013	\$ 439,156	\$ 431,773
TOTAL:	\$ 399,949	\$ 550,013	\$ 439,156	\$ 431,773



Full-Time Positions

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

	2013 Revised	2014 Budget	2014 Revised	2015 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	-	-
Financial Systems Analyst	1.00	1.00	1.00	1.00
Total Full-Time Positions (FTE):	4.00	4.00	3.00	3.00
Part-Time Hours	285	-	-	-
Total Full-Time and Part-Time Positions Stated as FTE	4.14	4.00	3.00	3.00

Budget Variances

❖ **Personnel Services**

- ♦ 2013 Actual vs. 2014 Budget is up \$162,397 due to 2013 vacancies and 2014 benefit costs.
- ♦ 2014 Budget vs. 2014 Revised is down \$107,157 due to a reorganization in personnel, in which the Budget Manager was moved from Administration to Accounting.

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.

Result-Benefit:

Treasury Statistics	2010	2011	2012	2013
Number of Investments	73	76	61	73
Capital Managed (as of 12/31)	\$ 52,595,000	\$ 54,370,000	\$ 56,400,000	\$ 56,900,000
Cash Revenues Managed	\$ 156,000,000	\$ 150,800,000	\$ 158,300,000	\$ 150,800,000



General Comments

Employees within the Department recognize their co-workers for performance that increases the effectiveness and the team spirit of the Department. Each month, employees submit 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:

- ❖ Recognition for extending part-time hours for six months and filling the full-time Specialist position. The extra hours worked were important in that they enabled the Revenue Department to go through the hiring process and run much smoother while short-handed.
- ❖ Recognition for leading the Revenue Division through the Gentax testing process. A great job coordinating everyone's roles and schedules while acting as the main support to everyone with questions and issues, putting in the extra time to fill in all of the gaps as needed and was the "go-to" person for the team as well as the supervisor's "right hand man" for the entire implementation process. Their hard work, passion and dedication to the project and the team was greatly appreciated
- ❖ Recognition for all efforts through emails and meetings in keeping the audit team running due to a supervisor's absence and manager's leave. They were always willing to help answer any questions, put in extra effort to ensure things continued to run smoothly.



Program: Accounting

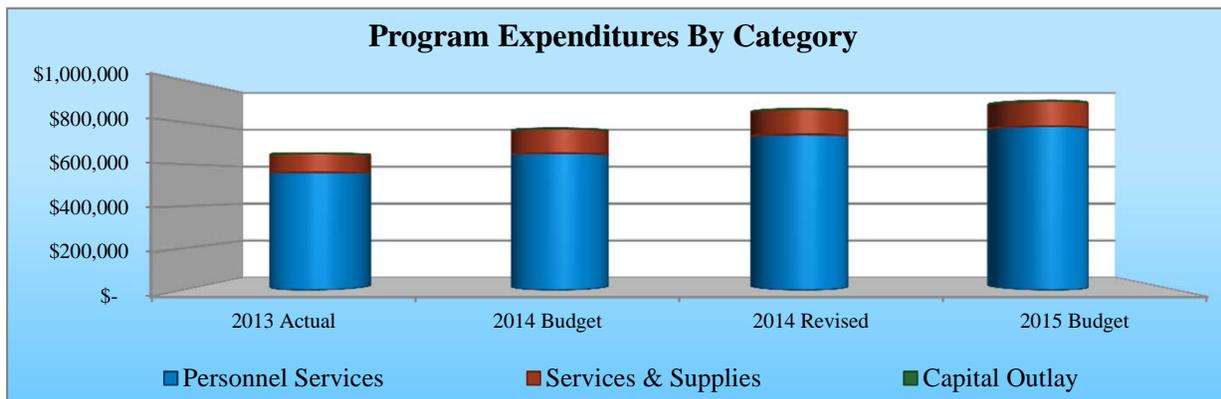
Department: Finance

Division: Accounting

Purpose: The Accounting Division is responsible for the administration of all financial record keeping and reporting as well as the Citywide budget. The objective of the Accounting Division is to help maintain a fiscally sound government organization that conforms to legal requirements, generally accepted financial management principles and budget policies and guidelines.

Program Expenditures By Category

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Personnel Services	\$ 561,081	\$ 652,209	\$ 741,567	\$ 780,450
Services & Supplies	\$ 90,092	\$ 117,425	\$ 121,125	\$ 121,125
Capital Outlay	\$ -	\$ -	\$ -	\$ -
TOTAL:	\$ 651,173	\$ 769,634	\$ 862,692	\$ 901,575



Program Expenditures By Fund

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
General Fund	\$ 614,371	\$ 731,989	\$ 824,553	\$ 861,617
Grants Fund	\$ 36,802	\$ 37,645	\$ 38,139	\$ 39,958
TOTAL:	\$ 651,173	\$ 769,634	\$ 862,692	\$ 901,575



Full-Time Positions

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

	2013 Revised	2014 Budget	2014 Revised	2015 Budget
Accounting Manager	1.00	1.00	1.00	1.00
Accountant I	-	-	0.75	0.75
Accountant II	0.94	0.94	0.94	0.94
Accountant III/Sr Accountant	1.87	1.87	1.87	1.87
Accounting Technician	1.00	1.00	1.00	1.00
Budget Manager	-	-	1.00	1.00
Business Analyst & Appl Specialist	1.00	1.00	1.00	1.00
Lead Accountant I	1.75	1.75	1.00	1.00
Total Full-Time Positions (FTE):	7.56	7.56	8.56	8.56
Part-Time Hours	-	-	-	-
Total Full-Time and Part-Time Positions Stated as FTE	7.56	7.56	8.56	8.56

Note: Utility billing staff are budgeted in the various utility budgets in Public Works.

Budget Variances

❖ **Personnel Services**

- ◆ 2013 Actual vs. 2014 Budget is up \$91,128 due to anticipated increases in salaries and benefits for 2014 and various vacancies in 2013.
- ◆ 2014 Budget vs. 2014 Revised is up \$89,358 due to a reorganization of personnel which moved the Budget Manager from Finance Administration to the Accounting Division

❖ **Services & Supplies**

- ◆ 2013 Actual vs. 2014 Budget is up \$27,333 due to unspent Professional Services in Training and Travel in 2013.

Goals / Activities / Expectations / Results-Benefits

- ◆ **GOAL: Manage an orderly flow of the City's financial resources and assets to ensure financial integrity**

Activity: The entire Citywide payroll is processed, created, reconciled, and delivered on a bi-weekly basis, including manual and electronic disposition of all pension, medical, and tax withholdings.

Expectation: All payroll functions will be completed in compliance with federal and state labor laws, federal and state tax reporting regulations, and generally accepted accounting principles. All payroll will be processed and delivered in a timely and accurate basis and resolution of errors and omissions will be completed on the same business day.

**Goals / Activities / Expectations / Results-Benefits (continued)****Result-Benefit:**

	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Projected</u>	<u>2015 Projected</u>
Payroll Checks & Direct Deposits Processed	37,500	37,467	37,650	38,000

Activity: The Accounting Division manages the recording of all cash receipts for the City and has a centralized process for Citywide miscellaneous accounts receivable, including billings and collections for 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>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Projected</u>	<u>2015 Projected</u>
Number of Accounts Receivables Billed	471	407	550	450
Cash Receipts-End of Day Input	4,769	6,960	4,800	7,800
Cash Receipts-Deposited Items	135,371	145,821	138,000	147,700

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>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Projected</u>	<u>2015 Projected</u>
Number of Accounts Payable Checks Processed	7,516	6,892	7,800	6,900
General Ledger Journal Entries	1,772	1,779	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>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Projected</u>	<u>2015 Projected</u>
Water and Sanitation Bills	55,498	54,989	55,500	55,500
Stormwater Bills	54,039	54,715	54,100	55,000

◆ **GOAL: Assure compliance with applicable ordinances, agreements, guidelines, and regulations**

Activity: A Comprehensive Annual Financial Report (CAFR) is prepared pursuant to the City of Lakewood Charter which requires that an audit of all City accounts and financial records be conducted by an external Certified Public Accounting (CPA) firm.



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

Expectation: Work papers, schedules, and other information will be accurate and provided on a timely basis to the City's external auditors to ensure compliance and disclosures using generally accepted accounting principles. The CAFR will be presented to City Council as early as possible following the year end and to the State of Colorado by required due dates in accordance with Colorado Statutes. The CAFR will be submitted to the Government Finance Officers Association (GFOA) for consideration of the *Certificate of Achievement for Excellence in Financial Reporting*.

Result-Benefit: The City's annual financial statements once audited by an external Certified Public Accounting (CPA) firm receives an unqualified opinion.

Activity: The Accounting Division directs and administers a system of accounts and records in conformance with generally accepted municipal accounting practices as required by the City of Lakewood Charter.

Expectation: Accurate interim financial reports will be provided to user departments in a timely manner each month. Grant records will be maintained so as to ensure compliance with various requirements. The Accounting Division will coordinate with the City's grant program managers on periodic changes to grant reporting and monitoring.

Result-Benefit:

	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Projected</u>	<u>2015 Projected</u>
Grant Tracking & Reconciliations	52	44	50	50
Monthly Bank Account Reconciliations	264	312	300	315
General Ledger Journal Entries	1,772	1,779	1,800	1,800

◆ **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 September 30, 2013 the City Council adopted the 2014 Budget via Ordinance O-2013-21. The 2015 Budget is being presented to City Council on October 27, 2014 for adoption by ordinance.

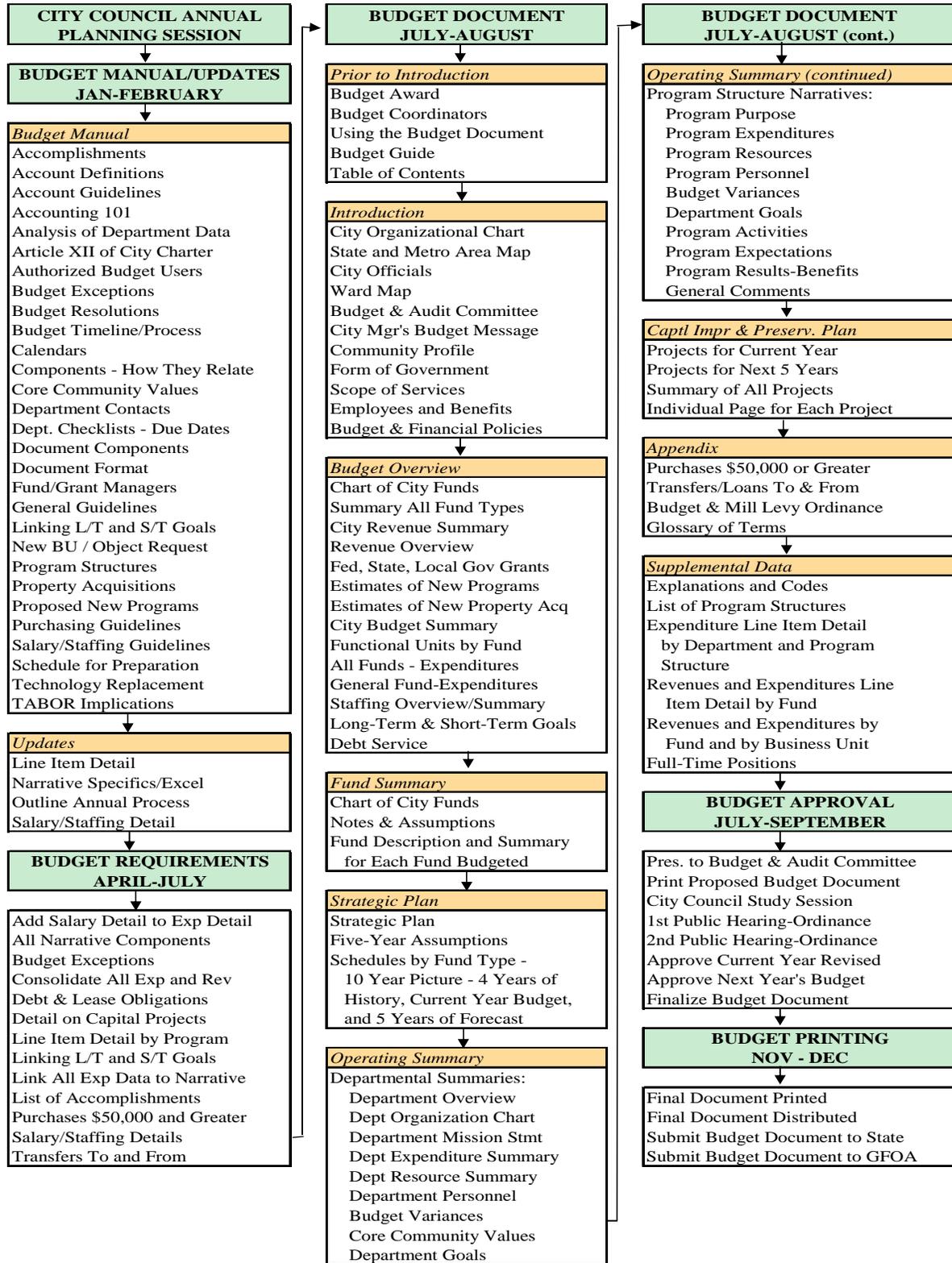
The City employs a bottom-up budgeting approach. As such, the Division facilitates all Citywide budget coordinators by providing training, a comprehensive budget manual, and in-depth financial templates.

The GFOA has reviewed the budget and has awarded the Distinguished Budget Presentation Award for the fourteenth 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

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, 2012 and for 24 previous years and the *Distinguished Budget Presentation Award* for the Citywide Budget for the fiscal year beginning January 1, 2014 and for the 14 previous years. The 2013 CAFR has been submitted for the award and the 2015 Budget will be submitted for the award.

During 2013, the Division worked closely with the Finance Revenue Division to successfully implement a new revenue sales tax system that interfaces with the financial management system, thereby producing correct financial information.



Program: Property and Purchasing Services

Department: Finance

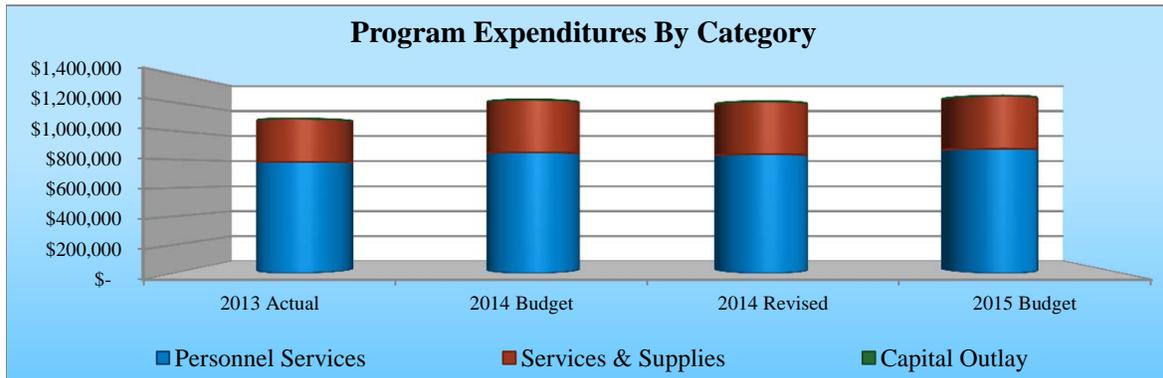
Division: Property and Purchasing Services

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

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Personnel Services	\$ 782,216	\$ 848,777	\$ 835,834	\$ 874,811
Services & Supplies	\$ 303,551	\$ 370,257	\$ 371,102	\$ 371,048
Capital Outlay	\$ -	\$ 800	\$ 800	\$ 800
TOTAL:	\$ 1,085,767	\$ 1,219,834	\$ 1,207,736	\$ 1,246,659



Program Expenditures By Fund

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
General Fund	\$ 1,034,269	\$ 1,174,425	\$ 1,154,962	\$ 1,191,910
Capital Improvement Fund	\$ 51,498	\$ 45,409	\$ 52,774	\$ 54,749
TOTAL:	\$ 1,085,767	\$ 1,219,834	\$ 1,207,736	\$ 1,246,659



Full-Time Positions

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

	2013 Revised	2014 Budget	2014 Revised	2015 Budget
Property & Purchasing Division Mgr	1.00	1.00	1.00	1.00
Buyer I	1.00	1.00	1.00	1.00
Buyer II	-	-	1.00	1.00
Contract Administrator	2.00	2.00	1.00	1.00
Purchasing/Mailroom Supervisor	1.00	1.00	1.00	1.00
Right of Way Agent	2.00	2.00	2.00	2.00
Right of Way Technician	1.00	1.00	1.00	1.00
Total Full-Time Positions (FTE):	8.00	8.00	8.00	8.00
Part-Time Hours	4,680	4,680	4,680	4,680
Total Full-Time and Part-Time Positions Stated as FTE	10.25	10.25	10.25	10.25

Budget Variances

❖ **Personnel Services**

- ♦ 2013 Actual vs. 2014 Budget is up \$66,561 due vacancies in 2013 and an increase in benefit costs in 2014.

❖ **Services & Supplies**

- ♦ 2013 Actual vs. 2014 Budget is up \$66,706 primarily due to unspent funds in postage and delivery expense.

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:

	2012	2013	2014	2015
<u>Mailroom Statistics</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>	<u>Projected</u>
Total Pieces of Outgoing Mail Processed	332,346	366,413	370,000	380,000

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.

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:

	2012	2013	2014	2015
<u>Purchasing Statistics</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>	<u>Projected</u>
Dollars in Purchase Orders	\$ 22,200,839	\$ 17,218,226	\$ 24,000,000	\$ 24,000,000
Purchasing Card Expenditures	\$ 9,749,226	\$ 9,237,154	\$ 9,000,000	\$ 9,000,000
Purchasing Card Rebate	\$ 112,935	\$ 100,645	\$ 100,000	\$ 100,000
Number of Bids, Quotes, RFP's*	263	236	260	250
Number of Purchase Orders	445	368	400	400

*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 continuously 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:

	2012	2013	2014	2015
Development Review Statistics	Actual	Actual	Projected	Projected
Initial Submittals	153	158	160	160
Re-submittals	71	80	50	60
Deeds/Rev. Lic. Agreements	35	33	25	30
Ordinances & Resolutions	9	15	10	15
Capital Proj Acquisitions	10	17	25	15
Total Reviews	278	303	270	280

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 third consecutive Excellence in Achievement award and its first Sterling Agency Award from the UPPCC (Universal Public Procurement Council).



Program: Revenue

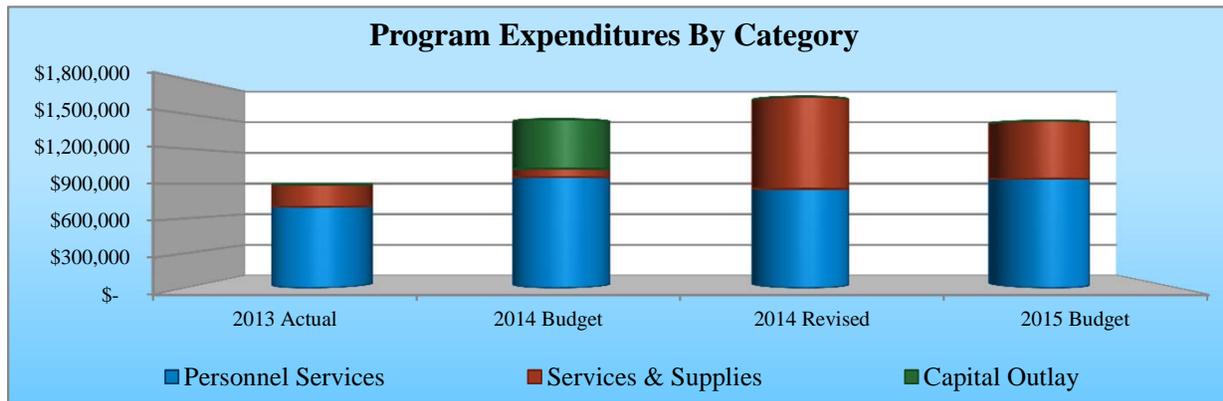
Department: Finance

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

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Personnel Services	\$ 699,138	\$ 954,818	\$ 854,230	\$ 942,110
Services & Supplies	\$ 192,114	\$ 73,677	\$ 792,677	\$ 498,677
Capital Outlay	\$ -	\$ 425,000	\$ -	\$ -
TOTAL:	\$ 891,252	\$ 1,453,495	\$ 1,646,907	\$ 1,440,787



Program Expenditures By Fund

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
General Fund	\$ 891,252	\$ 1,453,495	\$ 1,646,907	\$ 1,440,787
TOTAL:	\$ 891,252	\$ 1,453,495	\$ 1,646,907	\$ 1,440,787

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

	2013 Revised	2014 Budget	2014 Revised	2015 Budget
Revenue Manager	1.00	1.00	1.00	1.00
Compliance Technician	1.00	1.00	1.00	1.00
Revenue/PIF Specialist	2.00	2.00	2.00	2.00
Revenue/PIF Technician	2.00	2.00	2.00	2.00
Revenue Supervisor	2.00	2.00	2.00	2.00
Sales Tax Auditor	5.84	6.00	6.00	6.00
Public Improvement Fee Auditor	0.16	-		
Total Full-Time Positions (FTE):	14.00	14.00	14.00	14.00
Part-Time Hours	1,226	1,226	1,226	1,226
Total Full-Time and Part-Time Positions Stated as FTE	14.59	14.59	14.59	14.59

Budget Variances❖ **Personnel Services**

- ◆ 2013 Actual vs. 2014 Budget is up \$255,680 due to filled vacancies across Audit and Taxpayer Services.
- ◆ 2014 Budget vs. 2014 Revised is down \$100,588 primarily due to a Sales Tax Auditor vacancy and a few months of vacancies of the Revenue/PIF Specialist positions.
- ◆ 2014 Revised vs. 2015 Budget is up \$87,880 due to the filling of the Sales Tax Auditor vacancy.

❖ **Services & Supplies**

- ◆ 2013 Actual vs. 2014 Budget is down \$118,437 due to the budget reclassification of the tax system.
- ◆ 2014 Budget vs. 2014 Revised is up \$719,000 due to the budget reclassification of the tax system and some miscellaneous expenses.
- ◆ 2014 Revised vs. 2015 Budget is down \$294,000 primarily due to changes in PIF administration expenses and reimbursements from the 5-year reconciliation of PIF administration expenses.

❖ **Capital Outlay**

- ◆ 2013 Actual vs. 2014 Budget is up \$425,000 due to the reclassification of the tax system.
- ◆ 2014 Budget vs. 2014 Revised is down \$425,000 due to the reclassification of the tax 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.

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>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Projected</u>
Number of audits	46	58	55	62

- ◆ **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.



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

<u>Tax Administration & Audit</u>	2011 Actual	2012 Actual	2013 Actual	2014 Projected
Number of licensed accounts	8,639	9,178	10,268	11,229
Number of returns processed	52,689	58,672	64,691	76,435
Audit revenue	\$ 2,079,295	\$ 1,676,325	\$ 1,024,391	\$ 1,500,000
Delinquency revenue	\$ 1,619,769	\$ 1,231,122	\$ 665,789	\$ 1,354,234

* Delinquency revenue could not be tracked during several months in 2013 due to migration into the new revenue software system.

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>	2011 Actual	2012 Actual	2013 Actual	2014 Projected
Number of retailers	341	324	342	351
Percent of collected accounts	96.5%	96.4%	98.1%	98.6%
Number of payments processed	3,801	3,776	*	*

*PIF returns are no longer tracked separately and are incorporated with the sales tax.



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

♦ 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.

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

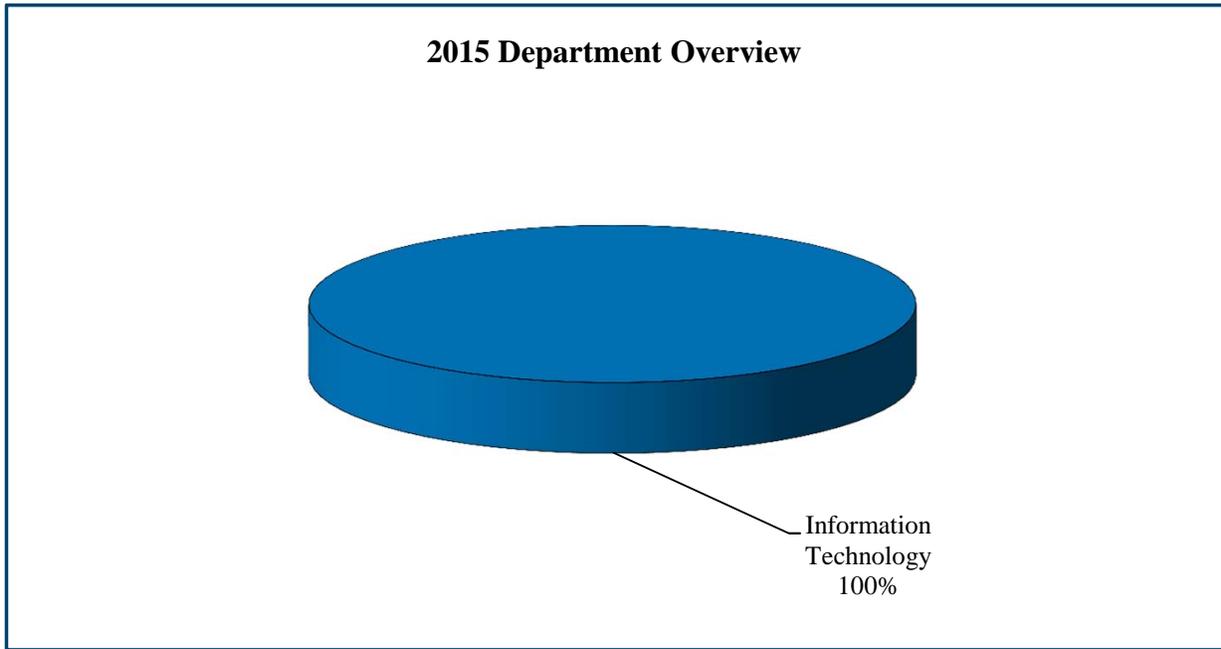
In 2013, the Revenue Division implemented a new Tax Revenue System to replace the current revenue system that has been used for the past 28 years. Taxpayers now have the ability to file taxes on-line and pay taxes via Automated Clearing House (ACH).



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INFORMATION TECHNOLOGY



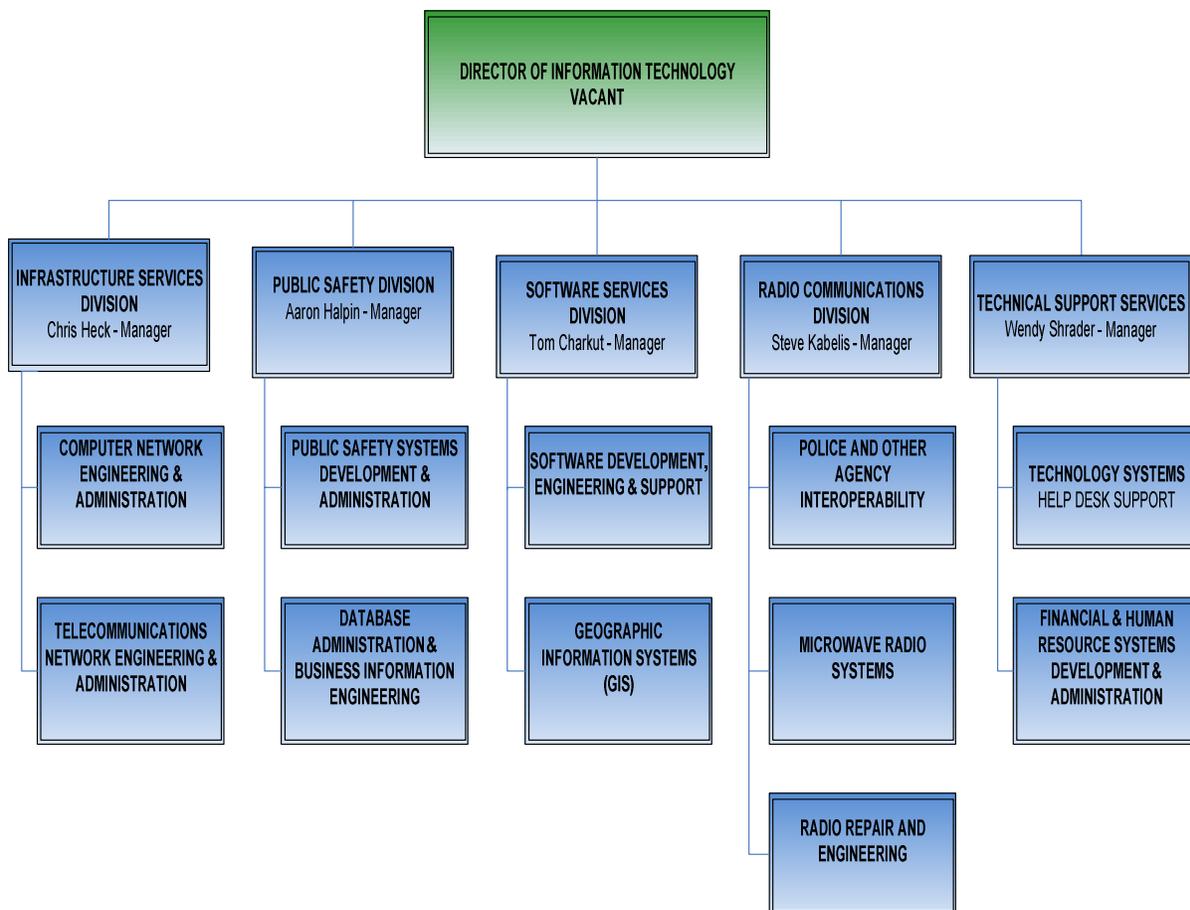
	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Information Technology	\$ 4,700,171	\$ 6,090,418	\$ 6,012,390	\$ 6,251,671
TOTAL:	\$ 4,700,171	\$ 6,090,418	\$ 6,012,390	\$ 6,251,671
Percent to All Funds	3.32%	3.75%	3.46%	3.52%



INFORMATION TECHNOLOGY

(303) 987-7676

www.lakewood.org/InformationTechnology/





Department: Information Technology

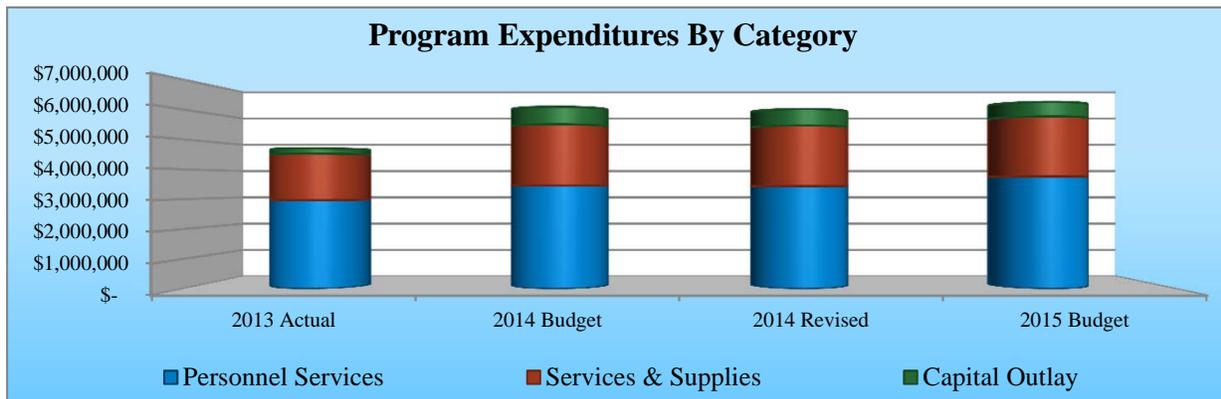
Mission Statement: Because information is fundamental to effective delivery of City services, the Department of Information Technology (IT) ensures that the City's information and communications systems maximize the service that the City departments provide to Lakewood's residents and businesses by carrying 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

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Personnel Services	\$ 2,965,094	\$ 3,459,050	\$ 3,435,375	\$ 3,759,260
Services & Supplies	\$ 1,559,307	\$ 2,044,168	\$ 2,030,082	\$ 2,007,411
Capital Outlay	\$ 175,770	\$ 587,200	\$ 546,933	\$ 485,000
TOTAL:	\$ 4,700,171	\$ 6,090,418	\$ 6,012,390	\$ 6,251,671



Department Expenditures By Fund

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
General Fund	\$ 4,337,566	\$ 4,948,461	\$ 5,088,700	\$ 5,523,671
Equipment Replacement Fund	\$ 362,605	\$ 1,141,957	\$ 923,690	\$ 728,000
TOTAL:	\$ 4,700,171	\$ 6,090,418	\$ 6,012,390	\$ 6,251,671

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

	2013 Revised	2014 Budget	2014 Revised	2015 Budget
Director of Information Technology	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Business Analyst II	2.59	3.00	2.00	2.00
Business Services Div Manager	1.00	1.00	-	-
Communications Systems Tech	2.00	2.00	2.00	2.00
Database Administrator	1.00	1.00	1.00	1.00
GIS Coordinator	1.00	1.00	1.00	1.00
Help Desk Supervisor	1.00	1.00	1.00	1.00
Infrastructure Serv Div Mgr	-	-	1.00	1.00
Network Engineer	1.00	1.00	1.00	1.00
Network Services Division Manager	1.00	1.00	-	-
Network Support Specialist	2.00	2.00	2.00	2.00
Police Systems Administrator	-	-	-	2.00
Police Systems Div Mgr	-	-	1.00	1.00
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 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 Software Developer	-	-	1.00	1.00
Senior Telecommunications Engineer	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
Technical Support Servs Div Mrg	-	-	1.00	1.00
Telecommunication Engineer	0.82	-	1.00	1.00
Total Full-Time Positions (FTE):	27.59	28.00	28.00	30.00
Part-Time Hours	7,703	7,140	7,140	7,140
Total Full-Time and Part-Time Positions Stated as FTE	31.29	31.43	31.43	33.43

Budget Variances❖ **Personnel Services**

- ◆ 2013 Actual vs. 2014 Budget is up \$493,956 due to vacancies in 2013 that were fully budgeted in 2014 and an increase in cost of benefits in 2014.



Budget Variances (continued)

❖ **Services & Supplies**

- ♦ 2013 Actual vs. 2014 Budget is up \$484,861 due to project funding in place for 2014 while underspending in 2013.

❖ **Capital Outlay**

- ♦ 2013 Actual vs. 2014 Budget is up \$411,430 due to project funding in place for 2014 while underspending in 2013.

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:

IT provides ongoing maintenance, preservation, and replacement of equipment and systems comprised of 40 physical servers, 110 virtual servers, and 200+ software applications.



A sampling of City business transacted on our computer systems:

	<u>2012</u>	<u>2013</u>	<u>2014 Est.</u>
Emails Processed & Filtered - in & out	84,869,873	103,745,367	88,424,371
Emails Delivered - in & out	3,753,488	4,476,853	4,497,724
Police Dispatch Transactions	2,025,867	2,823,209	3,131,750
Police Records & Reports Transactions	461,927	468,153	492,400
Electronic Citations Issued	14,209	15,110	17,350
Timekeeping Transactions	378,883	378,848	378,883
Ledger and Other Financial Transactions	355,093	380,991	388,610
Online Credit Card Transactions	9,003	10,429	14,150
Tax Returns	52,000	64,691	76,000
Court Arraignments Scheduled	17,793	16,621	18,000



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. IT secured funding for security consulting services to help provide guidance and direction of security-related efforts.

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 5,186 help desk tickets in the last year, receiving an average of 20 tickets per business day. In 2013 the users and Help Desk staff continued to reap the benefits of newer computer hardware by seeing almost no growth in the number of Help Desk tickets. The annual increase of 28 tickets made the total statistically equal to 2012. The number of help tickets submitted using the City's intranet remained steady at 76%.

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 Windows 7 transition training as part of the Citywide Windows 7 migration.

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.



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

Result-Benefit: IT maintains and supports over 200 software applications used by City staff to conduct business and perform daily tasks -- 25 of which are self-service software applications allowing citizens to perform unassisted transactions 24 hours / 7 days a week via the Internet.

Activity: The Department makes it possible for employees to easily obtain the information needed to perform daily job tasks.

Expectation: Ad hoc data analysis performed by IT staff for other City staff will be done as needed. Self-service tools are a new area of concentration within IT Business Services.

Result-Benefit:

Over the past year, IT delivered a variety of new reports and data analysis to assist City staff in conducting business more efficiently:

- 187 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.
-

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:

Three year effort to modernize the Lakewood Outdoor Warning System completed. Clearer voice, multiple messages tailored for specific events, and faster siren activations.

IT conducted system-wide testing of the 41 warning siren locations this spring including Lakewood, the Federal Center, the Town of Morrison, and the City of Wheat Ridge.

Inter-Sub-Systems-Interface (ISSI) radio equipment installed. This is replacement hardware for the next generation Network First interoperability radio channels and expands regional communications capability.



The expanded Wi-Fi network now includes Fleet Maintenance facilities. An iPad connected to the Wi-Fi network allows Fleet staff to utilize on line tools to troubleshoot without leaving the vehicle.

◆ **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:

Two year effort to install Bi-Directional Amplifiers into Lakewood and Alameda High Schools has been completed. The new equipment provides radio communications capability within the buildings for school resource officers and, if and when needed, emergency first responders.

IT expanded the number of web-based services for citizens including assisting with the service request system replacement (RequestLakewood), citywide calendar system design changes, Council Ward newsletter services, and building the Council campaign finance reporting system.

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).



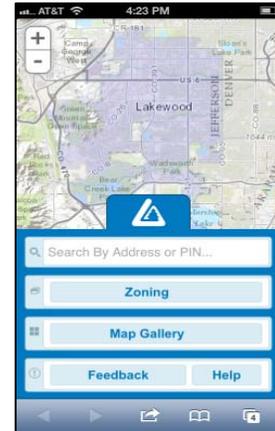
Core Values / Goals / Activities / Expectations / Results-Benefits (continued)

Result-Benefit:

IT staff added stability to the PD Records Management System by replacing server hardware.

During 2013-2014, IT updated the City's ezMaps desktop application (maps.lakewood.org) with a new design layout and added drawing functionality. A mobile-friendly version was also introduced to allow for use on smart phones.

Assisted Public Works and Community Resources departments with implementing an asset management system for City facilities and sign asset management services.



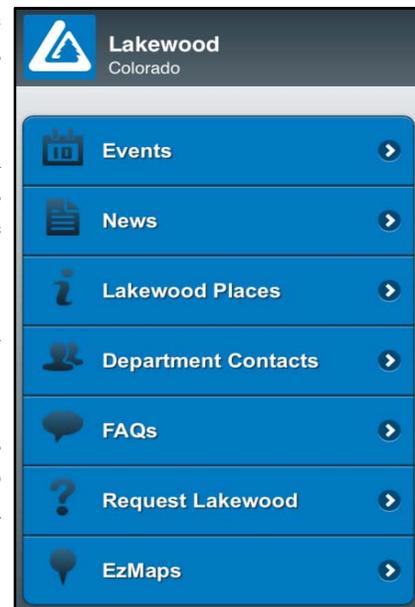
General Comments

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. Public safety represents the latest business area for regional focus.



- 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.
- IT is researching the implementation of ITIL in the organization.

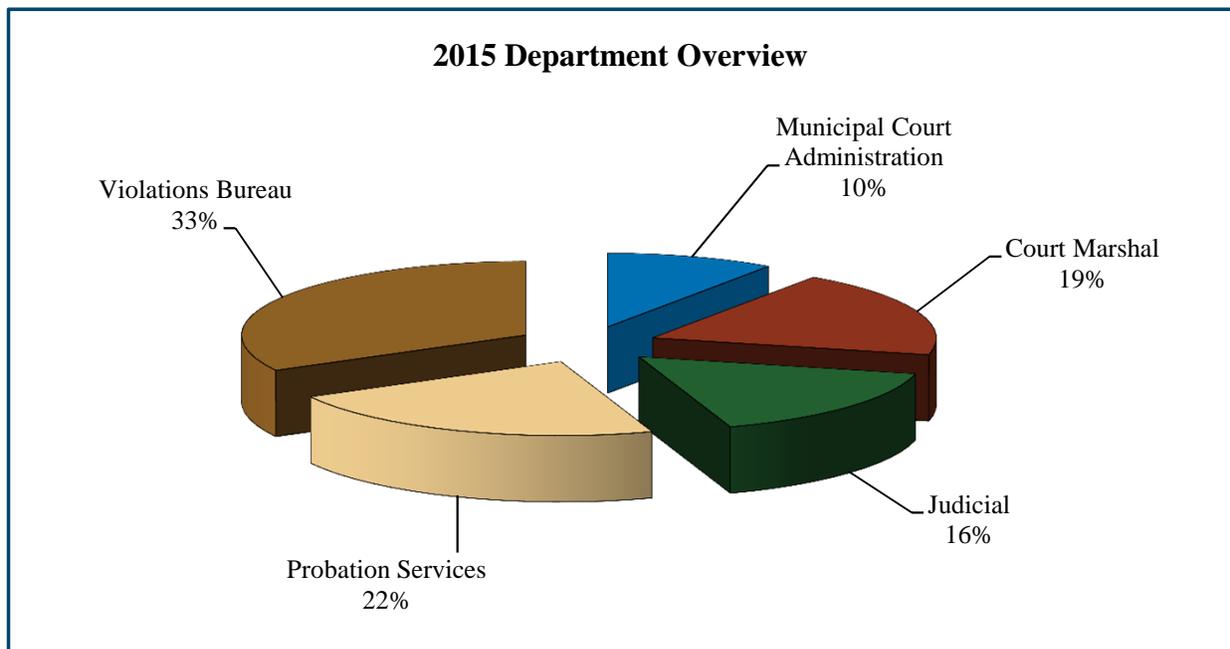




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MUNICIPAL COURT



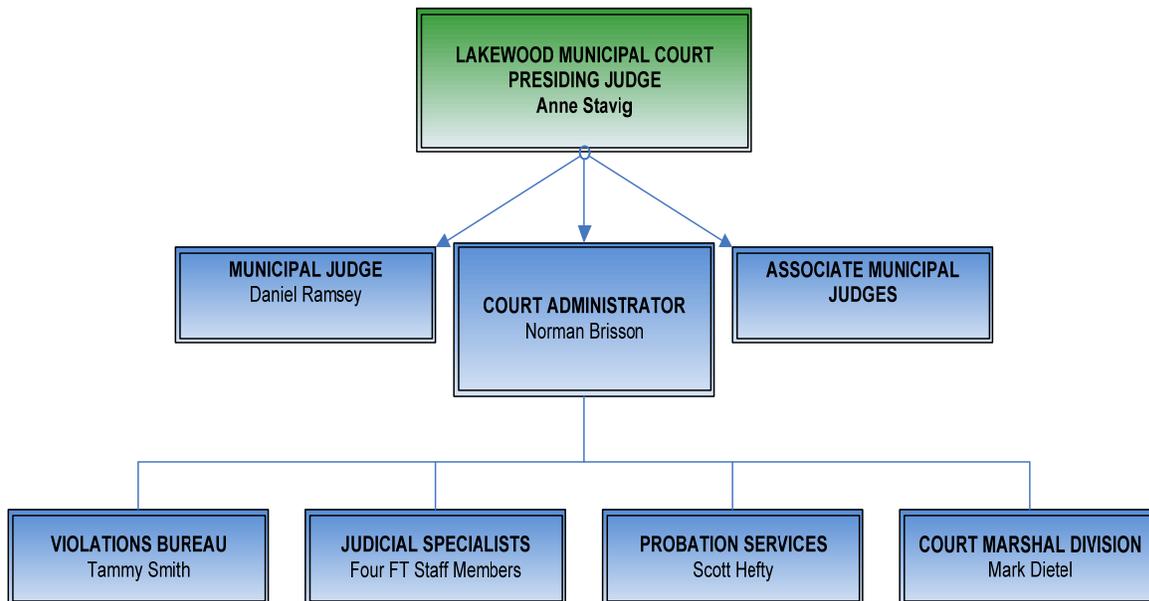
	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Municipal Court Administration	\$ 255,105	\$ 283,551	\$ 281,354	\$ 306,294
Court Marshal	\$ 558,497	\$ 589,376	\$ 581,156	\$ 607,162
Judicial	\$ 447,666	\$ 466,505	\$ 457,336	\$ 513,154
Probation Services	\$ 619,079	\$ 660,586	\$ 670,596	\$ 709,131
Violations Bureau	\$ 926,695	\$ 1,007,844	\$ 1,005,805	\$ 1,048,748
TOTAL:	\$ 2,807,041	\$ 3,007,862	\$ 2,996,247	\$ 3,184,489
Percent to All Funds	1.98%	1.85%	1.72%	1.79%



MUNICIPAL COURT

(303) 987-7400

www.lakewood.org/MunicipalCourt/



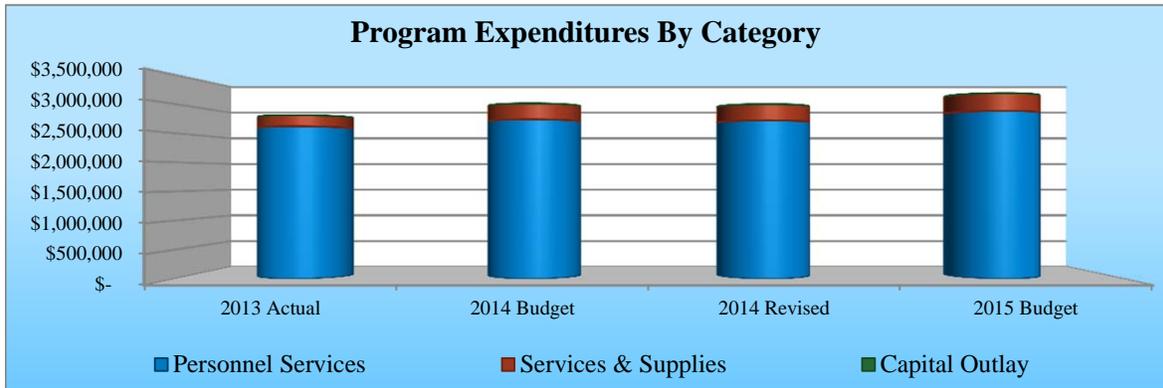


Department: Municipal Court

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

Department Expenditures By Category

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Personnel Services	\$ 2,616,515	\$ 2,735,685	\$ 2,717,670	\$ 2,881,762
Services & Supplies	\$ 190,525	\$ 272,177	\$ 278,577	\$ 302,727
Capital Outlay	\$ -	\$ -	\$ -	\$ -
TOTAL:	\$ 2,807,041	\$ 3,007,862	\$ 2,996,247	\$ 3,184,489



Department Expenditures By Fund

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
General Fund	\$ 2,789,215	\$ 3,007,862	\$ 2,989,847	\$ 3,184,489
Grants Fund	\$ 17,826	\$ -	\$ 6,400	\$ -
TOTAL:	\$ 2,807,041	\$ 3,007,862	\$ 2,996,247	\$ 3,184,489



Full-Time Positions

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

	2013 Revised	2014 Budget	2014 Revised	2015 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	-
Court Administrator	1.00	1.00	1.00	1.00
Court Marshal	4.82	4.00	4.00	4.00
Court Tech / Judicial Specialist	-	-	1.00	1.00
Court Technician	6.00	6.00	5.00	5.00
Judicial Specialist	5.00	5.00	4.00	4.00
Lead Court Specialist	1.00	1.00	1.00	1.00
Municipal Judge	1.00	1.00	1.00	1.00
Probation Officer - Judicial Specialist	-	-	1.00	1.00
Probation Support Technician	1.00	1.00	1.00	1.00
Probation/Diversion Officer	4.82	4.00	4.00	4.00
Senior Court Marshal	0.18	1.00	1.00	1.00
Senior Probation/Diversion Officer	0.18	1.00	1.00	1.00
Violations Bureau Manager	1.00	1.00	1.00	1.00
Total Full-Time Positions (FTE):	30.00	30.00	30.00	29.00
Part-Time Hours	5,392	5,392	5,392	8,162
Total Full-Time and Part-Time Positions Stated as FTE	32.59	32.59	32.59	32.92

Budget Variances

❖ **Services & Supplies**

- ♦ 2013 Actual vs. 2014 Budget is up \$81,652 due to expenses for the collections' firm agreement are now included in the agency's budget (revenue equal to expenses are recouped under the agreement), two career ladder positions were created in 2014; two existing employees were promoted into these positions, and the costs of health and dental premiums rose.

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

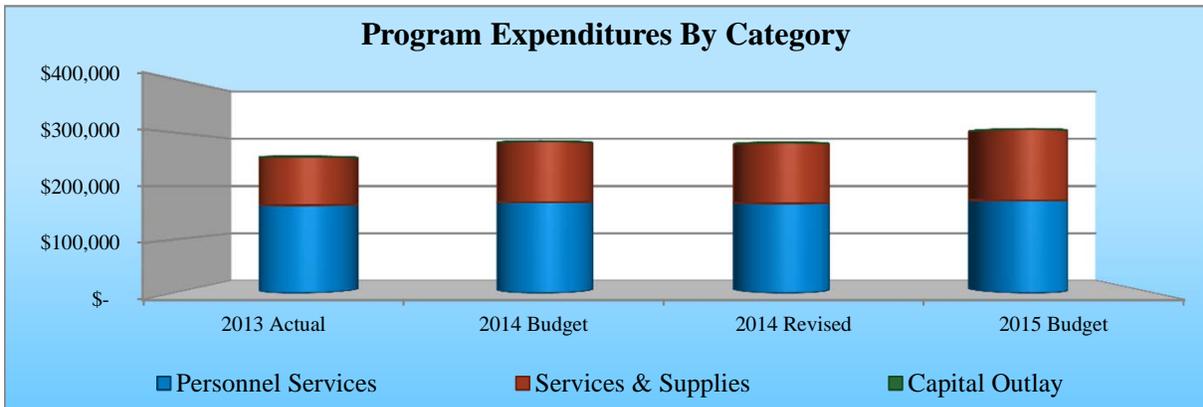
Department: Municipal Court

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

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Personnel Services	\$ 164,257	\$ 169,808	\$ 167,611	\$ 173,101
Services & Supplies	\$ 90,848	\$ 113,743	\$ 113,743	\$ 133,193
Capital Outlay	\$ -	\$ -	\$ -	\$ -
TOTAL:	\$ 255,105	\$ 283,551	\$ 281,354	\$ 306,294



Program Expenditures By Fund

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
General Fund	\$ 255,105	\$ 283,551	\$ 281,354	\$ 306,294
TOTAL:	\$ 255,105	\$ 283,551	\$ 281,354	\$ 306,294



Full-Time Positions

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

	2013 Revised	2014 Budget	2014 Revised	2015 Budget
Presiding Municipal Judge	0.15	0.15	0.15	0.15
Court Administrator	1.00	1.00	1.00	1.00
Total Full-Time Positions (FTE):	1.15	1.15	1.15	1.15
Part-Time Hours	-	-	-	-
Total Full-Time and Part-Time Positions Stated as FTE	1.15	1.15	1.15	1.15

Budget Variances

❖ **Supplies & Services**

- ♦ 2013 Actual vs. 2014 Budget is up \$22,895 due to an increase in the public defender contract and lower than expected expenditures in services and supplies in 2013.
- ♦ 2014 Revised vs. 2015 Budget is up \$19,450 due to approval of electronic docketing system.

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.

	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Requests for Counsel	662	909	872	1044
Denied Public Defender	117	108	92	84
Granted Public Defender	493	671	690	891



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

- ♦ **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.

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

Total new court cases were again slightly lower in 2013 than in prior years. New summonses in 2014 have increased. For several reasons, public defender hearings and probation-related hearings continue at a high rate, keeping court dockets very busy. The Court is investigating the use of additional means of closing cases through civil actions where the only conditions remaining are financial obligations. 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.

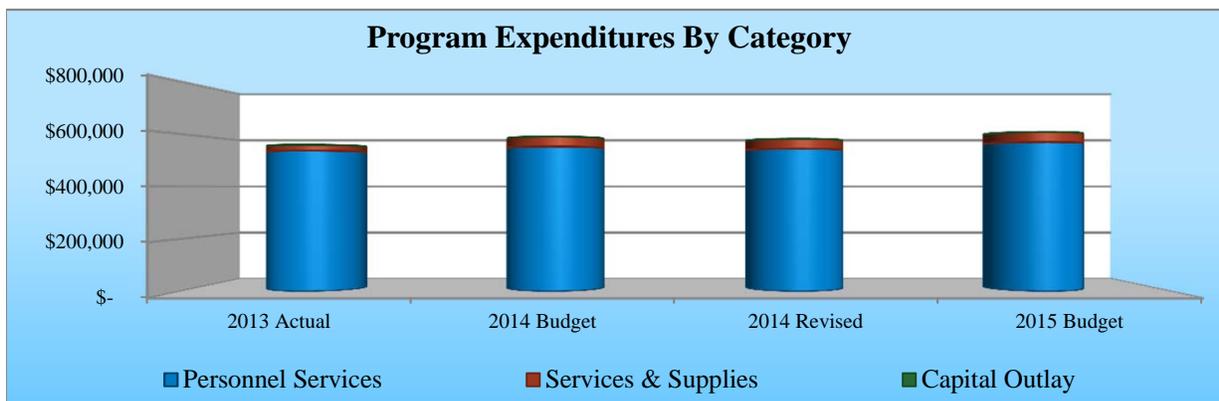


Program: Court Marshal
Department: Municipal Court
Division: Municipal Court

Purpose: The Court Marshal Division provides security to the Municipal Courts and Public Safety Center, transportation of prisoners, delivery of confidential receipts and records, and the processing and execution of warrants.

Program Expenditures By Category

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Personnel Services	\$ 536,330	\$ 551,896	\$ 543,676	\$ 568,882
Services & Supplies	\$ 22,167	\$ 37,480	\$ 37,480	\$ 38,280
Capital Outlay	\$ -	\$ -	\$ -	\$ -
TOTAL:	\$ 558,497	\$ 589,376	\$ 581,156	\$ 607,162



Program Expenditures By Fund

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
General Fund	\$ 558,497	\$ 589,376	\$ 581,156	\$ 607,162
TOTAL:	\$ 558,497	\$ 589,376	\$ 581,156	\$ 607,162



Full-Time Positions

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

	2013 Revised	2014 Budget	2014 Revised	2015 Budget
Chief Court Marshal	1.00	1.00	1.00	1.00
Court Marshal	4.82	4.00	4.00	4.00
Senior Court Marshal	0.18	1.00	1.00	1.00
Total Full-Time Positions (FTE):	6.00	6.00	6.00	6.00
Part-Time Hours	1,456	1,456	1,456	1,456
Total Full-Time and Part-Time Positions Stated as FTE	6.70	6.70	6.70	6.70

Budget Variances

❖ **Services & Supplies**

- ♦ 2013 Actual vs. 2014 Budget is up \$15,313 due primarily to an increase in vehicle equipment chargeback

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	50	52



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

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	2012	2013	2014
	<u>Actual</u>	<u>Actual</u>	<u>Revised</u>	<u>Budget</u>
Warrants Entered	3,793	4,107	4,488	5,085

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.

	2011	2012	2013	2014
	<u>Actual</u>	<u>Actual</u>	<u>Revised</u>	<u>Budget</u>
Prisoners Transported	406	577	493	543
Video Arraignments	1,989	2,615	3,228	3,648

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

All Marshals continue to receive in-service training comparable to Lakewood Police agents.

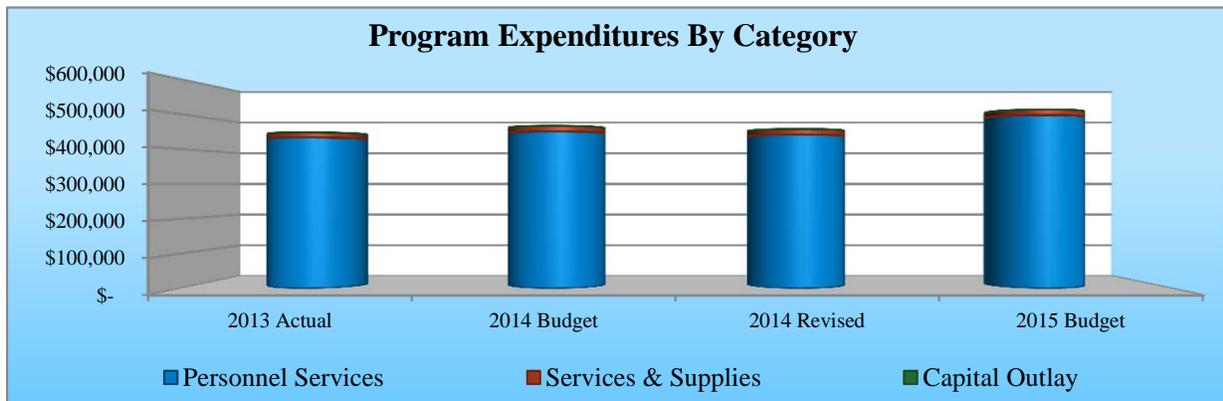


Program: Judicial
Department: Municipal Court
Division: Municipal Court

Purpose: The Judicial Division of the Municipal Court is responsible for adjudicating all Court cases.

Program Expenditures By Category

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Personnel Services	\$ 433,026	\$ 450,355	\$ 441,186	\$ 497,004
Services & Supplies	\$ 14,639	\$ 16,150	\$ 16,150	\$ 16,150
Capital Outlay	\$ -	\$ -	\$ -	\$ -
TOTAL:	\$ 447,666	\$ 466,505	\$ 457,336	\$ 513,154



Program Expenditures By Fund

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
General Fund	\$ 447,666	\$ 466,505	\$ 457,336	\$ 513,154
TOTAL:	\$ 447,666	\$ 466,505	\$ 457,336	\$ 513,154



Full-Time Positions

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

	2013 Revised	2014 Budget	2014 Revised	2015 Budget
Presiding Municipal Judge	0.85	0.85	0.85	0.85
Municipal Judge	1.00	1.00	1.00	1.00
Total Full-Time Positions (FTE):	1.85	1.85	1.85	1.85
Part-Time Hours	1,540	1,540	1,540	2,030
Total Full-Time and Part-Time Positions Stated as FTE	2.59	2.59	2.59	2.83

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-Benefits: Numerous hearings are set, heard in Court, and cases are appropriately resolved.

	2011	2012	2013	2014
	Actual	Actual	Revised	Budget
Arraignments Scheduled	11,115	10,198	9,984	10,902
Arraignments Held	7,677	7,009	6,763	7,863
Trials to Court Scheduled	840	854	648	720
Trials to Court Held	133	109	69	102
Jury Trials Scheduled	157	153	116	90
Jury Trials Held	30	28	27	18
Reached Disposition at Trial	260	242	202	171
Prisoner / Video Hearings	1,989	2,615	3,228	3,648
Bond Returns / Failure to Appear Hearings Scheduled	3,717	2,000	2,369	3,039
Bond Returns / Failure to Appear Hearings Held	2,570	1,335	1,499	1,911
Pre-trials / Disposition Hearings Scheduled	807	971	879	960
Pre-trials / Disposition Hearings Held	604	713	630	660
Probation Related Cases Scheduled	4,183	4,552	4,311	4,239
Probation Related Cases Held	2,309	2,347	2,186	2,445
Initial Public Defender Hearings Scheduled	726	949	903	1,218
Initial Public Defender Hearings Held	479	659	668	972
Other Hearings Scheduled	1,219	1,754	1,633	2,178
Other Hearings Held	640	721	836	1,119
Court Cases Closed	10,114	10,698	9,065	11,304

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

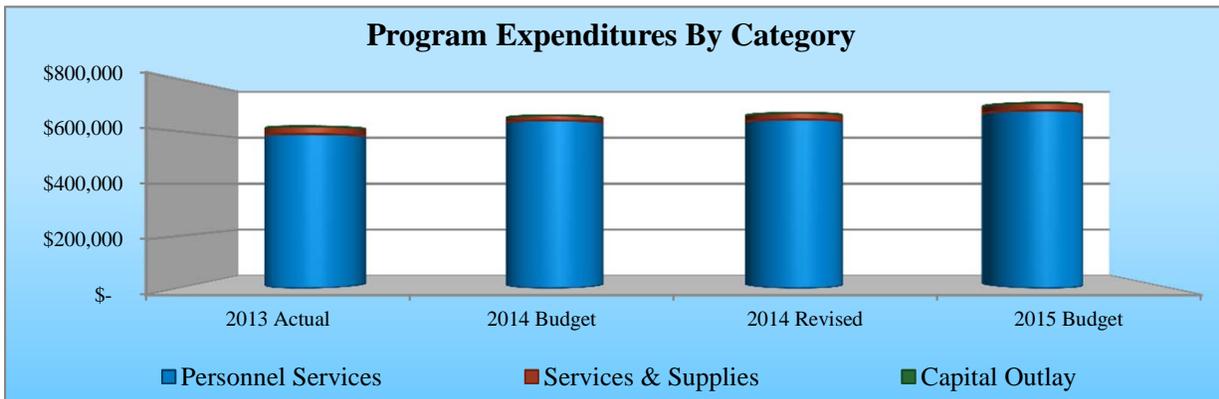
Department: Municipal Court

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

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Personnel Services	\$ 589,875	\$ 641,733	\$ 645,343	\$ 679,978
Services & Supplies	\$ 29,203	\$ 18,853	\$ 25,253	\$ 29,153
Capital Outlay	\$ -	\$ -	\$ -	\$ -
TOTAL:	\$ 619,079	\$ 660,586	\$ 670,596	\$ 709,131



Program Expenditures By Fund

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
General Fund	\$ 601,253	\$ 660,586	\$ 664,196	\$ 709,131
Grants Fund	\$ 17,826	\$ -	\$ 6,400	\$ -
TOTAL:	\$ 619,079	\$ 660,586	\$ 670,596	\$ 709,131



Full-Time Positions

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

	2013 Revised	2014 Budget	2014 Revised	2015 Budget
Chief Probation Officer	1.00	1.00	1.00	1.00
Community Service Youth Coord	1.00	1.00	1.00	-
Probation/Diversion Officer	4.82	4.00	4.00	4.00
Probation Support Technician	1.00	1.00	1.00	1.00
Senior Probation/Diversion Officer	0.18	1.00	1.00	1.00
Total Full-Time Positions (FTE):	8.00	8.00	8.00	7.00
Part-Time Hours	2,396	2,396	2,396	4,676
Total Full-Time and Part-Time Positions Stated as FTE	9.15	9.15	9.15	9.25

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	1,523	1,453	1,660
Average number of cases under supervision per probation officer	243	205	205	199



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	1,597	1,600

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	29	25
Number of YET participants	250	325	142	325

General Comments

The Probation Division continues to collaborate with other agencies to improve services. In 2013, Probation initiated a "Belmar Area Restriction" for juveniles who committed an offense in the Belmar area. The Division has continued home visits for high risk youth. After a hiatus early in the year, the Youth Education Tour (YET) program was revised with the Division collaborating with the Red Rocks Community College - Gateway Program.



Program: Violations Bureau

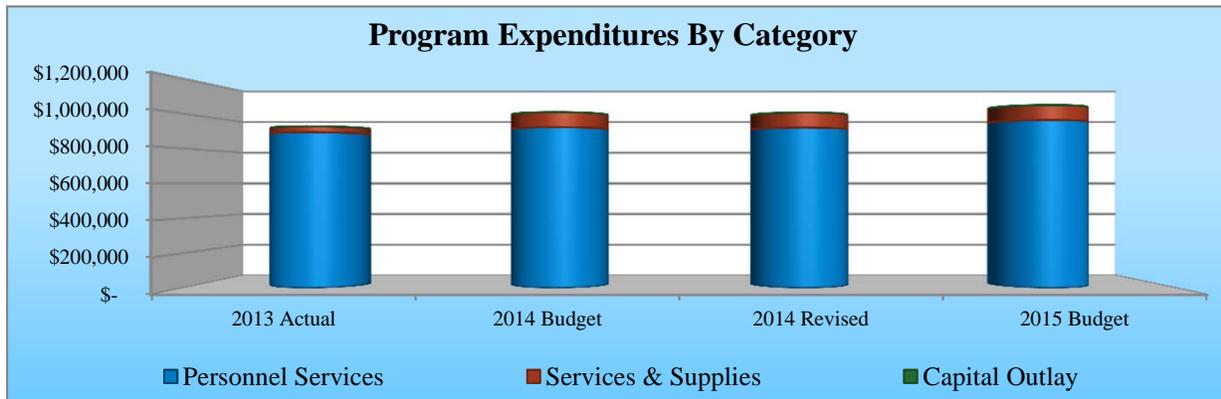
Department: Municipal Court

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

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Personnel Services	\$ 893,027	\$ 921,893	\$ 919,854	\$ 962,797
Services & Supplies	\$ 33,668	\$ 85,951	\$ 85,951	\$ 85,951
Capital Outlay	\$ -	\$ -	\$ -	\$ -
TOTAL:	\$ 926,695	\$ 1,007,844	\$ 1,005,805	\$ 1,048,748



Program Expenditures By Fund

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
General Fund	\$ 926,695	\$ 1,007,844	\$ 1,005,805	\$ 1,048,748
TOTAL:	\$ 926,695	\$ 1,007,844	\$ 1,005,805	\$ 1,048,748



Full-Time Positions

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

	2013 Revised	2014 Budget	2014 Revised	2015 Budget
Violations Bureau Manager	1.00	1.00	1.00	1.00
Judicial Specialist	5.00	5.00	4.00	4.00
Court Technician	6.00	6.00	5.00	5.00
Court Tech / Judicial Specialist	-	-	1.00	1.00
Lead Court Specialist	1.00	1.00	1.00	1.00
Probation Officer / Judicial Specialist	-	-	1.00	1.00
Total Full-Time Positions (FTE):	13.00	13.00	13.00	13.00
Part-Time Hours	-	-	-	1,040
Total Full-Time and Part-Time Positions Stated as FTE	13.00	13.00	13.00	13.50

Budget Variances

❖ **Supplies & Services**

- ♦ 2013 Actual vs. 2014 Budget is up \$52,283 due to including expenses of a collections firm (Integral Collections) for the first time in this division. (Revenues equal to expenses are recouped in the contract agreement.)

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.

	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Jurors Subpoenaed	5,304	5,760	5,559	5,224
Financial Transactions	21,884	22,277	21,161	21,400
Bonds Posted	1,534	1,871	2,205	2,350
Records Provided	798	963	923	950
External Interpreters	511	510	526	396
Juvenile Information Records Requested	1,180	1,016	913	1,030
Driving Histories Requested from Department of Motor Vehicle	11,534	9,128	8,826	8,850
Convictions Reported to Department of Motor Vehicle	6,347	8,653	7,266	7,580
Cases Closed Without an Appearance	9,342	8,512	7,765	8,200

◆ **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.

	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Traffic Infractions Sent to Collections	525	496	482	558
Parking Cases Sent to Collections	730	530	666	702

◆ **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.

	2011 Actual	2012 Actual	2013 Revised	2014 Budget
New Summonses Received	20,780	17,910	18,228	19,887
Traffic Infractions	7,529	6,256	6,007	6,672
Traffic Offenses	2,280	2,129	2,329	2,241
Insurance Violations	2,739	2,084	2,278	2,736
Parking Violations	3,077	2,631	2,780	2,922
Animal Control	381	441	263	273
Adult Penal	3,390	3,119	3,405	3,777
Domestic Violence	251	195	191	228
Zoning Violations	18	30	37	18
Juvenile Penal	1,109	1,016	913	1,011

General Comments

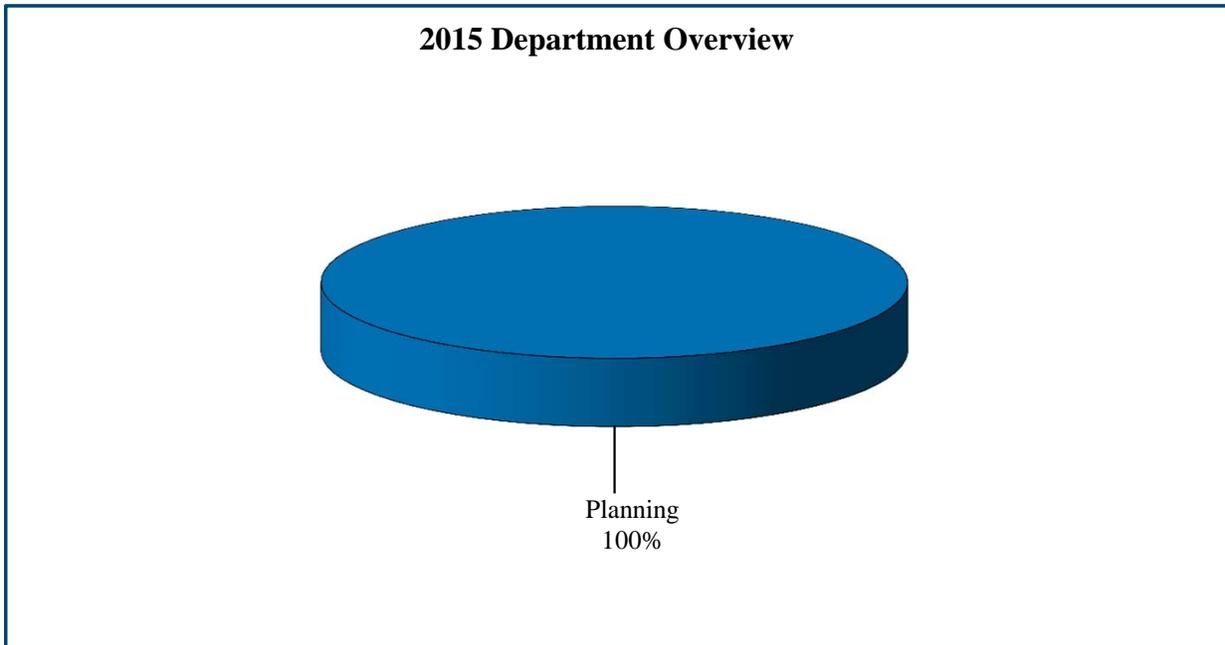
The Violations Bureau Division is responsible for responding to records requests from the public, background companies, and other governmental agencies. The Division is responsible for seeing that every citizen receives a prompt response to an open records request.

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 is investigating revising collections procedures reflecting methods used by other metro area municipal courts.



PLANNING



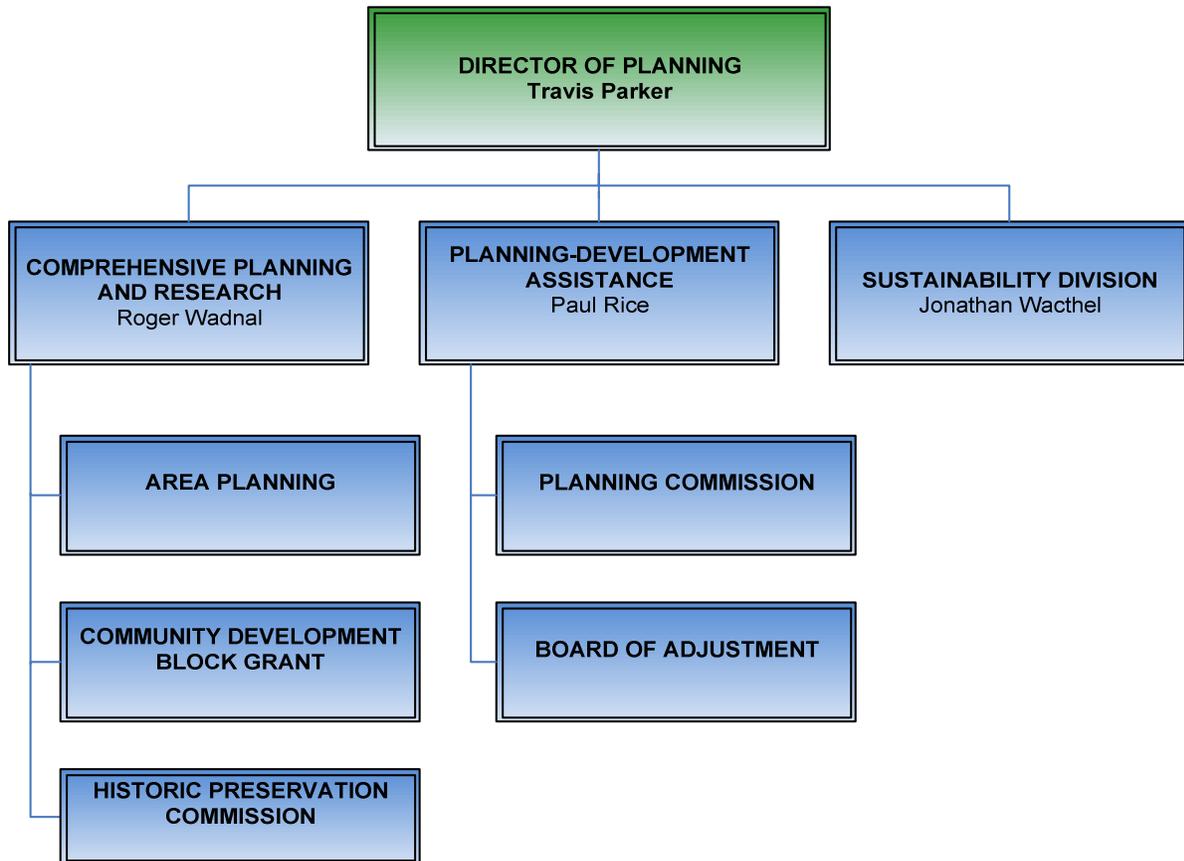
	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Planning	\$ 2,987,749	\$ 2,768,377	\$ 3,543,566	\$ 2,867,761
TOTAL:	\$ 2,987,749	\$ 2,768,377	\$ 3,543,566	\$ 2,867,761
Percent to All Funds	2.11%	1.70%	2.04%	1.61%



PLANNING

(303) 987-7900

www.lakewood.org/Planning/





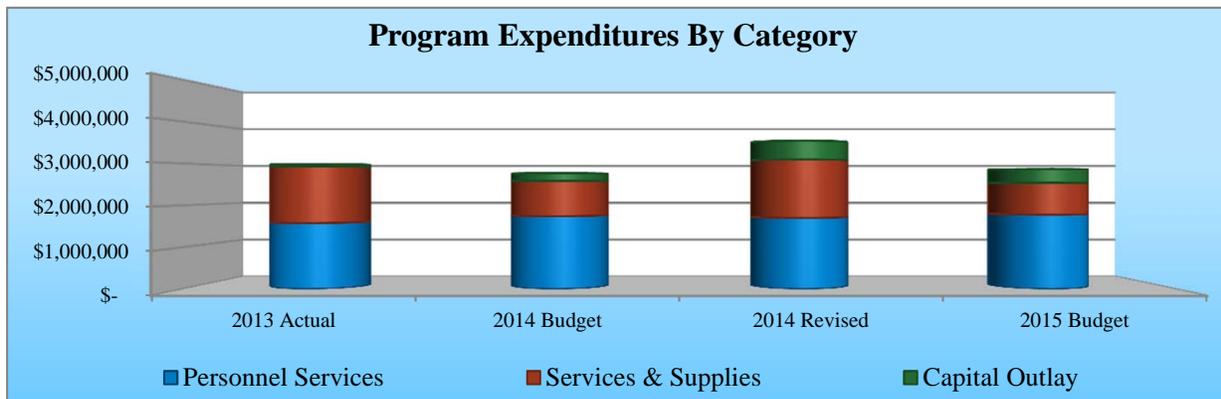
Department: Planning

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

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Personnel Services	\$ 1,576,771	\$ 1,741,240	\$ 1,700,636	\$ 1,774,956
Services & Supplies	\$ 1,357,433	\$ 843,637	\$ 1,395,228	\$ 762,305
Capital Outlay	\$ 53,545	\$ 183,500	\$ 447,702	\$ 330,500
TOTAL:	\$ 2,987,749	\$ 2,768,377	\$ 3,543,566	\$ 2,867,761



Department Expenditures By Fund

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
General Fund	\$ 1,552,825	\$ 1,823,269	\$ 1,818,161	\$ 1,885,717
Capital Improvement Fund	\$ 131,307	\$ 130,000	\$ 258,100	\$ 190,000
Grants Fund	\$ 1,303,617	\$ 815,108	\$ 1,467,305	\$ 792,044
TOTAL:	\$ 2,987,749	\$ 2,768,377	\$ 3,543,566	\$ 2,867,761



Full-Time Positions

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

	2013 Revised	2014 Budget	2014 Revised	2015 Budget
Director of Planning	1.00	1.00	1.00	1.00
Associate Planner - Coordinator	1.00	1.00	2.00	2.00
Associate Planner - Intermediate	2.00	1.00	1.00	1.00
Associate Planner - Specialist	2.00	3.00	3.00	3.00
Business Specialist	0.18	1.00	1.00	1.00
Business Support Specialist	1.82	1.00	1.00	1.00
Comprehensive Plng & Rsch Mgr	1.00	1.00	1.00	1.00
Planning Mgr - Devlp Assistance	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	1.00	1.00
Sustainability Planner	1.00	1.00	1.00	1.00
Total Full-Time Positions (FTE):	16.18	17.00	17.00	17.00
Part-Time Hours	1,772	1,772	2,102	2,102
Total Full-Time and Part-Time Positions Stated as FTE	17.03	17.85	18.01	18.01
Planning Commissioners*	7.00	7.00	7.00	7.00

*Not included in Citywide staffing counts

Budget Variances

❖ **Personnel Services**

- ◆ 2013 Actual vs. 2014 Budget is up \$164,469 due to an additional Provisional Associate Planner and promotions within the Associate Planner series.

❖ **Services & Supplies**

- ◆ 2013 Actual vs. 2014 Budget is down \$513,796 due to generally, the timing of the Community Development Block Grant (CDBG) and HOME grant programs and projects.
- ◆ 2014 Budget vs. 2014 Revised is up \$551,591 due to due to generally, the timing of the Community Development Block Grant and HOME programs and projects.
- ◆ 2014 Revised vs. 2015 Budget is down \$632,923 due to due to timing of the Community Development block grant and HOME programs and project.

❖ **Capital Outlay**

- ◆ 2013 Actual vs. 2014 Budget is up \$129,955 generally due to the timing of Neighborhood Participation Program construction projects.



Budget Variances (continued)

- ♦ 2014 Budget vs. 2014 Revised is up \$264,202 generally due to the timing of Neighborhood Participation Program construction projects.
- ♦ 2014 Revised vs. 2015 Budget is down \$117,202 generally due to the timing of Neighborhood Participation Program construction projects.

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.

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.

Activity: The Comprehensive Planning and Research Division will continue to manage the Neighborhood Planning Program and assist in implementing adopted neighborhood plans.

Expectation: The Comprehensive Planning and Research Division will continue to advance neighborhood planning efforts and will prioritize and implement plan goals. The Division will also maintain neighborhood liaison activities.

Result-Benefit: Implementation of the adopted neighborhood plans will help to realize the community vision. Continued communication with neighborhood stakeholders will assist in the identification and implementation of neighborhood priorities.



Core Community Values / Department Goals / Program Activities (continued)

Activity: The Department oversees the development review process for all proposed land development.

Expectation: The Planning-Development Assistance Division manages the multidisciplinary development review process to ensure that land development projects meet important public health, safety, and welfare standards, and contribute to the implementation of the Comprehensive Plan.

Result-Benefit: Land development projects move the community toward the vision articulated in the Comprehensive Plan.

Activity: The 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.

Activity: The Department will provide educational opportunities and programs for National Community Planning Month.

Expectation: Citizens will participate in National Planning Month activities and be educated regarding planning issues.



Core Community Values / Department Goals / Program Activities (continued)

Result-Benefit: National Planning Month activities will create more awareness around important planning issues and will contribute to more educated participation in local government.

Activity: Affected residents and businesses are consulted and involved in developing plans and in proposing community improvements.

Expectation: A variety of methods to communicate with residents and businesses are utilized as part of an extensive public outreach and public involvement process for all planning projects, including neighborhood, corridor, and special area projects. Some of these methods are:

- ◆ A Citizen Participation Plan is followed that facilitates input from all affected persons in the community when identifying needs and proposing projects funded under CDBG and HOME.
- ◆ Demographic information utilizing available resources (City data, U.S. Census Bureau, State Demographers Office, Denver Regional Council of Governments, etc.) is managed.
- ◆ Newsletters, public meetings, open houses, public notices in local newspapers, KLTV8 bulletins, and the City website are ways in which the City communicates with citizens.

Result-Benefit: Residents are provided notice and a reasonable amount of time to comment on all CDBG and HOME program recommendations and accomplishments.

The CDBG/HOME Public Participation Plan ensures opportunity for public comment.

Demographic reports, charts, graphs, and presentations are prepared and kept up to date.

All appropriate means of communication are utilized in developing plans.

❖ QUALITY ECONOMIC DEVELOPMENT

◆ GOAL: Promote sustainable economic development to foster a strong revenue base for the City

Activity: The Department will reinforce the City's economic development goals when assisting applicants with viable projects through the development process.

Expectation: Processes are clear and predictable, processing is timely, potential issues are anticipated and efficiently prevented or resolved. Multi-departmental City input is well coordinated.

Result-Benefit: The economic vitality of the City is maintained or improved.

◆ GOAL: Create and implement revitalization strategies

Activity: The Department works closely with Economic Development, the Lakewood Reinvestment Authority (LRA), established business associations, property owners, and neighborhood organizations to develop and implement revitalization strategies.

Expectation: Adopted plans and zone districts along the West Colfax corridor and the light rail corridor are implemented.



Core Community Values / Department Goals / Program Activities (continued)

Result-Benefit: The City will continue to see strategic private investment directed along key corridors.

Activity: Station area plans and transit mixed use zoning for lands around major West Corridor Light Rail Transit (LRT) stations are being implemented.

Expectation: The transit oriented development program is managed and implemented for areas around light rail stations with station area plans.

Result-Benefit: Development around the light rail stations reflects the vision of adopted plans and zoning designations.

❖ **QUALITY LIVING ENVIRONMENT**

◆ **GOAL: Promote high-quality design in new development, infill, and redevelopment projects**

Activity: Staff ensures that land development projects support the intent of the Comprehensive Plan and applicable ordinances, regulations, and guidance documents.

Expectation: High-quality development is encouraged by:

- ◆ Applying the design guidelines for the Rooney Valley.
- ◆ Implementing new design criteria in context based zones as outlined in the new Zoning Ordinance.
- ◆ Supporting the Architectural Control Committees at Belmar, Denver West, Lakewood City Commons, and Academy Park.

Result-Benefit: High quality projects are built that contribute to the community's value and desirability.

	2012 Actual	2013 Projected	2014 Projected
Planning Cases Received			
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
TOTAL	143	145	148

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.

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

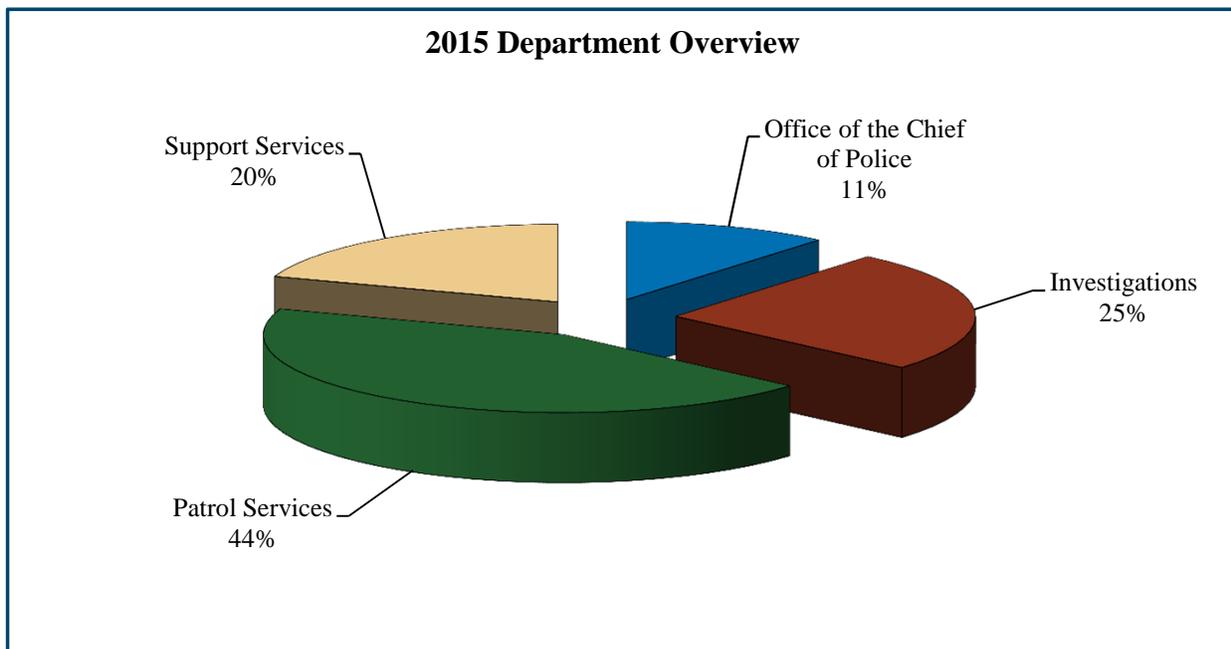
In addition to carrying out the responsibility for implementing the Comprehensive Plan, the Planning Department will continue to implement programs and projects that contribute to the City's overall sustainability goals. Planning will undertake efforts to update the Comprehensive Plan and create the 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



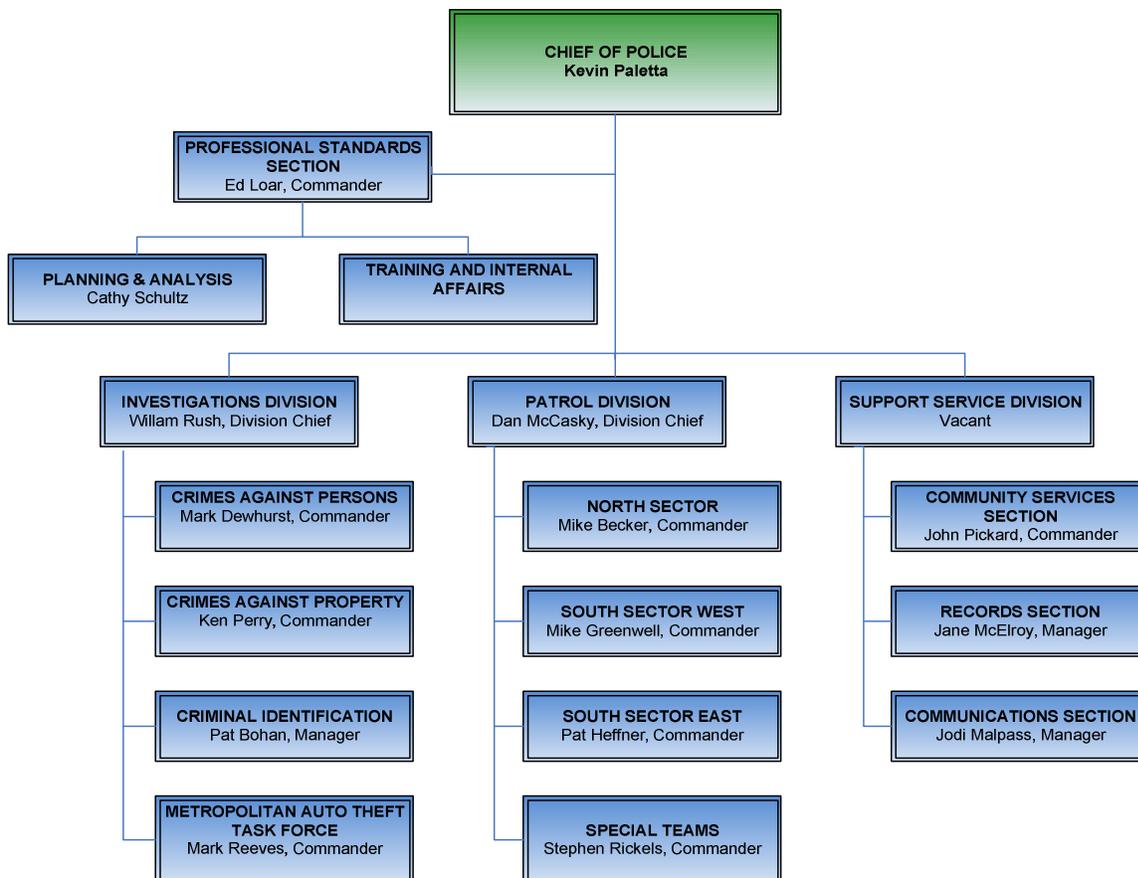
	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Office of the Chief of Police	\$ 2,813,764	\$ 3,770,351	\$ 4,328,459	\$ 5,195,124
Investigations	\$ 11,020,867	\$ 11,511,668	\$ 11,415,216	\$ 11,865,328
Patrol Services	\$ 20,687,049	\$ 21,524,109	\$ 20,692,723	\$ 20,566,713
Support Services	\$ 7,696,608	\$ 8,502,598	\$ 8,530,485	\$ 9,207,552
TOTAL:	\$ 42,218,288	\$ 45,308,726	\$ 44,966,883	\$ 46,834,717
Percent to All Funds	29.83%	27.90%	25.87%	26.33%



POLICE DEPARTMENT

(303) 987-7150

www.lakewood.org/Police/

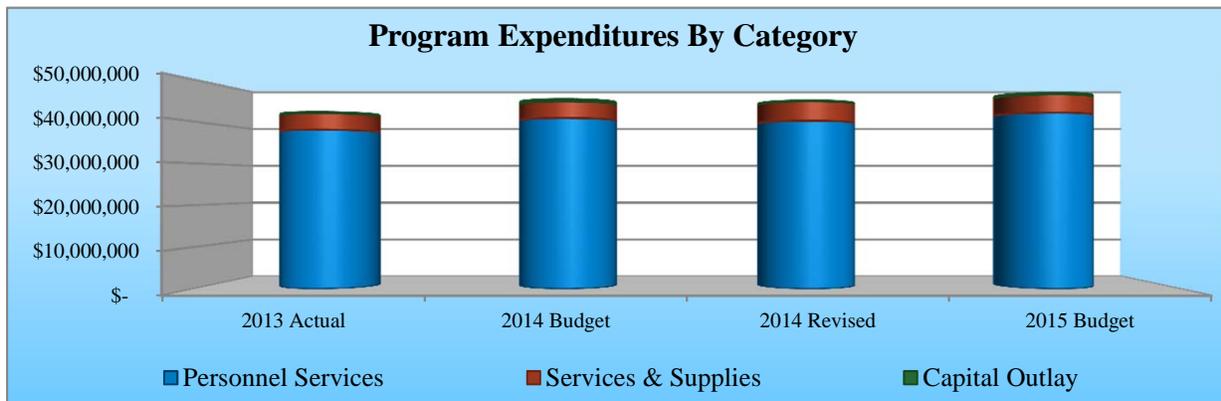


Department: Police

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

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Personnel Services	\$ 38,023,819	\$ 40,819,399	\$ 40,155,853	\$ 42,099,031
Services & Supplies	\$ 3,941,327	\$ 3,958,327	\$ 4,646,490	\$ 4,374,186
Capital Outlay	\$ 253,142	\$ 531,000	\$ 164,540	\$ 361,500
TOTAL:	\$ 42,218,288	\$ 45,308,726	\$ 44,966,883	\$ 46,834,717



Department Expenditures By Fund

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
General Fund	\$ 40,040,763	\$ 42,823,398	\$ 42,625,090	\$ 44,426,470
Capital Improvement Fund	\$ 1,215	\$ -	\$ -	\$ -
Grants Fund	\$ 2,176,310	\$ 2,485,328	\$ 2,341,793	\$ 2,408,247
TOTAL:	\$ 42,218,288	\$ 45,308,726	\$ 44,966,883	\$ 46,834,717

Full-Time Positions

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

	2013 Revised	2014 Budget	2014 Revised	2015 Budget
Chief of Police	1.00	1.00	1.00	1.00
Police Division Chief	3.00	3.00	3.00	3.00
Administrative Assistant	1.00	1.00	1.00	1.00
Animal Control Officer I	1.00	0.32	1.00	-
Animal Control Officer II	5.00	5.68	5.00	6.00
Animal Control Supervisor	1.00	1.00	1.00	1.00
Business Specialist	5.00	5.00	5.00	5.00
Business Support Specialist	1.00	1.00	1.00	1.00
Code Enforcement Coordinator	1.00	1.00	1.00	1.00
Code Enforcement Officer	3.00	3.00	3.00	3.00
Code Enforcement Technician	1.00	1.00	1.00	1.00
Crime Analyst I	2.00	2.00	2.00	2.00
Crime Analyst II	0.82	-	-	-
Crime Analyst Supervisor	0.18	1.00	1.00	1.00
Crime Scene Analyst	0.75	-	1.00	1.00
Criminalistics Supervisor	2.00	2.00	2.00	2.00
Custodian	1.00	1.00	1.00	1.00
Equipment Service Technician	1.00	1.00	1.00	1.00
Fingerprint Technician	1.00	1.00	1.00	1.00
Forensic Imaging Analyst	-	-	1.00	1.00
Forensic Services Manager	1.00	1.00	-	-
Investigation Technician I	4.00	4.00	4.00	4.00
Investigation Technician II	7.00	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	2.00	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	211.00	211.00	211.00	211.00
Police Commander	10.00	10.00	10.00	10.00
Police Communications Manager	1.00	1.00	1.00	1.00
Police Communications Supervisor	3.00	3.00	3.00	3.00
Police Community Service Officer	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	30.00	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	-	-
Police Info Mgmt Systems Analyst	2.00	2.00	2.00	2.00
Police Info Mgmt Technician	20.00	20.00	19.00	19.00
Police Info Validations Technician	1.00	1.00	1.00	1.00
Police Lead Dispatcher	3.00	3.00	3.00	3.00
Police Property Evidence Technician	7.00	7.00	8.00	8.00
Police Property Service Liaison	1.00	1.00	-	-

Full-Time Positions (continued)

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

	2013 Revised	2014 Budget	2014 Revised	2015 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	34.00	34.00	34.00	34.00
Police Training Unit Technician	1.00	1.00	1.00	1.00
Police Volunteer Prgm Coordinator	1.00	1.00	1.00	1.00
Public Information Officer II	1.00	1.00	1.00	1.00
QA/QC Regional Lab Position	-	-	1.00	1.00
Senior Crime Scene Analyst	3.25	4.00	2.00	2.00
Victim Advocate	5.00	5.00	5.00	5.00
Victim Witness Assist Supervisor	1.00	1.00	1.00	1.00
Total Full-Time Positions (FTE):	402.00	402.00	400.00	400.00
Part-Time Hours	6,828	6,828	9,391	9,391
Total Full-Time and Part-Time Positions Stated as FTE	405.28	405.28	404.51	404.51
Police Recruits	18.00	12.00	17.00	12.00

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

❖ **Personnel Services**

- ◆ 2013 Actual vs. 2014 Budget is up \$2,795,580 due to hiring of recruit agents, salary and benefit increases.
- ◆ 2014 Revised vs. 2015 Budget is up \$1,943,178 due to hiring of recruit agents, approval of a position to coordinate the purchase and implementation of the Records Management System (RMS), salary and benefit increases.

❖ **Supplies & Services**

- ◆ 2014 Budget vs. 2014 Revised is up \$688,163 due to approved one-time payment to the Table Mountain Animal Center and purchase of the RMS and revised E911 Authority grant funding.

Budget Variances (continued)

❖ Capital Outlay

- ◆ 2013 Actual vs. 2014 Budget is up \$277,858 due to revisions in the E911 Authority Board grant funding.
- ◆ 2014 Budget vs. 2014 Revised is down \$346,460 due to revisions in the E911 Authority Board grant, and other grant funding.
- ◆ 2014 Revised vs. 2015 Budget is up \$196,960 due to funding of the RMS.

Core Values / Goals

❖ SAFE COMMUNITY

- ◆ **GOAL: Preserve a safe and peaceful community**

❖ SAFE COMMUNITY

- ◆ **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 2015, 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 continued support of the regional training academy, the SWAT Team with Wheat Ridge, the 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.

The initiatives for 2014/2015 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.



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.

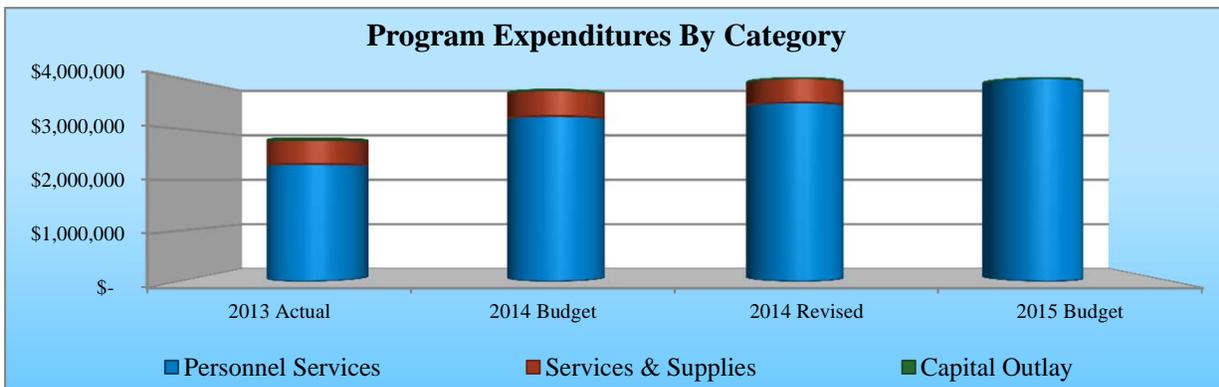
The Police Planning and Analysis Unit is responsible for coordinating the preparation of the Department's annual budget, reporting of the Department's grant and seizure funds, and providing research and planning assistance upon request by other department functions. This unit manages the Department's 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.

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.

Program Expenditures By Category

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Personnel Services	\$ 2,311,828	\$ 3,256,432	\$ 3,523,190	\$ 4,679,283
Services & Supplies	\$ 477,279	\$ 503,919	\$ 739,083	\$ 515,841
Capital Outlay	\$ 24,658	\$ 10,000	\$ 66,186	\$ -
TOTAL:	\$ 2,813,764	\$ 3,770,351	\$ 4,328,459	\$ 5,195,124



**Program Expenditures By Fund**

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
General Fund	\$ 2,710,544	\$ 3,738,351	\$ 3,991,492	\$ 5,147,585
Grants Fund	\$ 103,220	\$ 32,000	\$ 336,967	\$ 47,539
TOTAL:	\$ 2,813,764	\$ 3,770,351	\$ 4,328,459	\$ 5,195,124

Full-Time Positions

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

	2013 Revised	2014 Budget	2014 Revised	2015 Budget
Chief of Police	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Business Specialist	1.00	1.00	1.00	1.00
Police Administrative Coordinator	1.00	1.00	1.00	1.00
Police Agent	8.00	8.00	10.00	10.00
Police Commander	1.00	1.00	1.00	1.00
Police Court Liaison	1.00	1.00	1.00	1.00
Police Sergeant	2.00	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
Total Full-Time Positions (FTE):	18.00	18.00	20.00	20.00
Part-Time Hours	-	-	-	-
Total Full-Time and Part-Time	18.00	18.00	20.00	20.00
Anticipated Police Recruits	18.00	12.00	18.00	12.00

Budget Variances❖ **Personnel Services**

- ♦ 2013 Actual vs. 2014 Budget is up \$944,604 due to hiring of a recruit class, reimbursement for Regional Transportation District (RTD) light rail, and increases in salary and benefits.
- ♦ 2014 Budget vs. 2014 Revised is up \$266,758 due to an increase in extra-duty for the RTD light rail.
- ♦ 2014 Revised vs. 2015 Budget is up \$1,156,093 due to anticipated hiring of recruit class, an increase in extra-duty for the RTD light rail.



Budget Variances (continued)

❖ Services & Supplies

- ◆ 2014 Budget vs. 2014 Revised is up \$235,164 due to additions of grant funding.
- ◆ 2014 Revised vs. 2015 Budget is down \$223,242 due to expenditures and closure of grant funding.

❖ Capital Outlay

- ◆ 2014 Budget vs. 2014 Revised is up \$56,186 due to the receipt of the Justice Assistance Grant 2014.

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. The Strategic Plan is developed and implemented through the department's Management Staff. The Chief of Police meets quarterly with the Employee Representative Committee to discuss employee comments and concerns.

◆ 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 2015, 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 12 Police Agents who will complete their training in 2015.

The Section strives for a 95% case completion rate within 30 days. In 2013, 93% of police misconduct investigations were completed within 30 days and monthly reviews of the Performance Audit System were conducted.

At least 40 hours of in-service training for sworn personnel and 20 hours of in-service training for civilian personnel are coordinated, scheduled, and provided by the Training Unit.

◆ **GOAL: Provide the highest level of customer service to the citizens of Lakewood**

Activity: The National Law Enforcement Accreditation process is a shared responsibility of the Professional Standards Section and the Planning and Analysis Unit. Compliance with all required standards is the responsibility of the entire Department and is assured through a review and an on-site inspection.

Expectation: The Police Planning and Analysis Unit monitors and ensures compliance with national accreditation standards.

Result-Benefit: 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 2015. 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 social media, active participation with business and neighborhood associations as well as with development and implementation of the City's Comprehensive Plan.

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.

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 session to address management issues such as ethics and leadership.

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**

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 2014 and beyond include leveraging regionalization and involvement in area task forces, fiscal responsibility, sustainability, efficient and effective staffing throughout the organization, and continuing to meet the service needs and expectations of the citizens.



The Department will continue to maintain a commitment to the highest professional standards in everything it does to include compliance with the standards set forth by the Commission on Accreditation for Law Enforcement Agencies.



Program: Investigations

Department: Police

Division: Investigations

Purpose: The Investigations Division is primarily responsible for conducting follow-up criminal investigations, collecting, preserving, and analyzing physical evidence, arresting suspects, filing criminal cases, and assisting with the prosecution of those cases. Four separate sections comprise the Investigations Division: Crimes Against Persons, Crimes Against Property, Metropolitan Auto Theft Task Force (MATT), and Criminalistics. The sections are further divided into teams to maximize the need for specialization while maintaining continuity with the Patrol Division's activities.

The components of the Crimes Against Persons Section are the Persons Unit, the Juvenile Crime Unit, the Crimes Against Children Unit, and the Victim Assistance Unit. This section is responsible for investigations involving assaults, homicides, sexual assaults, child abuses, and juvenile delinquency matters. The Victim Assistance Unit staffed by non-sworn personnel provides direct services and crisis intervention to victims and witnesses of crimes. The Victim Assistance Unit administers the Victim Compensation Fund.



The Crimes Against Property Section consists of the Burglary Unit, Economic Crimes Unit, Special Investigation Unit, Sex Offender Apprehensions and Registration Team (SOAR) and West Metro Drug Task Force (WMDTF). 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.

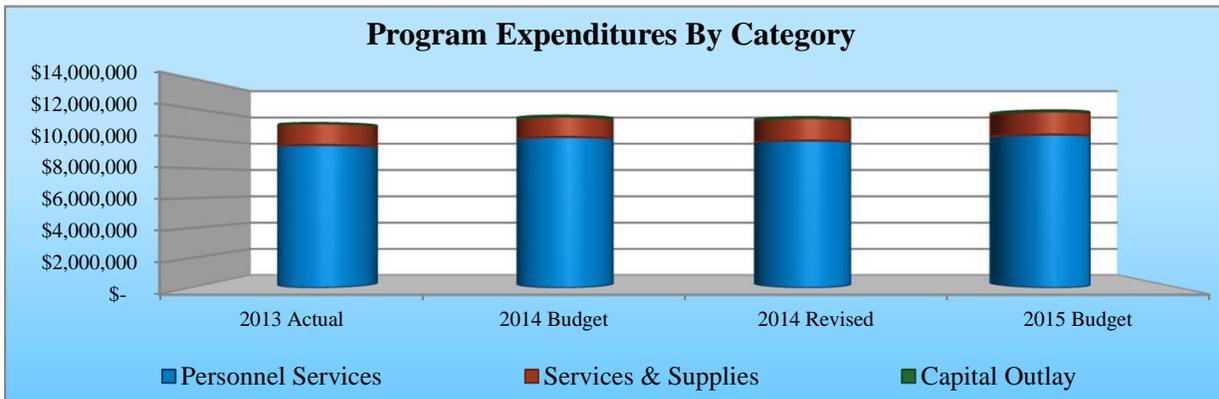
The Lakewood Police Department continues to co-host the multi-agency Metropolitan Auto Theft Task Force. MATT's mission is to investigate continuing problems caused by auto theft crimes in the Denver metro area. MATT is funded by the Colorado Auto Theft Prevention Authority and supported by the partnering 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

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Personnel Services	\$ 9,552,946	\$ 10,088,655	\$ 9,847,983	\$ 10,246,128
Services & Supplies	\$ 1,437,485	\$ 1,352,013	\$ 1,505,233	\$ 1,551,200
Capital Outlay	\$ 30,435	\$ 71,000	\$ 62,000	\$ 68,000
TOTAL:	\$ 11,020,867	\$ 11,511,668	\$ 11,415,216	\$ 11,865,328



Program Expenditures By Fund

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
General Fund	\$ 9,605,258	\$ 9,902,568	\$ 9,844,616	\$ 10,222,728
Grants Fund	\$ 1,415,609	\$ 1,609,100	\$ 1,570,600	\$ 1,642,600
TOTAL:	\$ 11,020,867	\$ 11,511,668	\$ 11,415,216	\$ 11,865,328

Full-Time Positions

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

	2013 Revised	2014 Budget	2014 Revised	2015 Budget
Police Division Chief	1.00	1.00	1.00	1.00
Business Specialist	2.00	2.00	2.00	2.00
Crime Analyst I	2.00	2.00	1.00	1.00
Crime Analyst II	0.82	-	-	-
Crime Analyst Supervisor	0.18	1.00	-	-
Crime Scene Analyst	0.75	-	1.00	1.00
Criminalistics Supervisor	2.00	2.00	2.00	2.00
Fingerprint Technician	1.00	1.00	1.00	1.00
Forensic Imaging Analyst	-	-	1.00	1.00
Forensic Services Manager	1.00	1.00	-	-

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

	2013 Revised	2014 Budget	2014 Revised	2015 Budget
Investigation Technician I	4.00	4.00	4.00	4.00
Investigation Technician II	6.00	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	2.00	2.00	2.00	2.00
Police Agent	49.00	49.00	51.00	51.00
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	-	-
Police Sergeant	10.00	10.00	9.00	9.00
QA/QC Regional Lab	-	-	1.00	1.00
Senior Crime Scene Analyst	3.25	4.00	2.00	2.00
Victim Advocate	5.00	5.00	5.00	5.00
Victim Witness Assist Supervisor	1.00	1.00	1.00	1.00
Total Full-Time Positions (FTE):	99.00	99.00	97.00	97.00
Part-Time Hours	1,721	1,721	1,721	1,721
Total Full-Time and Part-Time Positions Stated as FTE	99.83	99.83	97.83	97.83

Budget Variances❖ **Services & Supplies**

- ◆ 2014 Budget vs. 2014 Revised is up \$153,220 due to regionalization of the crime lab, reclassifying of positions, annual increases in salary and benefits.

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 2013, auto theft was down 2% within the partnering agencies, but the unrecovered vehicle rate was reduced from 25% to 16%. 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 sex offender registration.

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 one community "Shred Day" in 2014 and 2015.

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.



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

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.

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 2013 and will conduct two initiatives in 2014.

◆ **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 3,826 victims in 2013 and responded to 457 call-outs to assist Agents and Detectives. In 2014 and 2015 it is anticipated the team's services will continue to grow.

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>2012 Actual</u>	<u>2013 Revised</u>	<u>2014 Budget</u>	<u>2015 Budget</u>
Cell Phone Examination	153	180	200	220

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.



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

Result-Benefit:

It is projected that the Criminalistics Section will process 1,800 sex offenders in 2014.

	2012 Actual	2013 Actual	2014 Revised	2015 Budget
Sex Offender Registrations	1,408	1,706	1,800	1,900

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: Investigation Division personnel will submit information about criminal activity on police social networking sites and ask the public for assistance in identifying suspected criminals. Personnel will use police social networking sites to share information concerning threats to public safety and provide real time information about on-going police emergency operations that may directly affect the community.

◆ GOAL: Improve organizational effectiveness and efficiency

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 2014 and 2015, the SROs will be proactive in the schools teaching law and criminal justice related classes. During summer breaks, the SROs 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 SROs 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 Criminal Identification Unit (Crime Lab) is in the process of partially integrating with the new Jefferson County Regional Crime Lab. The first phase of this integration is the staffing of three fingerprint and forensic identification specialists, including a supervisor. Later in 2014 and 2015 the department will staff the Quality Assurance Coordinator position to the new lab. This new, state of the art, crime lab will also provide additional firearms and ballistics capabilities, as well as DNA analysis.

The workload for the Major Crimes Unit has increased in recent years. The caseload is higher, both objectively in volume and subjectively in complexity than any other investigative unit in the department. This caseload is presenting challenges to completing thorough and proper investigation of our citizens most heinous crimes. Due to a variety of reasons, the responsibilities of the Major Crimes Unit have increased substantially over the years while the number of detectives have not. Our detectives strive to uphold the agency reputation of excellence within the law enforcement community but it has become vital we increase our personnel if we are to continue this quality of service. To this end, a detective position in the Property Crimes Section is being transferred to the Major Crimes Unit.

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

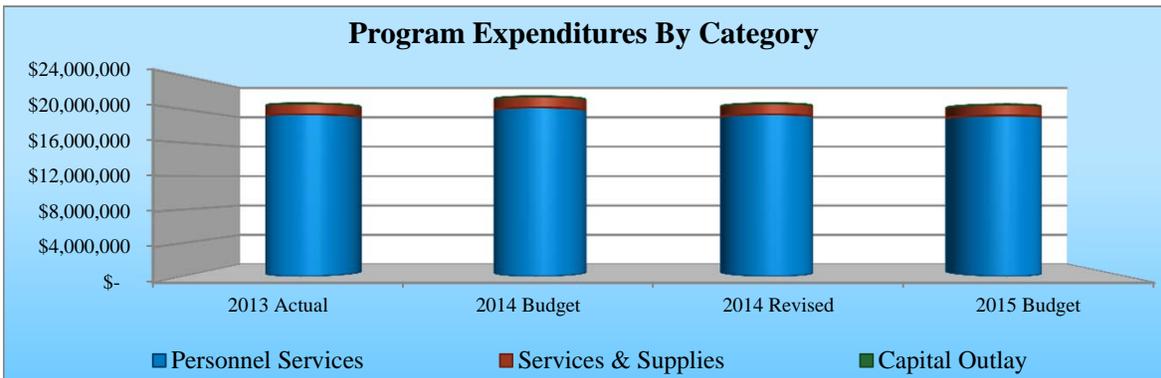
Purpose: Patrol Services encompasses the types of police activities that are most visible to citizens. These include responding to citizen's requests for emergency and non-emergency assistance as well as proactive, agent-initiated activity. The investigation of criminal offenses, the initial documentation, 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 two 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

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Personnel Services	\$ 19,389,259	\$ 20,198,702	\$ 19,369,389	\$ 19,243,379
Services & Supplies	\$ 1,290,223	\$ 1,325,407	\$ 1,323,334	\$ 1,323,334
Capital Outlay	\$ 7,567	\$ -	\$ -	\$ -
TOTAL:	\$ 20,687,049	\$ 21,524,109	\$ 20,692,723	\$ 20,566,713



**Program Expenditures By Fund**

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
General Fund	\$ 20,581,541	\$ 21,478,109	\$ 20,653,723	\$ 20,527,713
Grants Fund	\$ 105,508	\$ 46,000	\$ 39,000	\$ 39,000
TOTAL:	\$ 20,687,049	\$ 21,524,109	\$ 20,692,723	\$ 20,566,713

Full-Time Positions

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

	2013 Revised	2014 Budget	2014 Revised	2015 Budget
Police Division Chief	1.00	1.00	1.00	1.00
Business Specialist	1.00	1.00	1.00	1.00
Custodian	1.00	1.00	1.00	1.00
Equipment Service Technician	1.00	1.00	1.00	1.00
Investigative Technician II	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	154.00	154.00	149.00	149.00
Police Commander	5.00	5.00	5.00	5.00
Police Community Service Officer	3.00	3.00	3.00	3.00
Police Sergeant	22.00	22.00	23.00	23.00
Total Full-Time Positions (FTE):	192.00	192.00	188.00	188.00
Part-Time Hours	1,145	1,145	1,145	1,145
Total Full-Time and Part-Time Positions Stated as FTE	192.55	192.55	188.55	188.55

Budget Variances

❖ None



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 210,000 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, 38 seconds or less to emergency calls for service; 5 minutes to non-emergency calls.

	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Revised</u>	<u>2015 Budget</u>
Citizen Generated Calls	70,946	67,520	68,000	68,000
Officer Generated Calls	66,636	65,509	67,000	67,000
Emergency Response Time	4:35	4:38	4:30	4:30

In 2013, the SET engaged in many patrol activities resulting in 179 arrests, 66 identified gang contacts, and 20 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.

	2012 Actual	2013 Actual	2014 Revised	2015 Budget
Telephone Reports	4,508	5,073	5,100	5,100
Internet Reporting	983	1,233	1,300	1,300
% of Total Reports	19%	20%	21%	21%
Alarms Received	4,918	4,999	5,000	5,000
Alarms Responded	1,707	1,633	1,600	1,600



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.

	2012 Actual	2013 Actual	2014 Revised	2015 Budget
Accidents @ 5 Worst Intersections	301	348	320	320
Accidents	4,976	5,141	5,000	5,000
Citations	15,011	15,858	16,000	16,000
DUI Arrests	613	590	600	600

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 2013, the Patrol Division received and conducted follow-up on 82 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.





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

Result-Benefit: As citizen expectations and demands for police services continue to increase, the Sector Liaison Unit will be challenged to provide more flexible and collaborative problem solving in their assigned neighborhoods. This is reflected in part by the number of successfully concluded service requests dealt with throughout the year.

Activity: Graffiti eradication and investigation will be an emphasis of the Patrol Division.

Expectation: Patrol personnel will work closely with other departments and the business community to enforce and mitigate issues within the City.

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.

	2012 Actual	2013 Actual	2014 Revised	2015 Budget
Graffiti Reports	806	1,468	1,400	1,400
Graffiti Arrests	11	21	20	20

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 2015 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.



Program: Support Services

Department: Police

Division: Support Services

Purpose: The Support Services Division is comprised of three sections providing administrative and technical support to the Lakewood Police Department and the public. The division includes the Volunteer Program.



The Communication Section is the Public Safety Answering Point (PSAP) for all 911 emergency and non-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. This information is maintained to assist victims of crime, enhance the decision-making for investigators, and for the timely prosecution of criminal activity. Major responsibilities are to maintain and disseminate all criminal justice records, monitor data quality, and assist in the development and testing of new software and enhancements to current 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 processes police reports to current 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 Section also processes all "Notices of Hearings" and the resultant "Orders to Seal or Expunge" criminal records.

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.

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 Crime Analysis Team is composed of support positions whose purpose is to analyze and disseminate timely and pertinent information relative to crime patterns and trends to assist operational and administrative personnel.



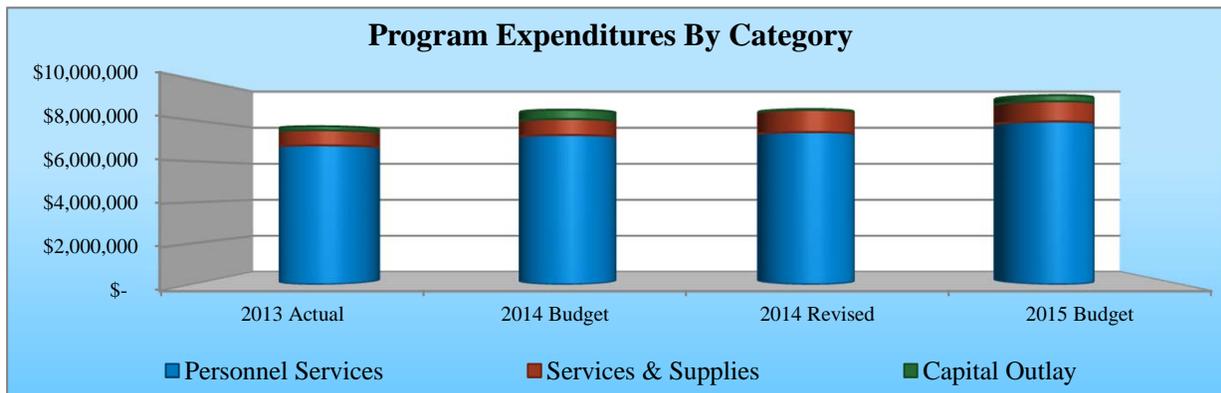
Purpose (continued)

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 of the unit.

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.

Program Expenditures By Category

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Personnel Services	\$ 6,769,786	\$ 7,275,610	\$ 7,415,291	\$ 7,930,241
Services & Supplies	\$ 736,340	\$ 776,988	\$ 1,078,840	\$ 983,811
Capital Outlay	\$ 190,482	\$ 450,000	\$ 36,354	\$ 293,500
TOTAL:	\$ 7,696,608	\$ 8,502,598	\$ 8,530,485	\$ 9,207,552



Program Expenditures By Fund

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
General Fund	\$ 7,143,420	\$ 7,704,370	\$ 8,135,259	\$ 8,528,444
Capital Improvement Fund	\$ 1,215	\$ -	\$ -	\$ -
Grants Fund	\$ 551,973	\$ 798,228	\$ 395,226	\$ 679,108
TOTAL:	\$ 7,696,608	\$ 8,502,598	\$ 8,530,485	\$ 9,207,552

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

	2013	2014	2014	2015
Police Division Chief	1.00	1.00	1.00	1.00
Animal Control Officer I	1.00	0.32	1.00	-
Animal Control Officer II	5.00	5.68	5.00	6.00
Animal Control Supervisor	1.00	1.00	1.00	1.00
Business Specialist	1.00	1.00	1.00	1.00
Business Support Specialist	1.00	1.00	1.00	1.00
Code Enforcement Coordinator	1.00	1.00	1.00	1.00
Code Enforcement Officer	3.00	3.00	3.00	3.00
Code Enforcement Technician	1.00	1.00	1.00	1.00
Crime Analyst I	-	-	1.00	1.00
Crime Analyst Supervisor	-	-	1.00	1.00
Lead Code Enforcement Officer	1.00	1.00	1.00	1.00
Police Agent	-	-	1.00	1.00
Police Commander	1.00	1.00	1.00	1.00
Police Communications Manager	1.00	1.00	1.00	1.00
Police Communications Supervisor	3.00	3.00	3.00	3.00
Police Dispatcher	30.00	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	20.00	20.00	19.00	19.00
Police Info Validations Technician	1.00	1.00	1.00	1.00
Police Lead Dispatcher	3.00	3.00	3.00	3.00
Police Property Evidence Technician	7.00	7.00	8.00	8.00
Police Property Service Liaison	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	1.00	1.00	1.00	1.00
Total Full-Time Positions (FTE):	93.00	93.00	95.00	95.00
Part-Time Hours	8,521	3,962	6,525	6,525
Total Full-Time and Part-Time	97.10	94.90	98.14	98.14

Budget Variances❖ **Personnel Services**

- ◆ 2013 Actual vs. 2014 Budget is up \$505,824 due to the reassignment of personnel from other Divisions and an approved position for coordination of the Records Management System (RMS).



Budget Variances (continued)

❖ **Services & Supplies**

- ♦ 2014 Budget vs. 2014 Revised is up \$301,852 due to a one-time payment to the Table Mountain Animal Center and purchase of a new RMS.

❖ **Capital Outlay**

- ♦ 2013 Actual vs. 2014 Budget is up \$259,518 due to fluctuation in E911 Authority Board approved projects.
- ♦ 2014 Budget vs. 2014 Revised is down \$413,646 due to fluctuation in E911 Authority Board approved projects.
- ♦ 2014 Revised vs. 2015 Budget is up \$257,146 due to fluctuation in E911 Authority Board approved projects and purchase of RMS.

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 2015 with the addition of a new refrigeration units to accommodate DNA 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.

	2012	2013	2014	2015
	Actual	Actual	Revised	Budget
Property Received	26,198	30,006	31,550	31,550
Property Released	20,907	16,449	26,000	26,000
Fingerprinting	729	510	500	500
Intoxilyzer Tests	25	25	30	30
Vehicle Impounds	1,496	1,668	1,692	1,692
Vehicle Releases	1,452	1,624	1,635	1,635

Activity: The Animal Control Unit developed a coyote management plan to address conflicts occurring due to the increasing population of coyotes. Officers engage in hard-hazing activities in an effort to address habitation issues caused by unlawful intentional or unintentional feeding of wildlife.

Expectations: Staff will respond to complaints involving aggressive coyotes, evaluate surrounding habitat and provide education to citizens to mitigate conflict. In addition, staff will utilize non-lethal methods to hard-haze coyotes displaying habitation.



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

Results-Benefits: Coyote conflicts will be monitored and addressed as specific circumstances dictate. The Animal Control Unit works closely with Colorado Parks and Wildlife to address reported incidents involving aggressive and unacceptable coyote behavior in our communities.

	2012 Actual	2013 Actual	2014 Revised	2015 Budget
Coyote Conflict	19	4	20	20
Wildlife Conflict	39	36	35	35

◆ 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 2014 and 2015. 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.

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.

	2012 Actual	2013 Actual	2014 Revised	2015 Budget
Total Calls Processed	311,955	289,127	325,000	325,000
Incoming	246,968	303,080	250,000	250,000
Outgoing	65,027	86,047	75,000	75,000
Wireless Calls to 911	65%	83%	70%	70%

Activity: The Support Services Division will manage the police project for the purchase and implementation of a new Records Management System (RMS).



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

Expectation: Working cooperatively within a consortium of Jefferson County Law Enforcement agencies we will install and implement a RMS to replace an outdated and unsupported system.

Result-Benefit: Management and storage of police records are vital to the police mission. Implementation of a system capable of efficient handling of police data within a format compatible to surrounding county police agencies will enhance cost value, maintenance and data transfer issues. Implementation will be in 2015.

◆ **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.

◆ **GOAL: Improve organizational effectiveness and efficiency**

Activity: The Communication Section will participate in regionalization exploration with Public Safety Answering Points (PSAPS) in Jefferson County to determine potential for cost savings to participating agencies.

Expectation: The Communication Section will continue conduct an in-depth look at equipment, personal and operational needs. The regionalization study will determine if our current operating methods within the county are providing the best service to the citizens of our communities in the most cost effective manner.

Result-Benefit: The Jefferson County Emergency Community Authority has funded a regionalization study and implementation plan. The study will examine financial, personnel, operational and technological feasibility. The consultant will provide funding mechanisms and governance recommendations.



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

Activity: The Animal Control Unit will respond to and investigate allegations of crime. Animal Control Officers will be subject matter experts on ordinance and statute violations for cruelty, neglect, dangerous dogs, and animal fighting.

Expectation: Animal Control Officers will proactively patrol neighborhoods and parks within our jurisdiction in addition to responding to calls for service and investigating violations.

Result-Benefit: Animal Control Officers will increase neighborhood visibility to remind residents of animal control ordinances and owner responsibilities.

	2012	2013	2014	2015
	Actual	Actual	Revised	Budget
Investigations:				
Bites	247	239	225	225
Service:				
Calls for Service	9,531	7,742	8,500	8,500
Follow-up	6,730	7,049	7,200	7,200
Impoundments	759	658	800	800
Field Returns	511	421	525	525
Summons	391	254	380	380
Vicious, aggressive	23	22	25	25

Activity: Efforts will continue to find an acceptable way to partner with the Jefferson County Courts to accept police electronic citations.

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 2014 and 2015.

Results-Benefit: Agents will be allowed to serve e-citations for charges to be summoned into the Jefferson County Courts. hen this expectation is completed, approximately 1,200 summons will be produced utilizing e-citation software.

	2012	2013	2014	2015
	Actual	Actual	Revised	Budget
Case Reports Processed	114,552	117,172	125,090	119,515
Requests for Reports/Services	27,414	27,414	26,532	27,859
Arrest Warrants Processed	20,637	20,637	19,647	20,629
Vehicle Impounds Processed	3,195	3,195	3,436	3,608
CCIC Entries*	9,906	9,906	9,736	10,222
NIBRS Reports**	27,121	27,121	25,266	26,629
Report Beam***	8,989	8,989	9,390	10,329
E-Citations entered/quality check	5,992	6,742	9,810	7,147
Internet Reports Processed	983	1,233	950	1,258
Transports Processed	344	299	351	324
Crime Free Housing Reports	217	137	198	168
Notice of Hearing Processed	136	144	152	155
Orders to Seal/Expunge****	118	139	148	150

*CCIC - Colorado Crime Information Center

**NIBRS - National Incident Based Reporting System

****Anticipated growth in Notices of Hearings and Sealing/Expunge due to new legislation



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

Activity: In 2013, a Colorado senate bill was signed into law involving the sealing of criminal conviction records for petty and municipal offenses. C.R.S. 18-1.3.101 will take effect in 2014 which will require the court, probation and pre-trial services to advise defendants that their records can be sealed. This new statute has the potential to dramatically increase the number of Notices of Hearings and Sealing/Expungements. Prior to this legislation, sealings 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 2015.

Activity: The Crime Analysis Unit is utilized to identify crime patterns, series, and trends to increase and enhance crime prevention, apprehension, vice enforcement, and street gang interdiction.

Expectations: The Crime Analysis Unit will test and utilize new computer programming to provide enhanced specific, evidence-based data for focused patrol crime interdiction strategies.

Result-Benefit: Proactive, timely and regular dissemination of crime analysis information relating to trends, patterns, and serial criminal activity will be completed to increase effectiveness.

Activity: A decision has been made to continue efforts with a consortium of Jefferson County agencies to implement a regional Records Management System (RMS). Records staff will assist in identifying and monitoring the process to assure that the development of the system meets the needs of the consortium members and the Records Section.

Expectation: In an effort to be accountable in providing the best system to meet the needs of Lakewood Police Department and the consortium, within the constraints of economic concerns, it is incumbent on the Records Section to assist in the review of the various systems available.

Result-Benefit: The Records Section in cooperation with the partnering agencies will identify both the common and unique needs of each agency and address those needs with the development team for the regionalization project in 2015.



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

◆ GOAL: Respond to the quality of life issues impacting the citizens of Lakewood

Activity: The Community Code Enforcement Unit enhances the appearance of the City, protects the value of property, and conserves the value of land use designation to protect property from adverse



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 2013. These responses have a positive impact on neighborhoods by helping to provide an improved quality of life. It is anticipated this compliance to continue in 2014 and 2015.

	2012 Actual	2013 Actual	2014 Revised	2015 Budget
Nature of Complaint:				
Graffiti	507	931	950	950
Junk/Rubbish	1,049	847	900	900
Weeds	713	932	1,000	1,000
Zoning/Land Use	203	168	200	200
Activity Status:				
Calls for Service	3,372	4,958	5,000	5,000
Cases Open for Violations	1,947	2,107	2,200	2,200
Administrative Actions	1,328	959	900	900
Total Abatement Warrants	63	71	80	80
Total Summons Issued	25	34	50	50

Activity: The Community Code Enforcement Unit aids in the health, safety, order, convenience, prosperity, and welfare of the present and future citizens of the City, as promoted through the enforcement of the Municipal Code and Zoning Ordinance.

Expectation: Municipal Code and Zoning Ordinance regulations pertaining to nuisance and land use violations will be enforced in response to citizen concerns in their neighborhoods to reduce code violations.

Result-Benefit: Citizen complaints of the Municipal Code and the Zoning Ordinance are responded to in a timely manner; first inspections on cases are performed within 5 to 7 days; and most case concerns are resolved within 90 days using the summons and warrant abatement process.



General Comments

The Code Enforcement Unit addresses citizen concerns to improve property conditions. Staff is being proactive on the major business corridors to address overgrown weeds and trash, and illegal signage concerns. Code Enforcement will utilize Community Development Block Grant funding to continue revitalization and neighborhood appearance projects. It will engage in citizen education initiatives to address revised zoning ordinances and smoking restrictions.

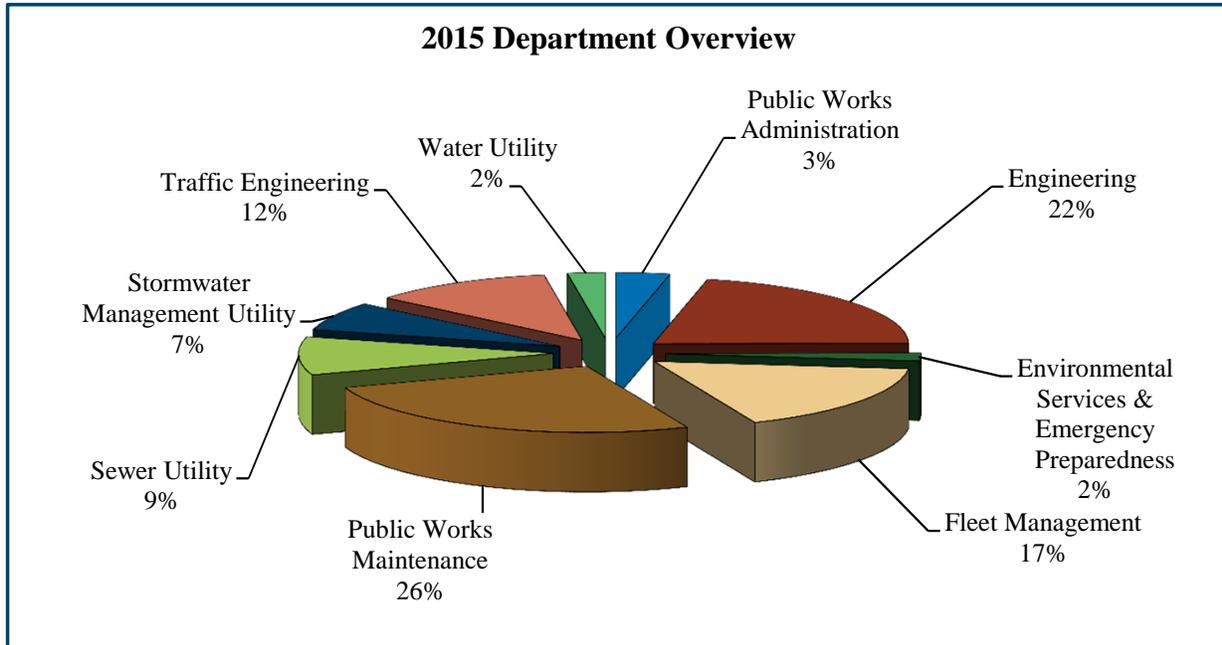
The Communication Section continues to participate in regionalization and consolidation efforts within Jefferson County. Consolidation of equipment (hardware and software), phone, and logging systems are being explored. A consultant has been contracted by the Jefferson County Emergency Communications Authority to conduct a feasibility study of five primary PSAPS and three secondary fire district centers. The study will detail the financial, personnel, operational and technological consolidation of communication centers and the resulting impact on service levels to the citizens of Lakewood and participating agencies.

The relocation of the Crime Lab to the new Jefferson County Regionalized Crime Lab will require a modification of Property Services procedures to accommodate transportation and tracking of evidentiary items to and from the regional crime lab.

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 law enforcement records.



PUBLIC WORKS



	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Public Works Administration	\$ 460,797	\$ 5,361,163	\$ 1,533,077	\$ 1,549,446
Engineering	\$ 9,059,443	\$ 5,085,809	\$ 12,108,447	\$ 9,698,687
Environmental Services & Emergency Preparedness	\$ 363,459	\$ 782,420	\$ 1,011,008	\$ 858,114
Fleet Management	\$ 6,863,029	\$ 7,992,501	\$ 7,980,149	\$ 7,605,511
Public Works Maintenance	\$ 9,631,805	\$ 11,287,230	\$ 11,364,301	\$ 11,824,700
Sewer Utility	\$ 3,854,383	\$ 4,251,367	\$ 4,000,336	\$ 4,216,105
Stormwater Management Utility	\$ 2,058,693	\$ 3,192,329	\$ 4,130,379	\$ 3,182,881
Traffic Engineering	\$ 5,407,284	\$ 5,523,345	\$ 8,081,295	\$ 5,200,076
Water Utility	\$ 951,785	\$ 1,103,189	\$ 1,336,488	\$ 1,081,338
TOTAL:	\$ 38,650,677	\$ 44,579,353	\$ 51,545,480	\$ 45,216,858

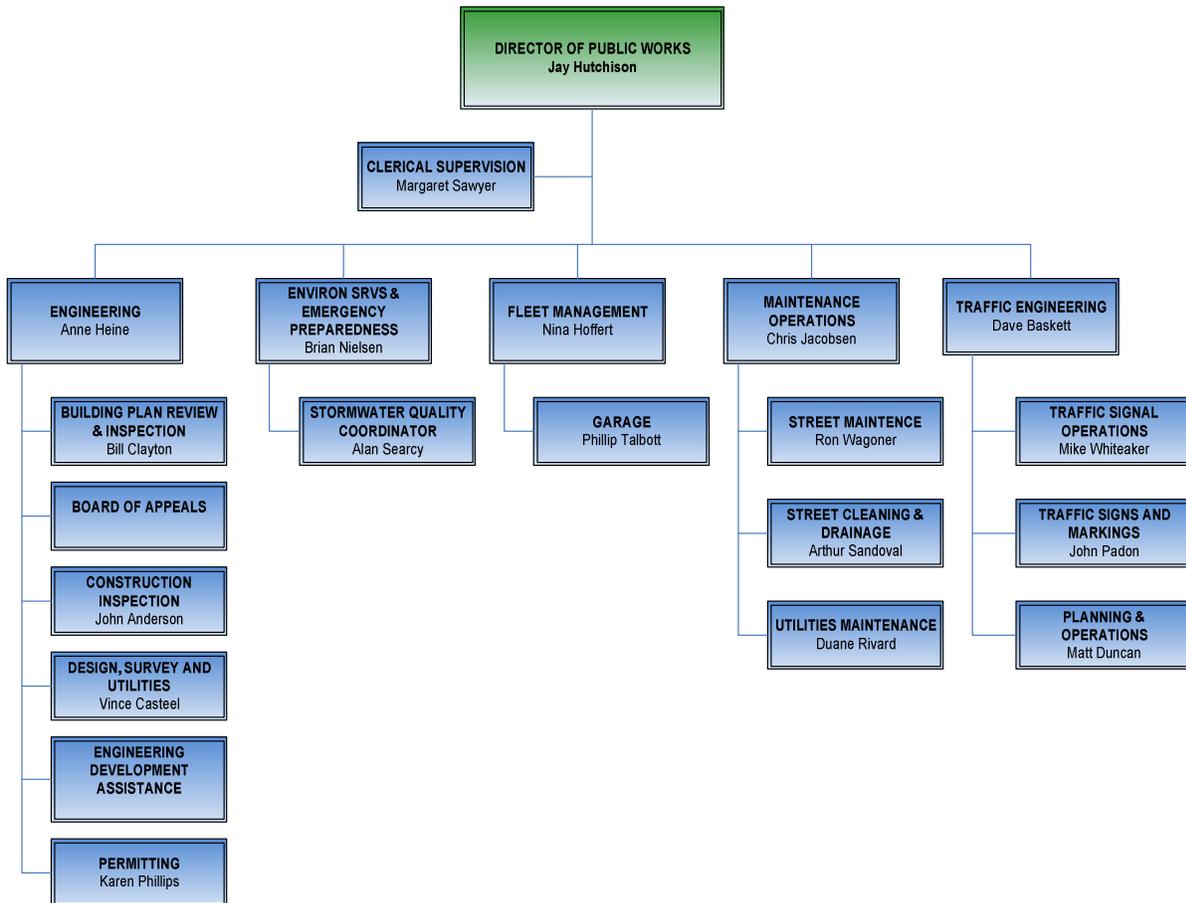
Percent to All Funds	27.31%	27.45%	29.66%	25.42%
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PUBLIC WORKS

(303) 987-7500

www.lakewood.org/PublicWorksDepartment/



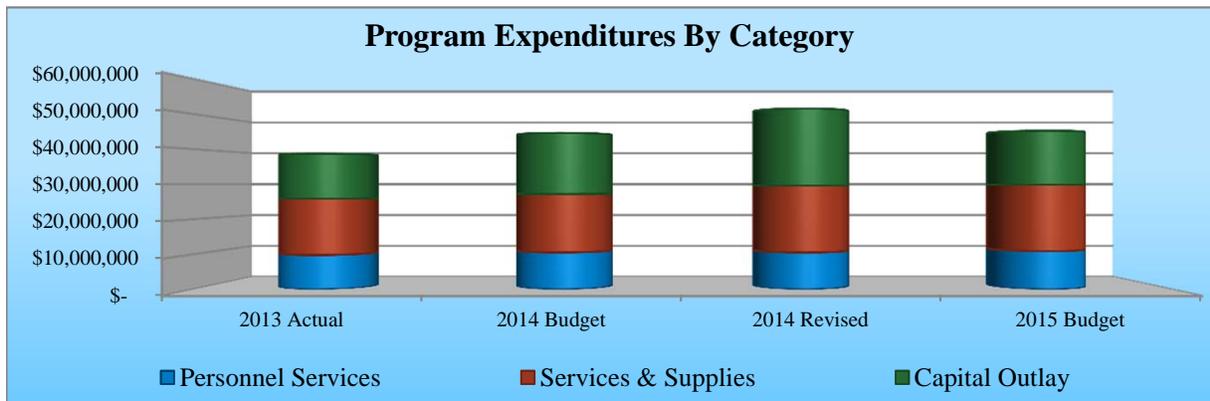


Department: Public Works

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

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Personnel Services	\$ 9,787,393	\$10,531,097	\$ 10,514,733	\$ 10,905,589
Services & Supplies	\$ 16,065,897	\$16,646,308	\$ 19,106,366	\$ 18,948,555
Capital Outlay	\$ 12,797,388	\$17,401,948	\$ 21,924,381	\$ 15,362,714
TOTAL:	\$ 38,650,677	\$44,579,353	\$ 51,545,480	\$ 45,216,858



Department Expenditures By Fund

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
General Fund	\$ 14,942,624	\$16,277,381	\$ 16,678,431	\$ 16,619,659
Capital Improvement Fund	\$ 11,617,186	\$11,717,087	\$ 17,489,221	\$ 16,996,875
Equipment Replacement Fund	\$ 1,773,774	\$ 2,253,000	\$ 2,253,000	\$ 1,490,000
Grants Fund	\$ 3,452,232	\$ 5,785,000	\$ 5,657,625	\$ 1,630,000
Sewer Enterprise Fund	\$ 3,854,383	\$ 4,251,367	\$ 4,000,336	\$ 4,216,105
Stormwater Enterprise Fund	\$ 2,058,693	\$ 3,192,329	\$ 4,130,379	\$ 3,182,881
Water Enterprise Fund	\$ 951,785	\$ 1,103,189	\$ 1,336,488	\$ 1,081,338
TOTAL:	\$ 38,650,677	\$44,579,353	\$ 51,545,480	\$ 45,216,858



Full-Time Positions

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

	2013 Revised	2014 Budget	2014 Revised	2015 Budget
Director of Public Works	1.00	1.00	1.00	1.00
Accountant I	-	-	0.25	0.25
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	-
Building Inspector II	6.00	6.00	6.00	7.00
Business Specialist	2.00	2.00	2.00	2.00
Business Support Specialist	2.00	2.00	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 Tech	1.00	1.00	1.00	1.00
Construction Inspector I	2.38	1.00	2.00	2.00
Construction Inspector II	5.62	7.00	6.00	6.00
Counter Plans Examiner	1.00	1.00	2.00	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	1.00	1.00	1.00	1.00
Fleet Maintenance Supervisor	1.00	1.00	1.00	1.00
Fleet Manager	1.00	1.00	1.00	1.00
Fleet Mechanic	6.00	6.00	6.00	6.00
Infrastructure Maint & Oper Engr	1.00	1.00	1.00	1.00
Lead Accountant I	0.25	0.25	-	-
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	23.57	24.00	22.00	26.00
Maintenance Specialist	0.43	-	4.00	-
Maintenance Supervisor	2.00	2.00	2.00	2.00
Maintenance Worker	2.00	2.00	-	-
Office Support Specialist	1.00	1.00	1.00	1.00
Office Support Supervisor	1.00	1.00	1.00	1.00
Permit Counter Supervisor	1.00	1.00	1.00	1.00
Permit Technician	2.00	2.00	2.00	2.00
Principal Civil Engineer II	1.00	1.00	1.00	1.00
Principal Traffic Engineer	1.00	1.00	2.00	2.00
Sr Plans Examiner	2.26	3.00	2.00	2.00
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 Engineer	1.00	1.00	1.00	1.00
Traffic Engineering Manager	2.00	2.00	1.00	1.00
Traffic Engineering Technician II	2.00	2.00	2.00	2.00
Traffic Sign & Marking Spec I	2.00	2.00	1.00	1.00



Full-Time Positions (continued)

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

	2013 Revised	2014 Budget	2014 Revised	2015 Budget
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	4.00	4.00	4.00	4.00
Traffic Signal Supervisor	1.00	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	1.00	1.00
Utilities Maintenance Supervisor	1.00	1.00	1.00	1.00
Water & Sewer Technician	1.00	1.00	1.00	1.00
Water, Sewer, Stormwater Technician	2.00	2.00	2.00	2.00
Total Full-Time Positions (FTE):	114.75	116.31	115.31	115.31
Part-Time Hours	22,203	20,705	22,882	23,356
Total Full-Time and Part-Time Positions Stated as FTE	125.42	126.26	126.31	126.54

Budget Variances

❖ **Personnel Services**

- ◆ 2014 Budget vs. 2013 Actual is up \$743,704 due to staffing vacancies in 2013, addition of two new positions in the 2014 budget and salary and benefits increases.

❖ **Services & Supplies**

- ◆ 2014 Revised vs. 2014 Budget is up \$2,460,058 primarily due to a carry forward in transfers to grant funds to match available state and federal funds for capital projects.

❖ **Capital Outlay**

- ◆ 2014 Budget vs. 2013 Actual is up \$4,604,560 due to timing of capital improvements projects.
- ◆ 2014 Revised vs. 2014 Budget is up \$4,522,433 due to timing of capital improvements projects.
- ◆ 2015 Budget vs. 2014 Revised is down \$6,561,667 due to timing of capital improvements 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

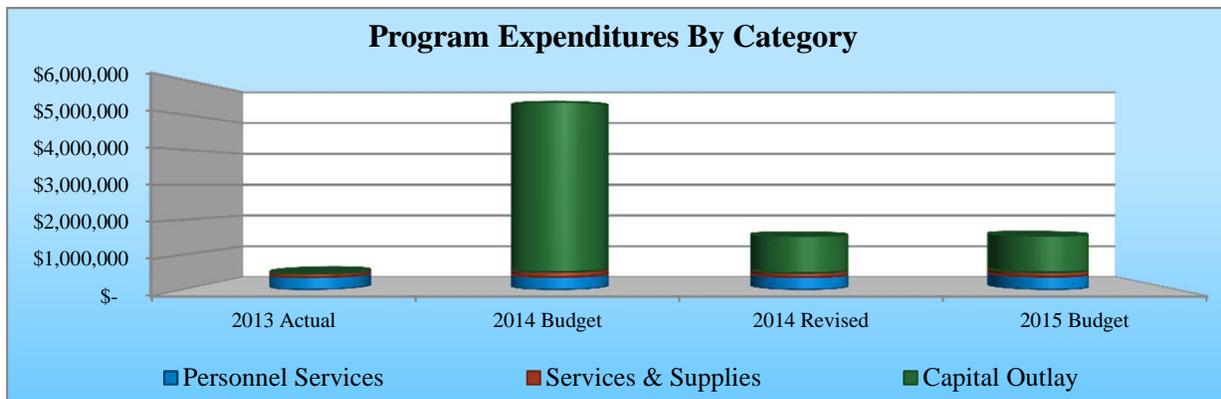
Department: Public Works

Division: Administration

Purpose: Public Works Administration plans, organizes, directs, and controls all projects, activities, and personnel in the Department.

Program Expenditures By Category

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Personnel Services	\$ 360,232	\$ 367,676	\$ 364,590	\$ 375,959
Services & Supplies	\$ 100,565	\$ 143,487	\$ 118,487	\$ 123,487
Capital Outlay	\$ -	\$ 4,850,000	\$ 1,050,000	\$ 1,050,000
TOTAL:	\$ 460,797	\$ 5,361,163	\$ 1,533,077	\$ 1,549,446



Program Expenditures By Fund

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
General Fund	\$ 323,206	\$ 341,839	\$ 339,272	\$ 348,470
Capital Improvement Fund	\$ 137,591	\$ 219,324	\$ 193,805	\$ 200,976
Grants Fund	\$ -	\$ 4,800,000	\$ 1,000,000	\$ 1,000,000
TOTAL:	\$ 460,797	\$ 5,361,163	\$ 1,533,077	\$ 1,549,446



Full-Time Positions

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

	2013 Revised	2014 Budget	2014 Revised	2015 Budget
Director of Public Works	0.90	0.90	0.90	0.90
Office Support Specialist	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
Total Full-Time Positions (FTE):	3.05	3.05	2.05	2.05
Part-Time Hours	1,818	1,818	3,995	3,898
Total Full-Time and Part-Time Positions Stated as FTE	3.92	3.92	3.97	3.92

Budget Variances

❖ **Supplies & Services**

- ◆ 2014 Budget vs. 2013 Actual is up \$42,922 due to lower than anticipated water rights related expenses in 2013.
- ◆ 2014 Revised vs. 2014 Budget is down \$25,000 due to anticipated reduced water rights related expenses.

❖ **Capital Outlay**

- ◆ 2014 Budget vs. 2013 Actual is up \$4,850,000 due to contingencies budgeted for grant applications.
- ◆ 2014 Revised vs. 2014 Budget is down \$3,800,000 due to a revised contingency amount budgeted for potential grant revenue.

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.

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.



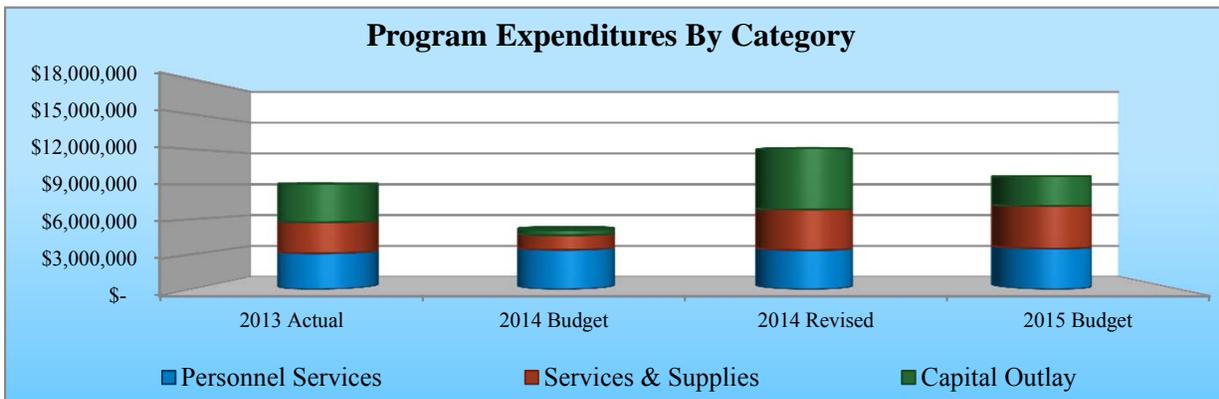
Program: Engineering
Department: Public Works
Division: Engineering

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

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Personnel Services	\$ 3,092,066	\$ 3,389,972	\$ 3,359,486	\$ 3,503,300
Services & Supplies	\$ 2,657,257	\$ 1,244,337	\$ 3,481,517	\$ 3,643,887
Capital Outlay	\$ 3,310,120	\$ 451,500	\$ 5,267,444	\$ 2,551,500
TOTAL:	\$ 9,059,443	\$ 5,085,809	\$ 12,108,447	\$ 9,698,687



Program Expenditures By Fund

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
General Fund	\$ 2,970,875	\$ 3,331,288	\$ 3,304,966	\$ 3,439,595
Capital Improvement Fund	\$ 3,053,619	\$ 1,754,521	\$ 7,278,481	\$ 6,259,092
Grants Fund	\$ 3,034,949	\$ -	\$ 1,525,000	\$ -
TOTAL:	\$ 9,059,443	\$ 5,085,809	\$ 12,108,447	\$ 9,698,687

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

	2013 Revised	2014 Budget	2014 Revised	2015 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	-
Building Inspector II	6.00	6.00	6.00	7.00
Business Specialist	1.00	1.00	1.00	1.00
Business Support Specialist	2.00	2.00	2.00	2.00
CADD Technician	2.00	2.00	2.00	2.00
Civil Engineer III	5.00	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 Inspector I	2.38	1.00	2.00	2.00
Construction Inspector II	3.62	5.00	4.00	4.00
Counter Plans Examiner	1.00	1.00	2.00	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
Principal Civil Engineer II	0.50	0.50	0.50	0.50
Sr Plans Examiner	2.26	3.00	2.00	2.00
Total Full-Time Positions (FTE):	35.61	36.35	36.35	36.35
Part-Time Hours	2,380	2,380	2,380	2,380
Total Full-Time and Part-Time Positions Stated as FTE	36.75	37.49	37.49	37.49

Budget Variances❖ **Personnel Services**

- ◆ 2014 Budget vs. 2013 Actual is up \$297,906 due to staffing vacancies in 2013 and the addition of one new position in the 2014 budget.

❖ **Services & Supplies**

- ◆ 2014 Budget vs. 2013 Actual is down \$1,412,920 due to the timing of transfers to grant funds to match available state and federal funds for capital projects.
- ◆ 2014 Revised vs. 2014 Budget is up \$2,237,180 due to a carry forward in transfers to grant funds to match available state and federal funds for capital projects.

❖ **Capital Outlay**

- ◆ 2014 Budget vs. 2013 Actual is down \$2,858,620 due to timing of capital improvements projects.



Budget Variances (continued)

❖ Capital Outlay (continued)

- ♦ 2014 Revised vs. 2014 Budget vs. up \$4,815,944 due to timing of capital improvements projects.
- ♦ 2015 Budget vs. 2014 Revised is down \$2,715,944 due to timing of capital improvements projects.

Goals / Activities / Expectations / Results-Benefits

♦ GOAL: Provide for public safety and mobility

Activity: Project management, design, survey, and inspection are provided for City-initiated projects. Developer constructed public improvements are inspected.

Expectation: Improvements are safe, functionally adequate, cost effective, low maintenance, aesthetically pleasing, and include input from affected property owners. The use of funds from other agencies is maximized.

Result-Benefit: Capital improvement project goals are accomplished on schedule and within budget.



Union Boulevard - Federal Center Transit Station Pedestrian Connection

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.

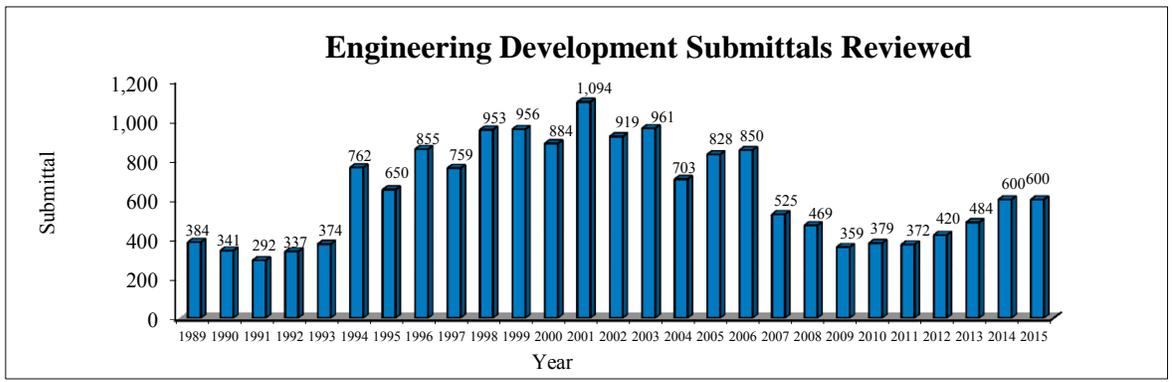
Expectation: Engineering reviews are completed and referrals to outside agencies Colorado Department of Transportation (CDOT), Urban Drainage and Flood Control District (UDFCD), Jefferson County, etc.) are sent. Public improvement agreements, cost estimates for public improvements, and cost estimates 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.

<u>Engineering Development Statistics</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Revised</u>	<u>2015 Budget</u>
Development Submittals Reviewed	420	484	600	600
Average Work Days Elapsed Per Review	16	18	16	18
Public Improvement Agreements Prepared	28	34	35	35
Flood Plain Information Requests Answered	114	166	200	200
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)

	2012 Actual	2013 Actual	2014 Revised	2015 Budget
<u>Building Plan Reviews</u>				
Projects reviewed with applicant (While-you-wait review for simpler projects)	1,172	1,247	1,400	1,400
Projects taken in for review (Applicant receives comments at later date)				
Residential	298	348	400	400
Commercial	135	112	150	150
Working days for initial review comments (initial submittal to response)				
Residential	17	18	18	18
Commercial	24	24	20	20

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.



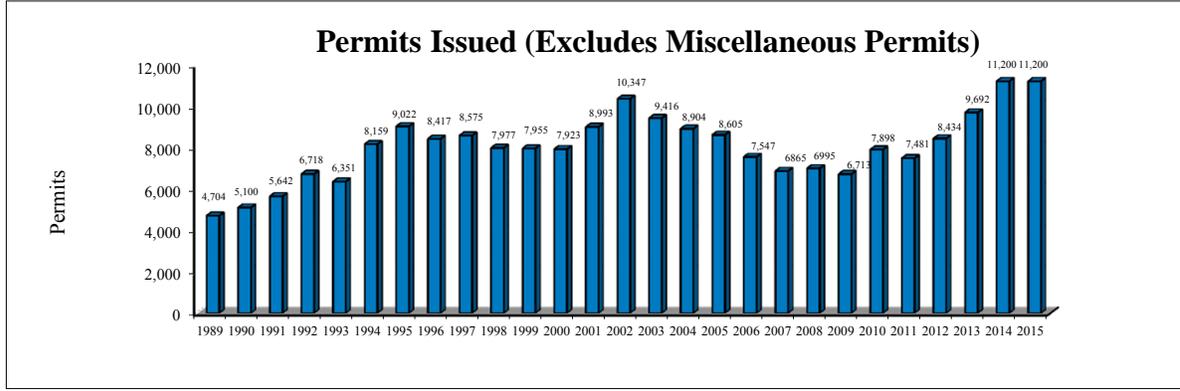
	2012 Actual	2013 Actual	2014 Revised	2015 Budget
<u>Permits Issued</u>				
Residential Building	1,064	1,513	1,800	1,800
Non-Residential Building	356	401	700	700
Electrical	2,206	2,363	2,500	2,500
Plumbing	1,171	1,256	1,800	1,800
Mechanical	1,804	1,979	2,000	2,000
Sign	183	232	200	200
Miscellaneous (1)	2,584	1,331	1,500	1,500
Public Way	1,522	1,763	2,000	2,000
Alternative Energy	128	185	200	200
TOTAL	11,018	11,023	12,700	12,700

(1) Large increases in 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 2013, 29,854 building inspections, excluding re-roofing inspections, were made with more than 99% completed within 24 hours of the request.

<u>Inspections Performed</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Revised</u>	<u>2015 Budget</u>
Structural	9,875	12,468	12,000	13,750
Electrical	6,576	7,666	7,600	8,800
Plumbing	3,339	4,012	4,000	4,000
Mechanical	3,372	4,096	4,000	4,400
Courtesy	183	189	200	200
Miscellaneous (1)	904	365	500	600
Re-roof (2)	3,375	1,058	1,000	1,000
TOTAL	27,624	29,854	29,300	32,750

(1) Large increases in 2012 are siding and window inspections attributable to the July 2011 hail storm.

(2) Large increases in 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 2014 and 2015 are intersection improvements at 14th/Lamar and cost sharing on CDOT's Wadsworth Boulevard widening projects from Highland Drive to 14th Avenue. These projects are funded by approximately \$5,800,000 of City money and matched by state and federal grants of approximately \$14,700,000. 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 W Rail Line stations will be another major effort in 2014 and 2015. In 2014, construction will begin on a sidewalk on the east side of Lamar between the station and 14th Avenue. Construction will also begin on pedestrian connections from Zephyr to the Lakewood •Wadsworth Station, on Oak from the RTD parcel to Colfax and on Quail from West Rail Road to Colfax. Also, design and rights-of-way acquisition will start on an additional \$2 million dollars of sidewalk projects.



Program: Environmental Services and Emergency Preparedness

Department: Public Works

Division: Environmental Services and Emergency Preparedness

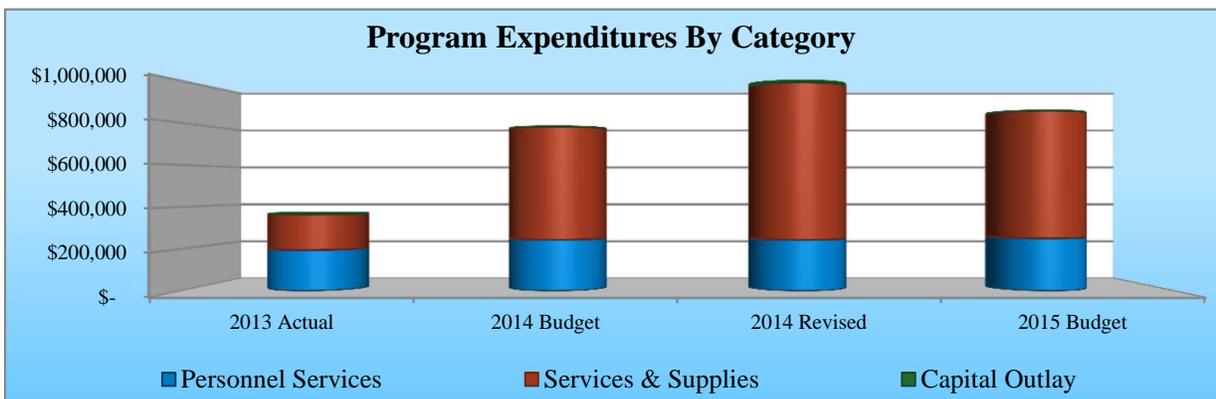
Purpose: This program manages the majority of the City’s environmental programs including hazardous material response, the Quail Street Recycling Center and the Rooney Road Recycling Authority. In addition, the program is responsible for administering Lakewood’s Emergency Management and Homeland Security Programs.



Emergency Preparedness Mock Exercise at St. Anthony Hospital

Program Expenditures By Category

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Personnel Services	\$ 194,850	\$ 243,841	\$ 243,273	\$ 250,670
Services & Supplies	\$ 168,609	\$ 538,579	\$ 748,735	\$ 607,444
Capital Outlay	\$ -	\$ -	\$ 19,000	\$ -
TOTAL:	\$ 363,459	\$ 782,420	\$ 1,011,008	\$ 858,114



**Program Expenditures By Fund**

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
General Fund	\$ 303,328	\$ 297,420	\$ 342,383	\$ 373,114
Capital Improvement Fund	\$ -	\$ -	\$ -	\$ -
Grants Fund	\$ 60,130	\$ 485,000	\$ 668,625	\$ 485,000
TOTAL:	\$ 363,459	\$ 782,420	\$ 1,011,008	\$ 858,114

Full-Time Positions

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

	2013 Revised	2014 Budget	2014 Revised	2015 Budget
Environmental Manager	1.00	1.00	1.00	1.00
Environmental Services Technician	0.50	0.50	0.50	0.50
Total Full-Time Positions (FTE):	1.50	1.50	1.50	1.50
Part-Time Hours	5,414	5,414	5,414	5,414
Total Full-Time and Part-Time Positions Stated as FTE	4.10	4.10	4.10	4.10

Budget Variances❖ **Personnel Services**

- ◆ 2014 Budget vs. 2013 Actual is up \$48,991 due to lower than anticipated staff costs and a grant that reimbursed a portion of salary costs in 2013.

❖ **Services & Supplies**

- ◆ 2014 Budget vs. 2013 Actual is up \$369,970 due to lower than anticipated grant related costs in 2013.
- ◆ 2014 Revised vs. 2014 Budget is up \$210,156 due to additional grant funds received from FEMA for flood repair work.

❖ **Capital Outlay**

- ◆ 2014 Revised vs. 2014 Budget is up \$19,000 due to additional grant funds received for emergency management related purchases.



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>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Revised</u>	<u>2015 Budget</u>
Chemical spill responses that occurred at fixed facilities	17	28	30	40
Chemical spill responses that occurred on the roadways	16	12	15	15
Environmental investigations conducted	36	36	50	50
Methamphetamine lab related incidents	0	0	1	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>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Revised</u>	<u>2015 Budget</u>
Citizen generated responses to environmental concerns and questions (approximate)	600	600	650	650
Environmental studies conducted/reviewed	3	3	3	3
Material recycled annually at the Quail Street Recycling Center (Tons)	1,313	1,160	1,300	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:

	2012 Actual	2013 Actual	2014 Revised	2015 Budget
Emergency preparedness exercises conducted	3	3	3	3
Citizen generated responses to Homeland Defense and other emergency preparedness questions (approximate)	75	100	120	120

◆ 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 2014 and 2015, this program is managing an estimated combined grant total over \$500,000.

This budgetary program is responsible for day-to-day operation of the Quail Street Recycling Center. In 2013, the center recycled 2,413,000 pounds of material and approximately 95,000 visitors disposed of material at the facility. Approximately 80% of material is sorted prior to recycling, which increases recycling efficiency and optimizes revenue potential.



Program: Fleet Management

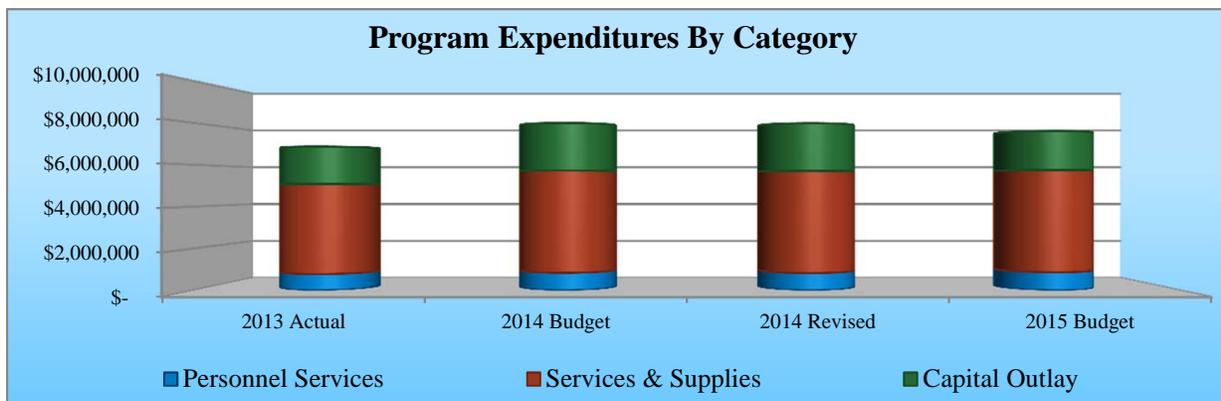
Department: Public Works

Division: Fleet Management

Purpose: Fleet Management Division purchases, repairs, and maintains City vehicles and heavy equipment.

Program Expenditures By Category

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Personnel Services	\$ 779,538	\$ 841,420	\$ 829,068	\$ 867,430
Services & Supplies	\$ 4,297,999	\$ 4,878,081	\$ 4,878,081	\$ 4,878,081
Capital Outlay	\$ 1,785,492	\$ 2,273,000	\$ 2,273,000	\$ 1,860,000
TOTAL:	\$ 6,863,029	\$ 7,992,501	\$ 7,980,149	\$ 7,605,511



Program Expenditures By Fund

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
General Fund	\$ 3,745,020	\$ 4,241,961	\$ 4,229,422	\$ 4,263,797
Capital Improvement Fund	\$ 1,344,235	\$ 1,497,540	\$ 1,497,727	\$ 1,851,714
Equipment Replacement Fund	\$ 1,773,774	\$ 2,253,000	\$ 2,253,000	\$ 1,490,000
TOTAL:	\$ 6,863,029	\$ 7,992,501	\$ 7,980,149	\$ 7,605,511



Full-Time Positions

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

	2013 Revised	2014 Budget	2014 Revised	2015 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
Total Full-Time Positions (FTE):	9.00	9.00	9.00	9.00
Part-Time Hours	-	-	571	571
Total Full-Time and Part-Time Positions Stated as FTE	9.00	9.00	9.27	9.27

Budget Variances

❖ **Services & Supplies**

- ◆ 2014 Budget vs. 2013 Actual is up \$580,082 due to reduced vehicle repair and fuel costs in 2013 along with an increase in vehicle replacement funding in 2014.

❖ **Capital Outlay**

- ◆ 2014 Budget vs. 2013 Actual is up \$487,508 due to timing of vehicle and equipment replacements and anticipated higher costs to replace patrol vehicles.
- ◆ 2015 Budget vs. 2014 Revised is down \$413,000 due to timing of vehicle and equipment replacements.

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 \$1,500,000 in 2015.

◆ **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 2015, vehicle and equipment replacements include replacement of Police and Patrol, Urban and Regional Parks, Code Enforcement and Building Maintenance vehicles.

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

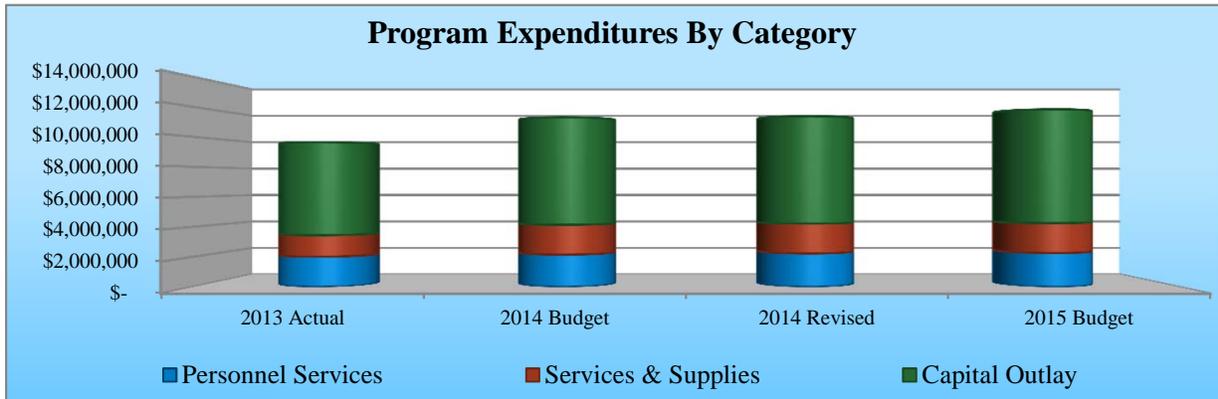
Department: Public Works

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

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Personnel Services	\$ 2,013,136	\$ 2,153,666	\$ 2,230,006	\$ 2,261,639
Services & Supplies	\$ 1,433,035	\$ 1,987,468	\$ 1,988,199	\$ 1,988,199
Capital Outlay	\$ 6,185,633	\$ 7,146,096	\$ 7,146,096	\$ 7,574,862
TOTAL:	\$ 9,631,805	\$ 11,287,230	\$ 11,364,301	\$ 11,824,700



Program Expenditures By Fund

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
General Fund	\$ 3,210,066	\$ 3,860,666	\$ 3,938,675	\$ 3,959,118
Capital Improvement Fund	\$ 6,421,739	\$ 7,426,564	\$ 7,425,626	\$ 7,865,582
TOTAL:	\$ 9,631,805	\$ 11,287,230	\$ 11,364,301	\$ 11,824,700



Full-Time Positions

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

	2013 Revised	2014 Budget	2014 Revised	2015 Budget
Infrastructure Maint & Oper Engr	0.75	0.75	0.75	0.75
Business Specialist	1.00	1.00	1.00	1.00
Construction Inspector II	2.00	2.00	2.00	2.00
Maint Lead Person/Hvy Equip Oper	3.60	3.60	3.60	3.60
Maintenance Spec/Equip Operator	14.62	15.05	13.05	17.05
Maintenance Specialist	0.43	-	4.00	-
Maintenance Supervisor	1.53	1.53	1.53	1.53
Maintenance Worker	2.00	2.00	-	-
Stormwater Maintenance Technician	0.31	0.31	0.31	0.31
Street Maintenance Crew Leader	1.62	1.62	1.62	1.62
Total Full-Time Positions (FTE):	27.86	27.86	27.86	27.86
Part-Time Hours	2,675	2,675	2,675	2,675
Total Full-Time and Part-Time Positions Stated as FTE	29.15	29.15	29.15	29.15

Budget Variances

❖ **Services & Supplies**

- ◆ 2014 Budget vs. 2013 Actual is up \$554,433 due to an under run in snow and ice materials and contract services in 2013 attributable to the mild winter. Also, materials purchases for in house street maintenance in 2013 were reduced and vehicle maintenance charges for 2013 were less than expected.

❖ **Capital Outlay**

- ◆ 2014 Budget vs. 2013 Actual is up \$960,463 due to an under run in street resurfacing contract expenditures in 2013.



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.

	2012 <u>Actual</u>	2013 <u>Actual</u>	2014 <u>Revised</u>	2015 <u>Budget</u>
Number of deployments	18	18	18	18
Snowplow miles operated	74,738	75,494	70,000	70,000
Gallons of liquid de-icer used	4,010	9,000	10,000	10,000
Tons of sand/salt used	3,587	3,765	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.

Result-Benefit: Annually, approximately 500 deteriorated street sections are repaired. All reported areas needing repair are completed within eight months.

Activity: Smooth and safe street surfaces are maintained.

Expectation: Low manholes are raised if they are in the wheel path and are more than one inch low. Sunken street cuts and other areas are filled with new asphalt to maintain level surfaces, and shoulder areas are kept level with the adjacent pavement to prevent dangerous drop-offs.

Result-Benefit: Approximately 30 to 50 manholes are adjusted per year. In addition, 300 to 400 manholes are adjusted annually on streets as they are resurfaced. Sunken street and shoulder areas are leveled soon after being reported.

Activity: Streets are maintained.

Expectation: Streets are kept in good to fair condition and are maintained according to the following maintenance cycle.

Residential Streets (and City Parking Lots):

Year 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>2012</u> <u>Actual</u>	<u>2013</u> <u>Actual</u>	<u>2014</u> <u>Revised</u>	<u>2015</u> <u>Budget</u>
Lane miles receiving overlay	106	100	94	80
Lane miles receiving sealcoat	16	43	68	60
Lane miles cracksealed	0	164	176	175
Lane miles receiving concrete repair	147	116	113	140
		<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%

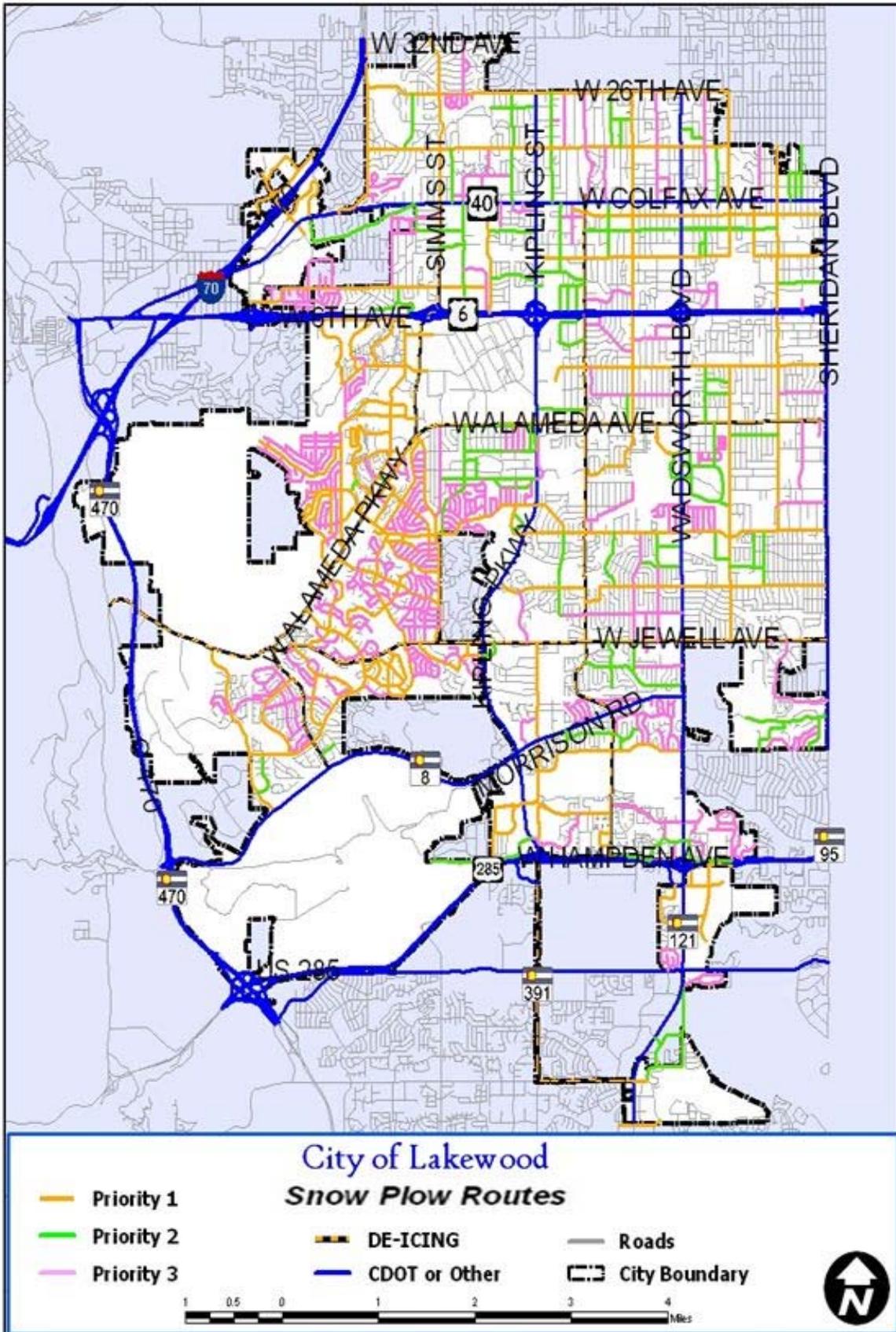
General Comments

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.

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 2013/2014, no storms required the plowing of all residential streets. 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 were 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.



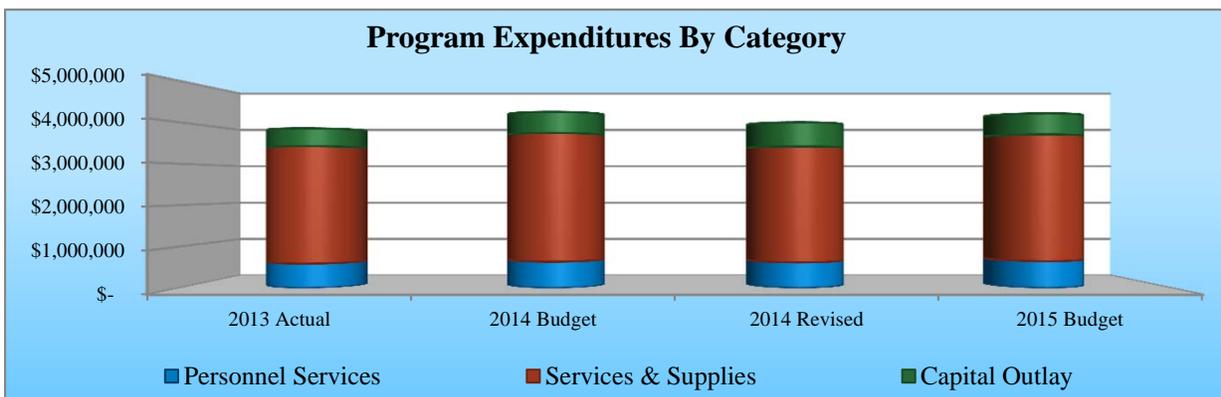
Severely Deteriorated Sewer Lines



New Sewer Lines

Program Expenditures By Category

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Personnel Services	\$ 590,206	\$ 636,471	\$ 619,933	\$ 649,538
Services & Supplies	\$ 2,832,200	\$ 3,106,000	\$ 2,796,507	\$ 3,057,671
Capital Outlay	\$ 431,977	\$ 508,896	\$ 583,896	\$ 508,896
TOTAL:	\$ 3,854,383	\$ 4,251,367	\$ 4,000,336	\$ 4,216,105



**Program Expenditures By Fund**

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Sewer Enterprise Fund	\$ 3,854,383	\$ 4,251,367	\$ 4,000,336	\$ 4,216,105
TOTAL:	\$ 3,854,383	\$ 4,251,367	\$ 4,000,336	\$ 4,216,105

Full-Time Positions

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

	2013 Revised	2014 Budget	2014 Revised	2015 Budget
Director of Public Works	0.10	0.10	0.10	0.10
Accountant I	-	-	0.15	0.15
Accountant II	0.04	0.04	0.04	0.04
Civil Engineer III	0.20	0.20	0.20	0.20
Infrastructure Maint & Oper Engr	0.21	0.21	0.21	0.21
Lead Accountant I	0.15	0.15	-	-
Maint Lead Person/Hvy Equip Oper	0.85	0.85	0.85	0.85
Maintenance Spec/Equip Operator	2.55	2.55	2.55	2.55
Principal Civil Engineer II	0.08	0.08	0.08	0.08
Stormwater Maintenance Technician	0.07	0.07	0.07	0.07
Utilities Maintenance Supervisor	0.85	0.85	0.85	0.85
Water & Sewer Technician	0.90	0.90	0.90	0.90
Water, Sewer, Stormwater Technician	1.02	1.02	1.02	1.02
Total Full-Time Positions (FTE):	7.02	7.02	7.02	7.02
Part-Time Hours	796	796	796	796
Total Full-Time and Part-Time Positions Stated as FTE	7.40	7.40	7.40	7.40

Budget Variances❖ **Capital Outlay**

- ♦ 2014 Budget vs. 2013 Actual is up \$76,919 due to timing of capital improvement projects.
- ♦ 2014 Revised vs. 2014 Budget is up \$75,000 due to timing of capital improvement projects.
- ♦ 2015 Budget vs. 2014 Revised is down \$75,000 due to timing of capital improvement projects.



Goals / Activities / Expectations / Results-Benefits

- ◆ **GOAL:** Charge sufficient service charges to water and sewer customers to cover expenditures and appropriately allocate costs among customer classes

Activity: Service charges to sewer customers are periodically assessed.

Expectation: Service charge 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.

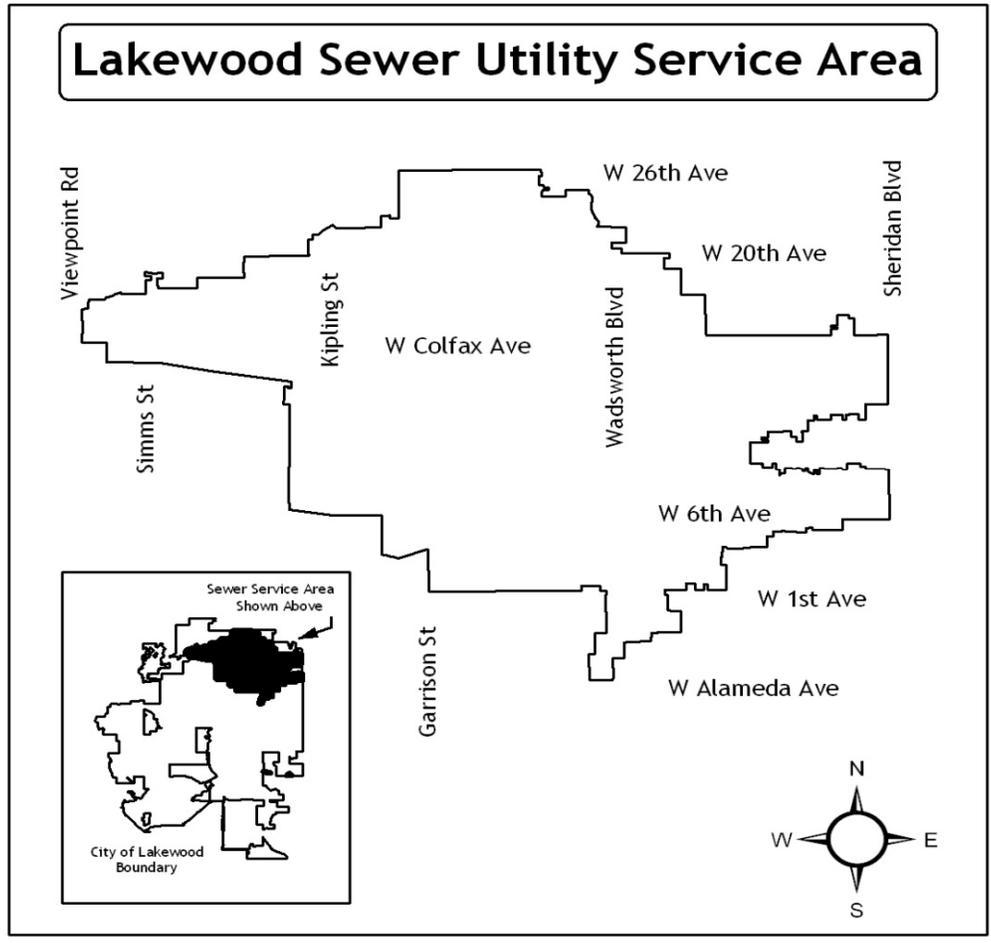


Jet Truck used to Clean Sewer Lines

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.

Service charge increases are expected annually primarily due to increasing costs of wastewater treatment.



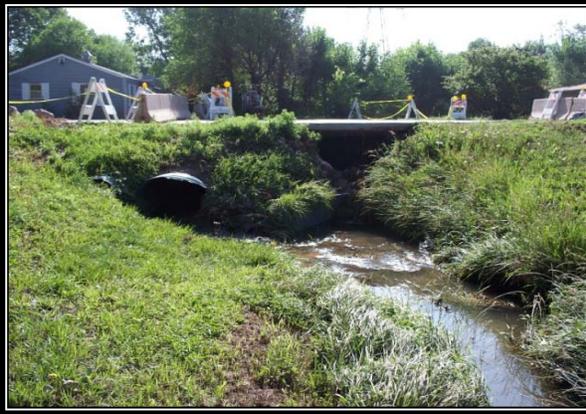


Program: Stormwater Management Utility

Department: Public Works

Division: Engineering

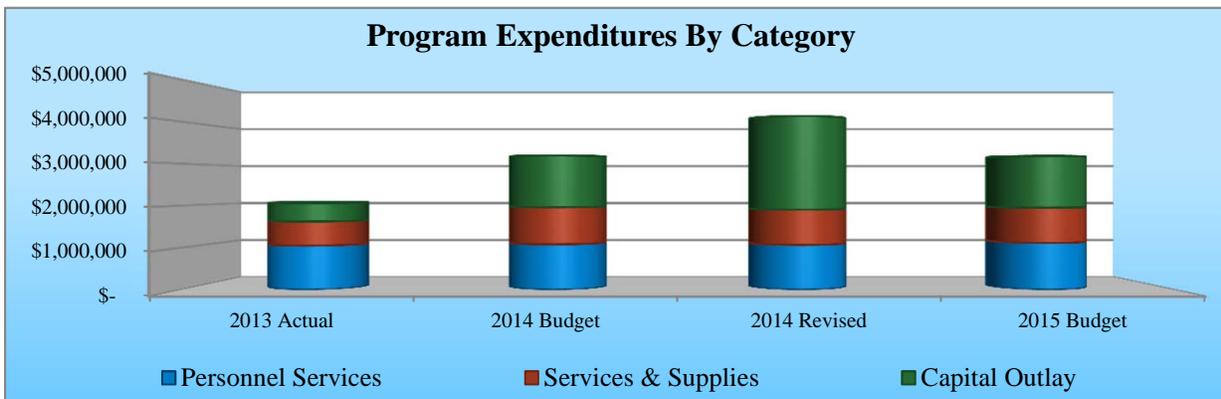
Purpose: The City’s Stormwater Management Utility is responsible for new construction, maintenance of the stormwater system, and compliance with federal stormwater quality requirements.



Before and After Stormwater Improvements on Dry Gulch at Saulsbury Street

Program Expenditures By Category

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Personnel Services	\$ 1,049,603	\$ 1,080,600	\$ 1,067,340	\$ 1,113,472
Services & Supplies	\$ 574,415	\$ 882,167	\$ 839,847	\$ 839,847
Capital Outlay	\$ 434,675	\$ 1,229,562	\$ 2,223,192	\$ 1,229,562
TOTAL:	\$ 2,058,693	\$ 3,192,329	\$ 4,130,379	\$ 3,182,881



**Program Expenditures By Fund**

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Stormwater Enterprise Fund	\$ 2,058,693	\$ 3,192,329	\$ 4,130,379	\$ 3,182,881
TOTAL:	\$ 2,058,693	\$ 3,192,329	\$ 4,130,379	\$ 3,182,881

Full-Time Positions

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

	2013 Revised	2014 Budget	2014 Revised	2015 Budget
City Engineer	0.05	0.05	0.05	0.05
Accountant I	-	-	0.05	0.05
Accountant II	0.01	0.01	0.01	0.01
Civil Engineer III	0.75	0.75	0.75	0.75
Engineering Assistance Technician	0.10	0.10	0.10	0.10
Environmental Services Technician	0.25	0.25	0.25	0.25
Lead Accountant I	0.05	0.05	-	-
Maint Lead Person/Hvy Equip Oper	2.40	2.40	2.40	2.40
Maintenance Spec/Equip Operator	5.95	5.95	5.95	5.95
Maintenance Supervisor	0.47	0.47	0.47	0.47
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
Total Full-Time Positions (FTE):	13.14	13.14	13.14	13.14
Part-Time Hours	686	686	686	686
Total Full-Time and Part-Time Positions Stated as FTE	13.47	13.47	13.47	13.47

Budget Variances❖ **Services & Supplies**

- ♦ 2014 Budget vs. 2013 Actual is up \$307,752 due to lower than anticipated consulting and maintenance cost in 2013.

❖ **Capital Outlay**

- ♦ 2014 Budget vs. 2013 Actual is up \$794,887 due to timing of capital improvement projects.
- ♦ 2014 Revised vs. 2014 Budget is up \$993,630 due to timing of capital improvement projects.
- ♦ 2015 Budget vs. 2014 Revised is down \$993,630 due to timing of capital improvement projects.



Goals / Activities / Expectations / Results-Benefits

◆ **GOAL: Provide reliable, high-quality water, sewer, and stormwater utility services**

Activity: The stormwater system is well constructed, maintained, and operated.

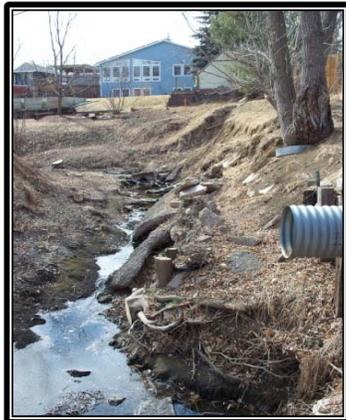
Expectation: Staff completes emergency repairs quickly; routinely inspects and cleans inlets, pipes, ditches, and channels; and periodically inspects private detention facilities.

Result-Benefit: Stormwater runoff is safely controlled within the limitations of the existing system.

Activity: Stormwater improvements are constructed on time and within budget.

Expectation: Projects are completed on time and on budget.

Result-Benefit: Flood danger is reduced.



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 2014 and 2015 are completion of some minor local drainage improvements, planning for flood plain improvements to North Dry Gulch and completion of local drainage improvements in the 20th & Iris vicinity. More detail on stormwater projects is provided in the Capital Improvement and Preservation Plan section of the budget.

The stormwater management utility service charge has never been changed since it was originally set in 1998. The service charge is one of the lowest stormwater service charges in the region.



Program: Traffic Engineering

Department: Public Works

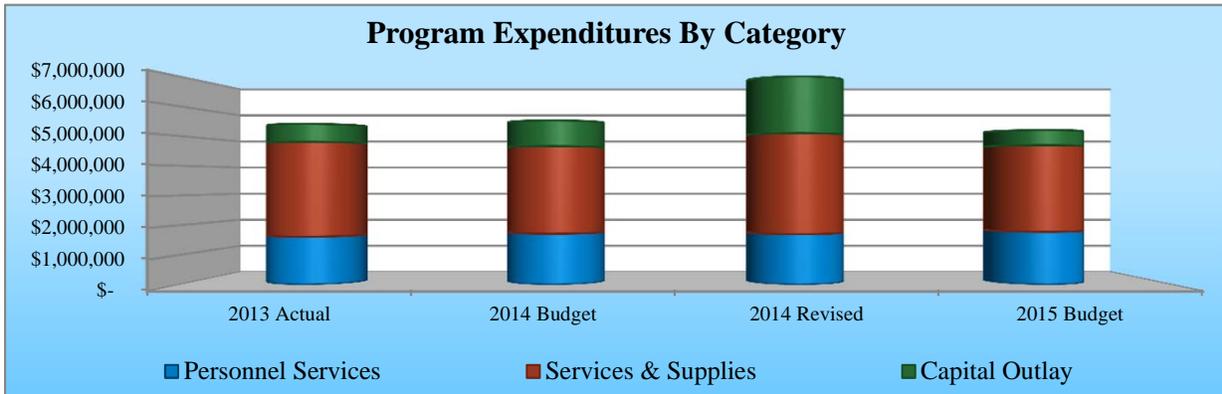
Division: Traffic Engineering

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, fiber optic networks and travel time monitoring systems.



Program Expenditures By Category

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Personnel Services	\$ 1,613,413	\$ 1,712,819	\$ 1,699,856	\$ 1,777,550
Services & Supplies	\$ 3,191,071	\$ 2,945,164	\$ 3,397,218	\$ 2,912,164
Capital Outlay	\$ 602,800	\$ 865,362	\$ 2,984,221	\$ 510,362
TOTAL:	\$ 5,407,284	\$ 5,523,345	\$ 8,081,295	\$ 5,200,076



Program Expenditures By Fund

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
General Fund	\$ 4,390,129	\$ 4,204,207	\$ 4,523,713	\$ 4,235,565
Capital Improvement Fund	\$ 660,002	\$ 819,138	\$ 1,093,582	\$ 819,511
Grants Fund	\$ 357,153	\$ 500,000	\$ 2,464,000	\$ 145,000
TOTAL:	\$ 5,407,284	\$ 5,523,345	\$ 8,081,295	\$ 5,200,076

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

	2013 Revised	2014 Budget	2014 Revised	2015 Budget
Traffic Engineer	1.00	1.00	1.00	1.00
Environmental Services Technician	0.25	0.25	0.25	0.25
Principal Traffic Engineer	1.00	1.00	2.00	2.00
Traffic Engineering Assistant	0.18	1.00	1.00	1.00
Traffic Engineering Manager	2.00	2.00	1.00	1.00
Traffic Engineering Technician II	2.00	2.00	2.00	2.00
Traffic Sign & Marking Spec I	2.00	2.00	2.00	2.00
Traffic Sign & Marking Spec II	1.00	1.00	1.00	1.00
Traffic Sign & Marking Spec III	1.00	1.00	1.00	1.00
Traffic Signal Specialist	4.00	4.00	4.00	4.00
Traffic Signal Supervisor	1.00	1.00	1.00	1.00
Traffic Signs & Marking Supervisor	1.00	1.00	1.00	1.00
Total Full-Time Positions (FTE):	16.43	17.25	17.25	17.25
Part-Time Hours	8,356	6,858	6,858	6,858
Total Full-Time and Part-Time Positions Stated as FTE	20.45	20.55	20.55	20.55

Budget Variances❖ **Services & Supplies**

- ◆ 2014 Revised vs. 2014 Budget is up \$452,054 due to increased street light repair costs and a carry forward of traffic signal material costs to be incorporated into capital projects.
- ◆ 2015 Budget vs. 2014 Revised is down \$485,054 due to anticipated return to routine street light repair costs and no additional carry forward of traffic signal material costs.

❖ **Capital Outlay**

- ◆ 2014 Budget vs. 2013 Actual is up \$262,562 due to timing of capital improvement projects.
- ◆ 2014 Revised vs. 2014 Budget is up \$2,118,859 due to timing of capital improvement projects.
- ◆ 2015 Budget vs. 2014 Revised is down \$2,473,859 due to timing of capital improvement projects.



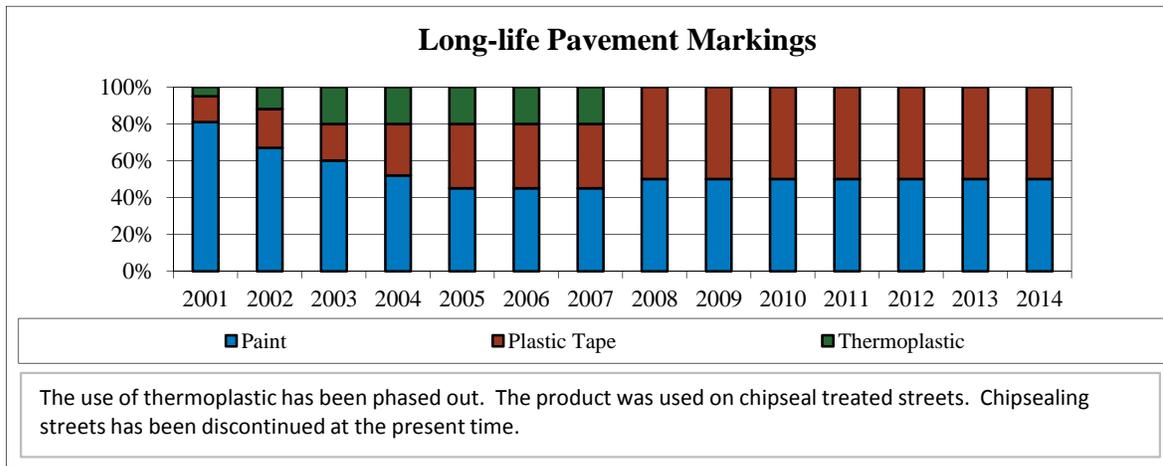
Goals / Activities / Expectations / Results-Benefits

◆ **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.

	2012 Actual	2013 Actual	2014 Revised	2015 Budget
Number of Street Lights	7,853	7,769	7,769	7,775
Street Light Power Cost*	\$1,729,709	\$1,805,460	\$1,813,896	\$1,813,896
Street Light Maintenance Costs*	\$340,644	\$679,331	\$680,000	\$319,000

* Paid to Xcel Energy under a tariff structure determined by the Public Utilities Commission.

Activity: The program provides a well maintained traffic signal system.

Expectation: Traffic signals will be repaired, upgraded, and coordinated.

Result-Benefit: Highly visible, operating, coordinated traffic signals provide for safe, orderly traffic flow within the City with safety features for pedestrians such as countdown signals.



	2012 Actual	2013 Actual	2014 Revised	2015 Budget
Total Traffic Signals Maintained	203	203	205	205
School Speed Zone/Cross Walk Warning Flashers	49	49	49	49
Speed Display Signs	12	12	13	13
Average Annual Maintenance Cost Per Signal:				
System Coordinated	\$4,995	\$4,995	\$5,000	\$5,100
Local Control	\$3,759	\$3,759	\$3,834	\$3,910
School Flashers	\$700	\$700	\$714	\$725
Average Cost Per New Signal	\$302,300	\$302,300	\$310,000	\$320,000
Average Cost Per New School Speed Zone Flasher	\$3,550	\$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 and the HAWK Pedestrian Signal on Union Boulevard are the two additional traffic signals 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, Mississippi Avenue and Pierce Street, Wadsworth Boulevard and Mansfield Avenue, Wadsworth Boulevard and Jefferson Avenue and 14th Avenue and Harlan Street.

New traffic signals will be constructed at Colfax and Harlan and Colfax and Lamar to align with the at grade crossings for light rail. Signals will be removed at Colfax and Newland and Colfax and Kendall.

Traffic signal system detection and travel time gathering and reporting devices will be installed on Kipling Street/Parkway to monitor the flow of traffic from 26th Avenue to Belleview Avenue. The federally funded project will provide additional tools to optimize signal timing.

With the recent completion of the Regional Transportation District (RTD) W 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 completed a traffic study in 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. Recommendations from the study are being implemented.



New HAWK Pedestrian Signal on Union Boulevard

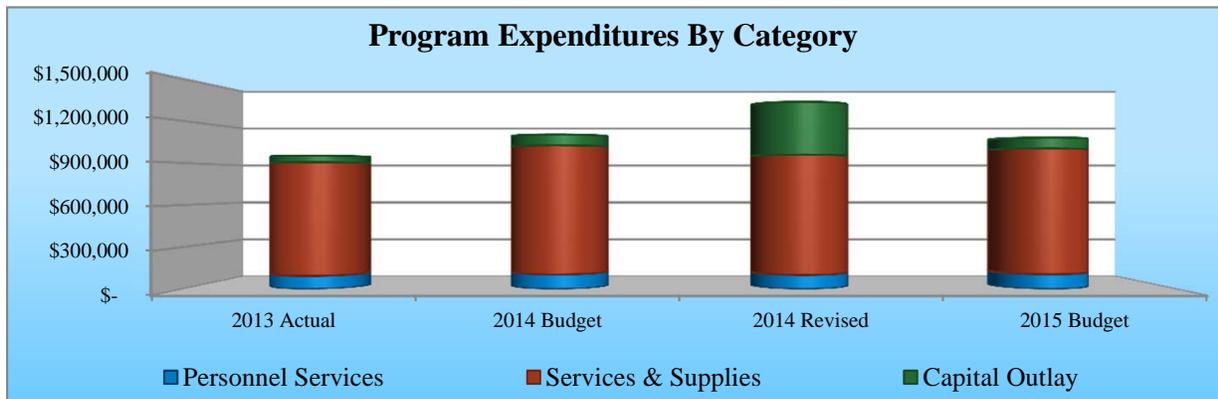


Program: Water Utility
Department: Public Works
Division: Utilities

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	2015 Budget
Personnel Services	\$ 94,349	\$ 104,632	\$ 101,181	\$ 106,031
Services & Supplies	\$ 810,747	\$ 921,025	\$ 857,775	\$ 897,775
Capital Outlay	\$ 46,689	\$ 77,532	\$ 377,532	\$ 77,532
TOTAL:	\$ 951,785	\$ 1,103,189	\$ 1,336,488	\$ 1,081,338



Program Expenditures By Fund

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Water Enterprise Fund	\$ 951,785	\$ 1,103,189	\$ 1,336,488	\$ 1,081,338
TOTAL:	\$ 951,785	\$ 1,103,189	\$ 1,336,488	\$ 1,081,338

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

	2013 Revised	2014 Budget	2014 Revised	2015 Budget
Infrastructure Maint & Oper Engr	0.04	0.04	0.04	0.04
Accountant I	-	-	0.05	0.05
Accountant II	0.01	0.01	0.01	0.01
Civil Engineer III	0.05	0.05	0.05	0.05
Lead Accountant I	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
Total Full-Time Positions (FTE):	1.14	1.14	1.14	1.14
Part-Time Hours	78	78	78	78
Total Full-Time and Part-Time Positions Stated as FTE	1.18	1.18	1.18	1.18

Budget Variances❖ **Personnel Services**

- ◆ 2014 Budget vs. 2013 Actual is up \$10,283 due to lower than anticipated staff costs in 2013.

❖ **Services & Supplies**

- ◆ 2014 Budget vs. 2013 Actual is up \$110,278 due to the increased cost to purchase water from Denver Water.

❖ **Capital Outlay**

- ◆ 2014 Budget vs. 2013 Actual is up \$30,843 due to lower than anticipated capital improvement project needs in 2013.
- ◆ 2014 Revised vs. 2014 Budget is up \$300,000 due to timing of capital improvements projects.
- ◆ 2015 Budget vs. 2014 Revised is down \$300,000 due to timing of capital improvements projects.



Goals / Activities / Expectations / Results-Benefits

- ◆ **Charge sufficient service charges to water and sewer customers to cover expenditures and appropriately allocate costs among customer classes**

Activity: Service charges to water customers are periodically assessed.

Expectation: Service charge adjustments are recommended, when appropriate.

Result-Benefit: Utility income and expenditures balance over time.



Hydrant Flushing to Maintain Water Quality

- ◆ **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.



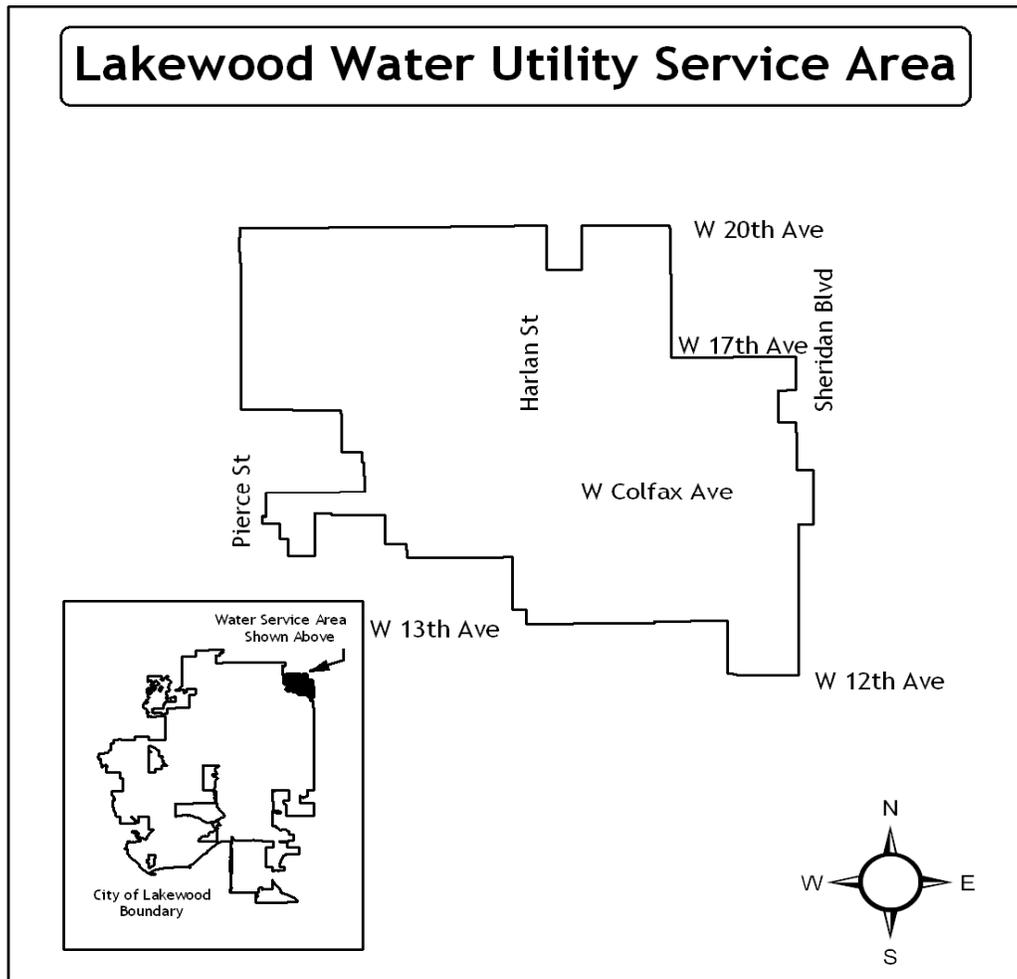
Operating a Water Valve



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.

Service charge increases are expected annually primarily due to increasing costs to purchase water.

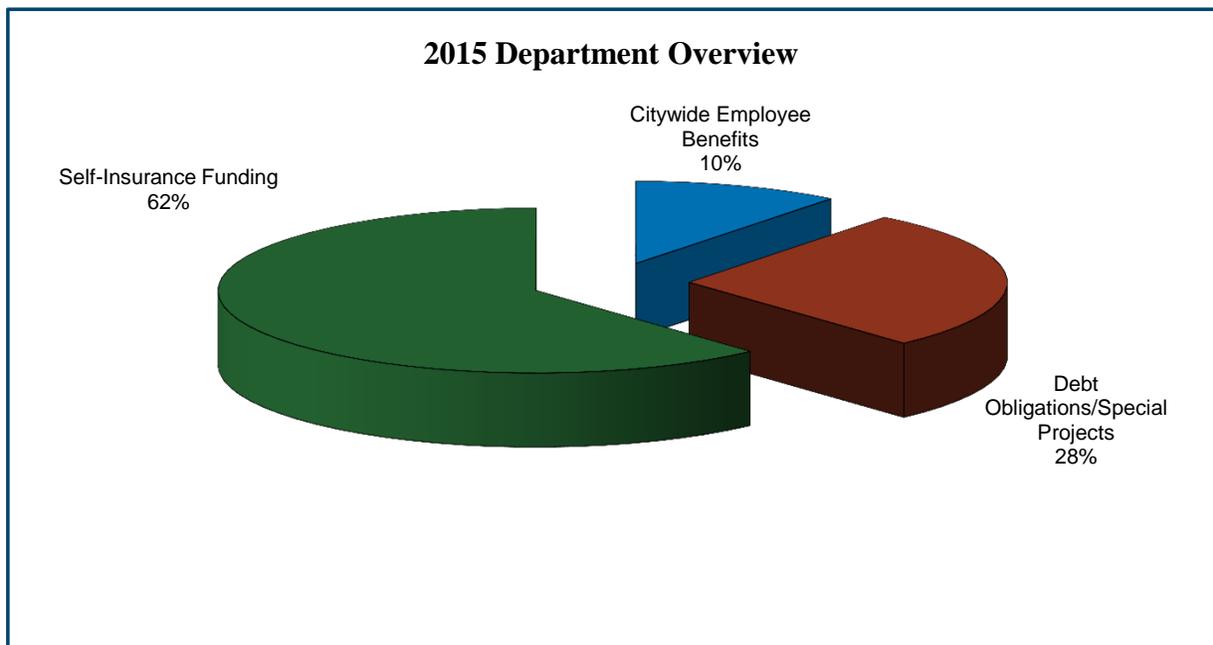




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NON-DEPARTMENTAL



	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Citywide Employee Benefits	\$ 1,393,650	\$ 1,918,482	\$ 2,028,457	\$ 2,347,957
Debt Obligations/Special Projects	\$ 5,488,615	\$ 5,938,465	\$ 6,524,441	\$ 6,172,617
Self-Insurance Funding	\$ 3,347,223	\$ 4,152,111	\$ 4,197,000	\$ 13,755,000
TOTAL:	\$ 10,229,487	\$ 12,009,058	\$ 12,749,898	\$ 22,275,574
Percent to All Funds	7.23%	7.40%	7.38%	12.53%



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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.

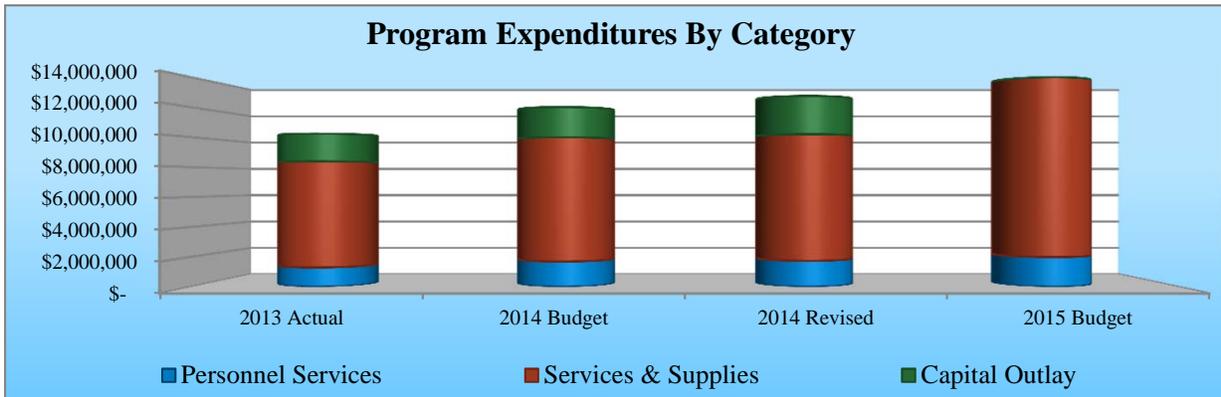
Purpose: The City has a number of employee benefits that are not assigned to the specific budgets within departments. These costs are paid for out of the Citywide Employee Benefits Program. These include retiree health plan funds, termination and severance payouts, contributions to the Police Duty Death and Disability Fund, recreation center passes, tuition assistance, unemployment benefits, employee assistance programs, consulting 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

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Personnel Services	\$ 1,289,024	\$ 1,687,592	\$ 1,735,712	\$ 1,985,212
Services & Supplies	\$ 7,090,891	\$ 8,306,083	\$ 8,457,827	\$ 18,188,370
Capital Outlay	\$ 1,849,572	\$ 2,015,383	\$ 2,556,359	\$ 2,101,992
TOTAL:	\$ 10,229,487	\$ 12,009,058	\$ 12,749,898	\$ 22,275,574



**Department Expenditures By Fund**

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
General Fund	\$ 5,053,136	\$ 5,749,328	\$ 5,907,060	\$ 6,329,103
Capital Improvement Fund	\$ 2,235,572	\$ 2,251,383	\$ 2,787,359	\$ 2,332,992
Medical / Dental Self-Ins. Fund	\$ 775,965	\$ 1,166,431	\$ 800,000	\$ 10,358,000
Golf Course Enterprise Fund	\$ -	\$ 15,487	\$ 16,232	\$ 16,232
Grants Fund	\$ -	\$ -	\$ -	\$ -
Property & Casualty Self-Ins. Fund	\$ 1,028,559	\$ 1,158,573	\$ 1,497,500	\$ 1,497,500
Retiree's Health Program Fund	\$ 93,557	\$ 175,000	\$ 175,000	\$ 175,000
Sewer Enterprise Fund	\$ -	\$ 55,367	\$ 56,087	\$ 56,087
Stormwater Enterprise Fund	\$ -	\$ 59,509	\$ 60,145	\$ 60,145
Water Enterprise Fund	\$ -	\$ 50,873	\$ 51,015	\$ 51,015
Workers' Comp Self-Ins. Fund	\$ 1,042,698	\$ 1,327,107	\$ 1,399,500	\$ 1,399,500
TOTAL:	\$ 10,229,487	\$ 12,009,058	\$ 12,749,898	\$ 22,275,574

Full-Time Positions

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

	2013 Revised	2014 Budget	2014 Revised	2015 Budget
*	-	-	-	-
Total Full-Time Positions (FTE):	-	-	-	-
Part-Time Hours*	-	-	-	-
Total Full-Time and Part-Time Positions Stated as FTE	-	-	-	-

*No person is assigned to Non-Departmental activities. Personnel Services relate to benefits only.

Budget Variances❖ **Personnel Services**

- ♦ 2013 Actual vs. 2014 Budget is up \$398,568 due primarily to the actual number and cost of payouts to separated employees, unemployment costs, and tuition reimbursements in 2013 were less than budgeted; however the full amount is again budgeted in 2014. In addition we received \$154,348 in pension forfeitures which is not budgeted for 2014.
- ♦ 2014 Revised vs. 2015 Budget is up \$249,500 due to an increasing trend in retirements. In addition, money is budgeted for reclassifications.



Budget Variances (continued)

❖ Supplies & Services

- ◆ 2013 Actual vs. 2014 Budget up \$1,215,192 primarily due to self-insurance claims, seperated employee payouts and unemployment cost were all less than anticipated.
- ◆ 2014 Revised vs. 2015 Budget is up \$9,680,543 due to to the City's anticipation of becoming self-insured for medical in April of 2015. This expense is offset by revenue.

❖ Capital Outlay

- ◆ 2014 Budget vs. 2014 Revised is up \$540,976 due to capital improvement contingencies.
- ◆ 2014 Revised vs. 2015 Budget is down \$454,367 due to no 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

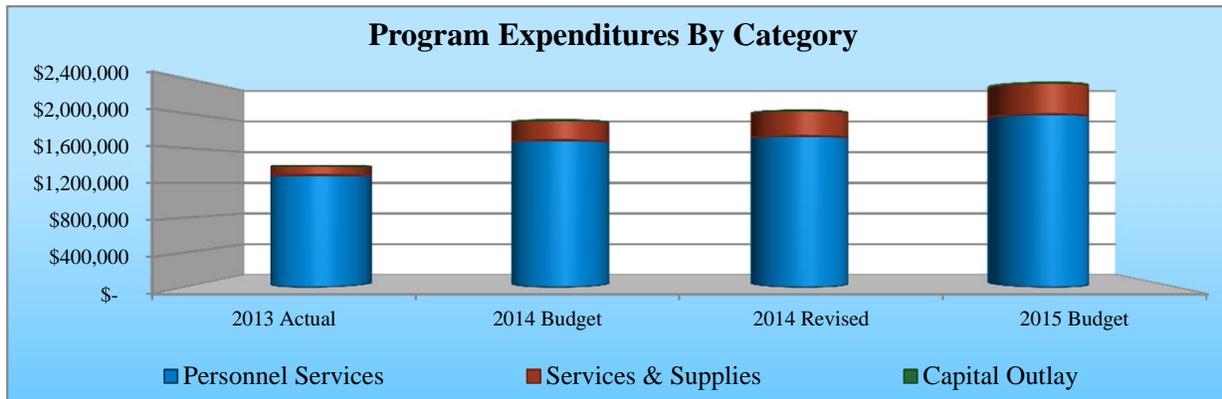
Department: Non-Departmental

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, consulting and miscellaneous insurance and benefit programs.

Program Expenditures By Category

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Personnel Services	\$ 1,288,039	\$ 1,687,592	\$ 1,735,712	\$ 1,985,212
Services & Supplies	\$ 105,611	\$ 230,890	\$ 292,745	\$ 362,745
Capital Outlay	\$ -	\$ -	\$ -	\$ -
TOTAL:	\$ 1,393,650	\$ 1,918,482	\$ 2,028,457	\$ 2,347,957



Program Expenditures By Fund

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
General Fund	\$ 1,300,093	\$ 1,712,246	\$ 1,819,978	\$ 2,139,478
Golf Course Enterprise Fund	\$ -	\$ 15,487	\$ 16,232	\$ 16,232
Retiree's Health Program Fund	\$ 93,557	\$ 175,000	\$ 175,000	\$ 175,000
Sewer Enterprise Fund	\$ -	\$ 5,367	\$ 6,087	\$ 6,087
Stormwater Enterprise Fund	\$ -	\$ 9,509	\$ 10,145	\$ 10,145
Water Enterprise Fund	\$ -	\$ 873	\$ 1,015	\$ 1,015
TOTAL:	\$ 1,393,650	\$ 1,918,482	\$ 2,028,457	\$ 2,347,957



Full-Time Positions

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

	2013 Revised	2014 Budget	2014 Revised	2015 Budget
*	-	-	-	-
Total Full-Time Positions (FTE):	-	-	-	-
Part-Time Hours*	-	-	-	-
Total Full-Time and Part-Time Positions Stated as FTE	-	-	-	-

*No person is assigned to Non-Departmental activities. Personnel Services relate to benefits only.

Budget Variances

❖ Personnel Services

- ♦ 2013 Actual vs. 2014 Budget is up \$399,553 due primarily to the actual number and cost of payouts to separated employees, unemployment costs, and tuition reimbursements in 2013 were less than budgeted; however the full amount is again budgeted in 2014. In addition we received \$154,348 in pension forfeitures which is not budgeted for 2014.
- ♦ 2014 Revised vs. 2015 Budget is up \$249,500 due to an increasing trend of retirements. In addition money is being budgeted for reclassifications.

❖ Services & Supplies

- ♦ 2013 Actual vs. 2014 Budget is up \$125,279 due to the following: \$31,871 due to consulting services being less than budgeted in 2013 but the full amount is being budgeted again in 2014 due to the addition of a Benefits Consultant.
- ♦ 2014 Budget vs. 2014 Revised is up \$61,855 due to the addition of a Benefits Consultant.
- ♦ 2014 Revised vs. 2015 Budget is up \$70,000 due to the addition of a Benefits Consultant.

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, consulting and miscellaneous insurance and benefit programs.

	2012 Actual	2013 Actual	2014 Revised	2015 Budget
Payouts/Benefits	\$ 659,470	\$ 384,823	\$ 425,000	425,000
Police Duty Death and Disability	\$ 125,298	\$ 133,353	\$ 150,000	150,000
Recreation Center Passes	\$ 28,441	\$ 30,742	\$ 31,000	31,000
Travel Insurance	\$ 1,000	\$ 1,000	\$ 1,000	1,000
Tuition Assistance	\$ 10,980	\$ 15,606	\$ 62,000	62,000
Unemployment Compensation	\$ 114,796	\$ 90,514	\$ 120,000	120,000
Employee Assistance Program	\$ 27,045	\$ 28,292	\$ 31,000	30,000
Retiree Health Plan Reserve	\$ 320,000	\$ 320,000	\$ 320,000	320,000
Retiree Health Plan Premiums	\$ 173,038 *	\$ 117,291	\$ 139,000	139,000
Retiree Health Lump Sum	\$ 7,547	\$ 11,965	\$ 36,000	36,000
Consulting Costs for Pension	\$ 1,000	\$ 28,120	\$ 116,006	186,006

* This cost was totally offset by the dollars received through the Early Retiree Reinsurance Program.

General Comments

The medical Health Reimbursement Account (HRA) plans continued to result in savings for the City during the 2014 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 manage and monitor compliance of our programs (particularly the developments of the Patient Protection & Affordable Care Act and the Health Care & Education Reconciliation Act) and continue cost control efforts.



Program: Debt Obligations/Special Projects

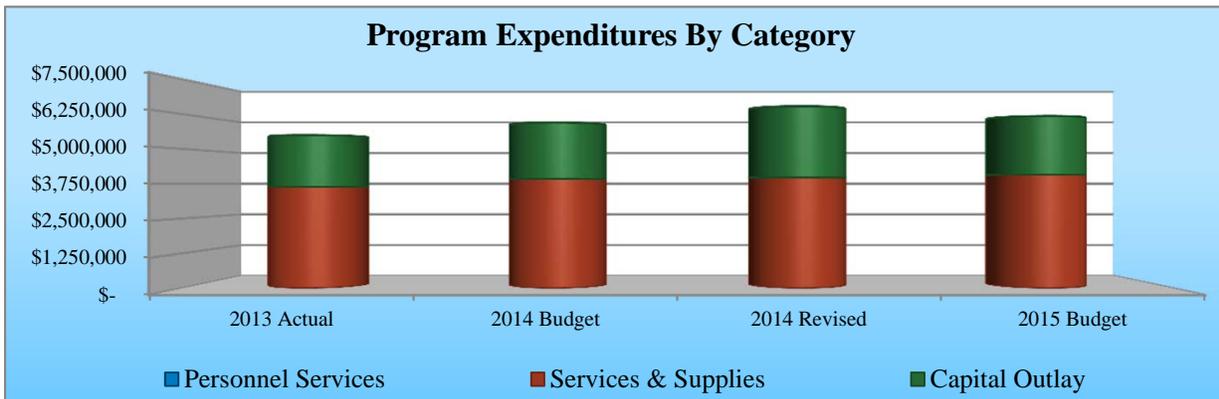
Department: Non-Departmental

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

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Personnel Services	\$ 985	\$ -	\$ -	\$ -
Services & Supplies	\$ 3,638,058	\$ 3,923,082	\$ 3,973,082	\$ 4,075,625
Capital Outlay	\$ 1,849,572	\$ 2,015,383	\$ 2,551,359	\$ 2,096,992
TOTAL:	\$ 5,488,615	\$ 5,938,465	\$ 6,524,441	\$ 6,172,617



Program Expenditures By Fund

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
General Fund	\$ 3,253,043	\$ 3,537,082	\$ 3,587,082	\$ 3,689,625
Capital Improvement Fund	\$ 2,235,572	\$ 2,251,383	\$ 2,787,359	\$ 2,332,992
Grants	\$ -	\$ -	\$ -	\$ -
Sewer Enterprise	\$ -	\$ 50,000	\$ 50,000	\$ 50,000
Stormwater Enterprise	\$ -	\$ 50,000	\$ 50,000	\$ 50,000
Water Enterprise	\$ -	\$ 50,000	\$ 50,000	\$ 50,000
TOTAL:	\$ 5,488,615	\$ 5,938,465	\$ 6,524,441	\$ 6,172,617



Full-Time Positions

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

	2013 Revised	2014 Budget	2014 Revised	2015 Budget
*	-	-	-	-
Total Full-Time Positions (FTE):	-	-	-	-
Part-Time Hours*	-	-	-	-
Total Full-Time and Part-Time Positions Stated as FTE	-	-	-	-

*No person is assigned to Non-Departmental activities. Personnel Services relate to benefits only.

Budget Variances

❖ Services & Supplies

- ♦ 2013 Actual vs. 2014 Budget is up \$285,024 due to professional services funds were under spent.
- ♦ 2014 Budget vs. 2014 Revised is up \$50,000 due to an increase in the budget for NFP contributions.
- ♦ 2014 Revised vs. 2015 Budget is up \$102,543 mainly due to an increase in the budget for NFP contributions.

❖ Capital Outlay

- ♦ 2013 Actual vs. 2014 Budget is up \$165,811 primarily due to capital improvement contingencies.
- ♦ 2014 Budget vs. 2014 Revised is up \$535,976 primarily due to capital improvement contingencies.
- ♦ 2014 Revised vs. 2015 Budget is down \$454,367 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 2013 debt service payments were made on the date that they were due.



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

◆ 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.

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 2014 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 2015 Budget, capital contingencies are budgeted \$50,000 in each of the utility enterprise funds.



Program: Self-Insurance Funding

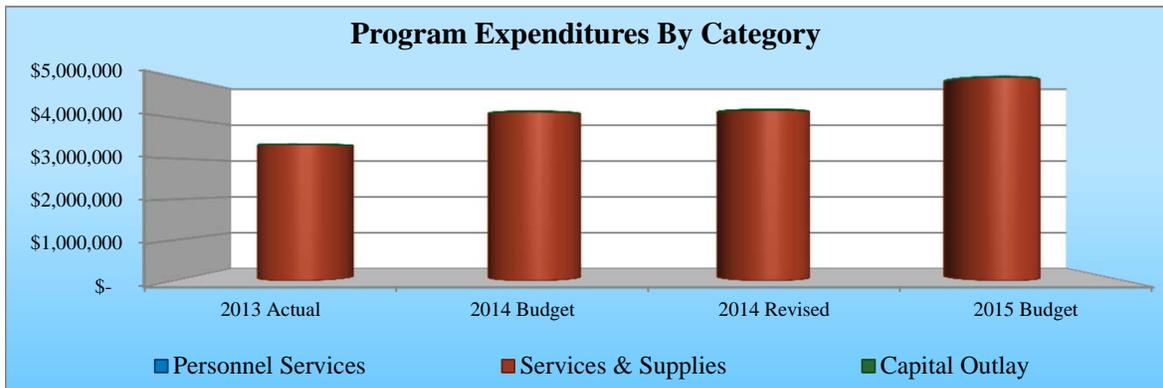
Department: Non-Departmental

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

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
Personnel Services	\$ -	\$ -	\$ -	\$ -
Services & Supplies	\$ 3,347,223	\$ 4,152,111	\$ 4,192,000	\$ 13,750,000
Capital Outlay	\$ -	\$ -	\$ 5,000	\$ 5,000
TOTAL:	\$ 3,347,223	\$ 4,152,111	\$ 4,197,000	\$ 13,755,000



Program Expenditures By Fund

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
General Fund	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Medical / Dental Self-Ins. Fund	\$ 775,965	\$ 1,166,431	\$ 800,000	\$ 10,358,000
Property & Casualty Self-Ins. Fund	\$ 1,028,559	\$ 1,158,573	\$ 1,497,500	\$ 1,497,500
Workers' Comp Self-Ins. Fund	\$ 1,042,698	\$ 1,327,107	\$ 1,399,500	\$ 1,399,500
TOTAL:	\$ 3,347,223	\$ 4,152,111	\$ 4,197,000	\$ 13,755,000



Full-Time Positions

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

	2013 Revised	2014 Budget	2014 Revised	2015 Budget
*	-	-	-	-
Total Full-Time Positions (FTE):	-	-	-	-
Part-Time Hours*	-	-	-	-
Total Full-Time and Part-Time Positions Stated as FTE	-	-	-	-

*No person is assigned to Non-Departmental activities. Personnel Services relate to benefits only.

Budget Variances

❖ **Services & Supplies**

- ♦ 2013 Actual vs. 2014 Budget is up \$804,888 due to claim expenses in 2013 were less than anticipated.
- ♦ 2014 Revised vs. 2015 Budget is up \$9,558,000 due to the City's anticipation of becoming self-insured for medical in April of 2015. This expense is offset by revenue.

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.

Result-Benefit: In 2013, Risk Management provided the following classes and programs:

- * Loss Control walk throughs were accomplished to alleviate possible risks and behaviors.
- * AED's were provided in more locations throughout the city to help save lives
- * Blood Borne Pathogens classes were held.
- * CPR/AED 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 employees on the proper techniques in lifting and proper care of one's back.
- * Defensive driving, 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.

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)

2015 BUDGET CIPP OVERVIEW

The 2014 Revised through 2019 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.

- Snow and Ice Material Storage Expansion (page 471) – This project will rebuild the snow and ice control material facility to increase storage capacity and flexibility. This project is funded from the Capital Improvement Fund (CIF).
- Public Safety Center Site Renovations (page 472) – The Lakewood Public Safety Building sidewalks, pedestrian bridges, parking garage and drive lane are in need of renovation. This project will remedy the concerns presented in a site conditions report. This project is funded from the Capital Improvement Fund (CIF).
- Wadsworth Signals at Jefferson and Mansfield (page 483) – This project will upgrade traffic signals with improved signal displays and equipment. The project’s funding is from a federal grant with state matching funds. Any additional funding, if required, will be from Capital Improvement Fund (CIF).
- Alameda Avenue Median at Yarrow Street (page 484) – This project will modify the median in Alameda at Yarrow to enhance traffic flow and reduce congestion. This project is funded from the Capital Improvement Fund (CIF).
- Patterson Cottages Playground (page 496) – This project will construct an outdoor natural playground facility for creative play experiences. This project is funded from multiple small grants.
- School Playground Pass-through (page 497) – Foothills and Green Mountain Elementary schools have received grants to upgrade playground facilities. Schools cannot directly receive funding from Great Outdoors Colorado without a City partnership. This project is funded from the Great Outdoors Colorado Grant (GOCO).
- Pierce Street Sidewalk (page 499) – This project will build a missing segment of sidewalk. This project is funded from the Community Development Block Grant funds (CDBG).
- Utility Billing System Replacement (page 500) – This project will replace an antiquated billing system shared by the Water, Sewer and Stormwater Utilities that is no longer supported and lacks functionality expected from our utility customers. This project is jointly funded from Water, Sewer and Stormwater 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.



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

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 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.



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

FUNDS INCLUDED IN THE CIPP (continued)

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.

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.



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

PROJECT SELECTION PROCESS OVERVIEW (continued)

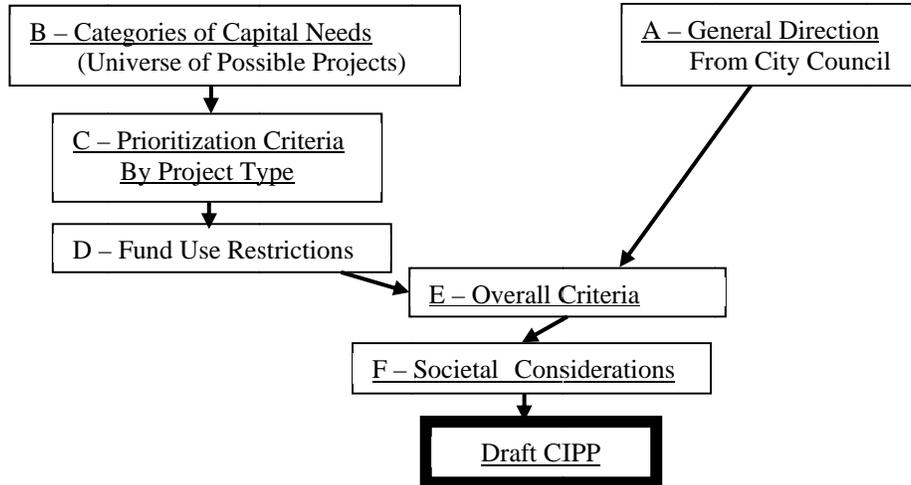
3. The need for large capital expenditures to replace facilities or equipment is typically predictable and should not suddenly arise and affect other planned capital projects.
4. When a project is constructed, it is intended that it be adequately funded for completion rather than left in an incomplete 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:

<u>PROJECT NAME</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
Building Infrastructure/Operation	\$ 1,635,614	\$ 665,000	\$ 665,000	\$ 665,000	\$ 665,000	\$ 665,000
CIPP Support Services	317,681	328,841	340,580	353,124	366,562	380,989
Vehicle Replacement	1,497,727	1,501,714	1,504,924	1,508,321	1,511,925	1,515,756
Totals	\$3,451,022	\$2,495,555	\$2,510,504	\$2,526,445	\$2,543,487	\$2,561,745

- **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	2014 Revised	2015	2016	2017	2018	2019
ANNUAL PROGRAMS							
452	Comprehensive Plan Corridor Implem.	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
453	Building Infrastructure	1,635,614	665,000	665,000	665,000	665,000	665,000
454	Public Art Acquisition	42,721	45,000	45,000	45,000	45,000	45,000
455	Developer Contributions	192,745	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	248,100	180,000	180,000	180,000	180,000	180,000
458	Traffic Safety Improvements	489,178	366,724	368,403	1,120,197	1,122,119	1,124,185
459	Signal Safety Improvements	383,564	229,481	110,187	110,943	111,754	112,625
460	Long Life Pavement Markings	220,840	223,306	225,352	227,496	229,748	232,117
461	Development Participation	400,000	300,000	50,000	50,000	50,000	50,000
462	Street Resurfacing/Concrete Rehab.	7,425,626	7,865,582	8,328,951	8,820,166	9,340,925	9,893,029
463	Water Rights	193,805	200,976	203,055	205,264	207,618	210,132
464	CIPP Support Services	317,681	328,841	340,580	353,124	366,562	380,989
465	Vehicle Replacement	1,497,727	1,501,714	1,504,924	1,508,321	1,511,925	1,515,756
	SUBTOTALS	\$ 13,062,601	\$ 11,971,624	\$ 12,086,452	\$ 13,350,511	\$ 13,895,651	\$ 14,473,833
DEBTS AND OTHER LONG TERM OBLIGATIONS							
466	2006B COP Payments <i>Add'l funds of \$12,078,245 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	1,901,359	1,946,992	1,946,992	1,948,355	1,987,322	2,027,068
468	William Frederick Hayden Park Acq <i>Add'l funds of \$392,000 from Conservation Trust Fund</i>	112,000	112,000	112,000	112,000	-	-
	SUBTOTALS	\$ 2,399,359	\$ 2,444,992	\$ 2,444,992	\$ 2,446,355	\$ 2,373,322	\$ 2,413,068
CITY FACILITIES							
469	Civic Center Improvements	\$ 3,854,853	\$ 469,917	\$ -	\$ -	\$ -	\$ -
470	Fleet Facility Modifications	-	350,000	300,000	-	-	-
	Snow and Ice Material Storage						
471	Expansion	-	-	-	-	100,000	600,000
	Public Safety Center Site						
472	Renovations	-	1,350,000	-	-	-	-
	SUBTOTALS	\$ 3,854,853	\$ 2,169,917	\$ 300,000	\$ -	\$ 100,000	\$ 600,000



CAPITAL IMPROVEMENT FUND (continued)

PAGE	PROJECT NAME	2014 Revised	2015	2016	2017	2018	2019
TRANSPORTATION							
473	Light Rail Station & Access Improvements	\$ 2,745,944	\$ -	\$ -	\$ -	\$ -	\$ -
474	W 14th & Lamar St Roundabout <i>Add'l funds of \$908,914 from Federal HES Funds</i>	241,086	-	-	-	-	-
475	260 Union Pedestrian Hybrid Signal <i>Add'l funds of \$91,696 from State FASTER Funds</i>	33,304	-	-	-	-	-
476	Kipling Signals @ Kentucky & Dartmouth <i>Add'l funds of \$599,210 from Federal HES and State matching Funds</i>	100,790	-	-	-	-	-
477	Travel Time Monitoring Systems <i>Add'l funds of \$266,000 from Federal CMAQ Funds</i>	31,000	25,000	-	-	-	-
478	Bike Paths/Sidewalks	645,000	2,300,000	300,000	300,000	500,000	500,000
479	Wadsworth Blvd, Highland Dr to 14th <i>Add'l funds of \$14,940,000 from State and Federal STP-M Funds</i>	2,241,000	3,360,000	-	-	-	-
480	Kipling/Colfax Intersection	225,000	-	-	-	-	-
481	Quincy, Ammons to Zephyr <i>Add'l funds of \$5,400,000 from Jefferson County</i>	200,000	-	-	-	-	-
482	Mississippi Signals @ Wads & Pierce <i>Add'l funds of \$474,550 from Federal HES and State matching Funds</i>	125,450	-	-	-	-	-
483	Wadsworth Signals @ Jefferson & Mansfield <i>Funds of \$800,000 from Federal HES and State matching Funds</i>	-	-	-	-	-	-
484	Alameda Avenue Median at Yarrow Street	-	-	-	-	-	300,000
SUBTOTALS		\$ 6,588,574	\$ 5,685,000	\$ 300,000	\$ 300,000	\$ 500,000	\$ 800,000
PROJECT CONTINGENCIES							
485	Capital Project Contingencies	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -
SUBTOTALS		\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL CAPITAL IMPROVEMENT FUND		\$ 26,405,387	\$ 22,271,533	\$ 15,131,444	\$ 16,096,866	\$ 16,868,973	\$ 18,286,901



CONSERVATION TRUST AND OPEN SPACE FUNDS

PAGE	PROJECT NAME	2014 Revised	2015	2016	2017	2018	2019
ANNUAL PROGRAMS							
486	Parks Infrastructure	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000
	SUBTOTALS	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000
DEBTS AND OTHER LONG TERM OBLIGATIONS							
466	2006A COP Payments <i>Add'l funds of \$10,434,749 from General and Golf Course Funds</i>	\$ 977,743	\$ 978,427	\$ 977,671	\$ 977,535	\$ 979,200	\$ 978,975
468	William Frederick Hayden Park Acq <i>Add'l funds of \$467,483 from Capital Improvement Fund</i>	98,000	98,000	98,000	98,000	-	-
	SUBTOTALS	\$ 1,075,743	\$ 1,076,427	\$ 1,075,671	\$ 1,075,535	\$ 979,200	\$ 978,975
CAPITAL PRESERVATION & IMPROVEMENT							
487	Site & Facility Improvements <i>Add'l funds of \$97,000 from CDBG</i>	\$ 731,500	\$ 1,425,000	\$ 600,000	\$ 400,000	\$ 400,000	\$ 400,000
	SUBTOTALS	\$ 731,500	\$ 1,425,000	\$ 600,000	\$ 400,000	\$ 400,000	\$ 400,000
DEVELOPMENT PROJECTS							
488	Carmody Park Improvements <i>Add'l funds of \$700,000 from Jefferson County Open Space and GOCO Grants</i>	\$ -	\$ 350,000	\$ -	\$ -	\$ -	\$ -
489	Lakewood Heritage Center <i>Add'l funds of \$448,500 from HCA</i>	45,000	-	-	-	-	-
490	Bear Creek Lake Park <i>Add'l funds of \$481,904 from Jefferson County Open Space, FEMA and GOCO Grants</i>	369,687	-	-	-	-	-
491	Arts in the Park	20,000	20,000	20,000	20,000	20,000	20,000
492	Holbrooke Park Pond Improvements	5,000	5,000	5,000	5,000	-	-
493	Dry Gulch Trail <i>Add'l funds of \$90,000 from Jefferson County Open Space Grant</i>	90,000	-	-	-	-	-
494	Playground Replacement <i>Add'l funds of \$12,500 from GOCO Grant</i>	420,000	120,000	120,000	120,000	120,000	120,000
495	Rail Car Museum	10,000	195,000	-	-	-	-
496	Patterson Cottages Playground <i>Funds of \$55,000 from multiples small grant grants</i>	-	-	-	-	-	-



CONSERVATION TRUST AND OPEN SPACE FUNDS (continued)

PAGE	PROJECT NAME	2014 Revised	2015	2016	2017	2018	2019
497	School Playground Pass-through <i>Funds of \$438,040 from GOCO Grant</i>	-	-	-	-	-	-
	SUBTOTALS	\$ 959,687	\$ 690,000	\$ 145,000	\$ 145,000	\$ 140,000	\$ 140,000
	ACQUISITIONS						
498	Land Acquisition	\$ 1,800	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
	SUBTOTALS	\$ 1,800	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
	TOTAL CONSERVATION TRUST AND OPEN SPACE FUNDS	\$ 2,893,730	\$ 3,341,427	\$ 1,970,671	\$ 1,770,535	\$ 1,669,200	\$ 1,668,975

ALL OTHER CAPITAL FUNDS

COMMUNITY DEVELOPMENT BLOCK GRANT

PAGE	PROJECT NAME	2014 Revised	2015	2016	2017	2018	2019
487	Site & Facility Improvements <i>Add'l funds of \$2,156,500 from Conservation Trust and Open Space Funds</i>	\$ 25,000	\$ 72,000	\$ -	\$ -	\$ -	\$ -
499	Pierce Street Sidewalk	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -
	TOTAL COMMUNITY DEVELOPMENT BLOCK GRANT	\$ 175,000	\$ 72,000	\$ -	\$ -	\$ -	\$ -

GOLF COURSE

PAGE	PROJECT NAME	2014 Revised	2015	2016	2017	2018	2019
466	2006A COP Payments <i>Add'l funds of \$11,263,014 from General, Open Space, and Conservation Trust Funds</i>	\$ 914,784	\$ 865,354	\$ 814,724	\$ 814,612	\$ 816,000	\$ 815,812
	TOTAL GOLF COURSE	\$ 914,784	\$ 865,354	\$ 814,724	\$ 814,612	\$ 816,000	\$ 815,812

SEWER ENTERPRISE

PAGE	PROJECT NAME	2014 Revised	2015	2016	2017	2018	2019
500	Utility Billing System Replacement	\$ -	\$ -	\$ 325,000	\$ -	\$ -	\$ -
501	Sewer Lining	100,000	100,000	100,000	100,000	100,000	100,000
502	Sewer Replacements	75,000	-	-	-	-	-
485	Capital Project Contingencies	50,000	-	-	-	-	-
	TOTAL SEWER ENTERPRISE	\$ 225,000	\$ 100,000	\$ 425,000	\$ 100,000	\$ 100,000	\$ 100,000



ALL OTHER CAPITAL FUNDS (continued)

WATER ENTERPRISE

PAGE	PROJECT NAME	2014 Revised	2015	2016	2017	2018	2019
500	Utility Billing System Replacement	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ -
503	Water Line Replacements	300,000	-	750,000	-	-	-
485	Capital Project Contingencies	50,000	-	-	-	-	-
TOTAL WATER ENTERPRISE		\$ 350,000	\$ -	\$ 790,000	\$ -	\$ -	\$ -

STORMWATER ENTERPRISE

PAGE	PROJECT NAME	2014 Revised	2015	2016	2017	2018	2019
500	Utility Billing System Replacement	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -
504	20th & Iris Drainage Improvements	550,000	-	-	-	-	-
505	North Dry Gulch Improvements <i>Add'l funds of \$2,400,000 from Urban Drainage & Flood Control District</i>	650,000	650,000	450,000	650,000	-	-
506	Local Drainage Projects	590,000	150,000	150,000	150,000	150,000	150,000
485	Capital Project Contingencies	50,000	-	-	-	-	-
TOTAL STORMWATER ENTERPRISE		\$ 1,840,000	\$ 800,000	\$ 900,000	\$ 800,000	\$ 150,000	\$ 150,000

EQUIPMENT REPLACEMENT

PAGE	PROJECT NAME	2014 Revised	2015	2016	2017	2018	2019
466	2006B COP Payments	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000
507	City Radio Replacement	100,000	60,000	-	-	-	-
508	Financial Management and Human Resources Systems Update	41,233	-	-	-	-	-
509	Citywide Scanner and Point of Sale Equipment Replacement	40,000	15,000	-	-	-	-
510	Strategic Wide Area Network Infrastructure	-	75,000	-	-	-	-
511	Enterprise Cybersecurity Services	15,000	-	-	-	-	-
512	Capital Computer Equipment	248,500	395,000	-	-	-	-
513	End User Computer Equipment	183,000	133,000	-	-	-	-
514	Back End Software Replacement	210,000	-	-	-	-	-
515	Criminal Justice Information System	67,200	-	-	-	-	-
516	Municipal Court Recording System	18,757	-	-	-	-	-
517	Police Mobile Radio Replacement	-	50,000	-	-	-	-
TOTAL EQUIPMENT REPLACEMENT		\$ 1,003,690	\$ 808,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000



PROJECT: Comprehensive Plan Corridor Implementation (Recurring)							
<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
CIF	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$60,000
TOTAL	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$60,000
REASON FOR PROJECT:	Studies will be conducted of major arterial street corridors in Lakewood and adopted plans will be implemented.						
PROJECT DESCRIPTION:	<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>							
IMPACT ON OPERATING BUDGET:	<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	
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						



PROJECT: Building Infrastructure (Recurring)							
<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
CIF	\$1,635,614	\$665,000	\$665,000	\$665,000	\$665,000	\$665,000	\$4,960,614
TOTAL	\$1,635,614	\$665,000	\$665,000	\$665,000	\$665,000	\$665,000	\$4,960,614
REASON FOR PROJECT:	This project is designed to provide funding for citywide building facility infrastructure maintenance/replacement and federal accessibility requirements. The City currently has 313 buildings to maintain.						
PROJECT DESCRIPTION:	<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							
IMPACT ON OPERATING BUDGET:	<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	
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						
<p>Major projects ongoing in 2014 and 2015 include:</p> <ul style="list-style-type: none"> • Building Maintenance Facility Inventory Software • Public Safety Center Electrical Upgrades • Quail Shops Electrical Upgrades • Public Safety Center Carpeting Replacement • Lakewood Link Recreation Center roof replacement • Charles Whitlock Recreation Center Restroom Tiling • Roof replacement Carmody Pool • Clements Center Fire Alarm upgrade • Wilbur Rogers Center Drainage improvements • Roof Replacement Fox Hollow Golf Course • New theater seats at the Cultural Center • HVAC at the Bear Creek Lake Park Visitor Center • Civic Center Plaza Maintenance • Facility painting 							



PROJECT: Public Art Acquisition (Recurring)							
<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
CIF	\$42,721	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$267,721
TOTAL	\$42,721	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$267,721
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 2014R is the calculated one percent amount from actual 2013 project expenditures. Amounts shown in 2015 through 2019 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>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
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						



PROJECT: Developer Contributions (Recurring)							
<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
CIF	\$192,745	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$442,745
TOTAL	\$192,745	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$442,745
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>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	
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						
<p>Money budgeted in 2014 is for construction of a new, warranted traffic signal at Alameda and Indiana.</p>							



PROJECT: Neighborhood Entry Treatment Maintenance (Recurring)							
<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
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>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</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						
<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							



PROJECT: Neighborhood Participation Program (Recurring)							
<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
CIF	\$248,100	\$180,000	\$180,000	\$180,000	\$180,000	\$180,000	\$1,148,100
TOTAL	\$248,100	\$180,000	\$180,000	\$180,000	\$180,000	\$180,000	\$1,148,100
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.						
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>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
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						
<p>Projects include:</p> <ul style="list-style-type: none"> • Morse Park rain garden • Playground improvements at Green Gables Park • Lamar & 14th Sculpture • Mountair Park Picnic Shelter • Morse Park Restroom Upgrade • Morse Park Bike Racks • Trail from Sutherland Shire Park to Main Reservoir • History Interpretive Signs at Wadsworth Station • Yale Avenue Bike Path Extension • Hodgson Park Fence Extension 							



PROJECT: Traffic Safety Improvements (Recurring)							
<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
CIF	\$489,178	\$366,724	\$368,403	\$1,120,197	\$1,122,119	\$1,124,185	\$4,590,806
TOTAL	\$489,178	\$366,724	\$368,403	\$1,120,197	\$1,122,119	\$1,124,185	\$4,590,806
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 2017-2019.						
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>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	
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						
<p><u>Projects:</u></p> <ul style="list-style-type: none"> • Design three traffic signal locations for future rebuilds • Install crosswalk pavement markings on state highways (\$75,000/year) • Traffic circle at 5th & Allison 							



PROJECT: Signal Safety Improvements (Recurring)							
<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2018</u>	<u>TOTAL</u>
CIF	\$383,564	\$229,481	\$110,187	\$110,943	\$111,754	\$112,625	\$1,058,554
TOTAL	\$383,564	\$229,481	\$110,187	\$110,943	\$111,754	\$112,625	\$1,058,554
REASON FOR PROJECT:	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.						
PROJECT DESCRIPTION:	New signals, upgrading of existing traffic signals, and upgrading intersections on a priority basis will be completed. Additional funding is budgeted in 2014 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.						
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>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
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						
	Upgrading of the signal at 14 th and Harlan will begin in 2014 and be completed in 2015.						



PROJECT: Long Life Pavement Markings (Recurring)							
<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
CIF	\$220,840	\$223,306	\$225,352	\$227,496	\$229,748	\$232,117	\$1,358,859
TOTAL	\$220,840	\$223,306	\$225,352	\$227,496	\$229,748	\$232,117	\$1,358,859
REASON FOR PROJECT:	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.						
PROJECT DESCRIPTION:	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							
IMPACT ON OPERATING BUDGET:	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</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						



PROJECT: Developer Participation (Recurring)							
<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
CIF	\$400,000	\$300,000	\$50,000	\$50,000	\$50,000	\$50,000	\$900,000
TOTAL	\$400,000	\$300,000	\$50,000	\$50,000	\$50,000	\$50,000	\$900,000
REASON FOR PROJECT:	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.						
PROJECT DESCRIPTION:	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 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							
IMPACT ON OPERATING BUDGET:	<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	
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>Potential 2014R – 2015 Projects</u>							
West Colfax Brick Pavers					\$3,000		
Miscellaneous Projects					\$5,000		
Solterra					\$600,000		



PROJECT: Street Resurfacing/Concrete Rehabilitation (Recurring)							
SOURCE	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	TOTAL
CIF	\$7,425,626	\$7,865,582	\$8,328,951	\$8,820,166	\$9,340,925	\$9,896,029	\$51,677,279
TOTAL	\$7,425,626	\$7,865,582	\$8,328,951	\$8,820,166	\$9,340,925	\$9,896,029	\$51,677,279
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>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	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:	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.						



PROJECT: Water Rights (Recurring)							
<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
CIF	\$193,805	\$200,976	\$203,055	\$205,264	\$207,618	\$210,132	\$1,220,850
TOTAL	\$193,805	\$200,976	\$203,055	\$205,264	\$207,618	\$210,132	\$1,220,850
REASON FOR PROJECT:	The Water Rights and Acquisition program 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 and is budgeted separately.						
PROJECT DESCRIPTION:	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							
IMPACT ON OPERATING BUDGET:	<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
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						



PROJECT: CIPP Support Services (Recurring)							
<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
CIF	\$317,681	\$328,841	\$340,580	\$353,124	\$366,562	\$380,989	\$2,087,777
TOTAL	\$317,681	\$328,841	\$340,580	\$353,124	\$366,562	\$380,989	\$2,087,777
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>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						



PROJECT: Vehicle Replacement (Recurring)							
<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
CIF	\$1,497,727	\$1,501,714	\$1,504,924	\$1,508,321	\$1,511,925	\$1,515,756	\$9,040,367
TOTAL	\$1,497,727	\$1,501,714	\$1,504,924	\$1,508,321	\$1,511,925	\$1,515,756	\$9,040,367
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>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</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						



PROJECT: Debt Payments for Certificates of Participation (Recurring)							
<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
GENERAL	\$2,755,946	\$2,808,489	\$2,856,630	\$2,852,512	\$2,861,954	\$2,856,177	\$16,991,708
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	\$ 914,784	\$ 865,354	\$ 814,724	\$ 814,612	\$ 816,000	\$ 815,812	\$ 5,041,286
OS	\$ 353,074	\$ 353,321	\$ 353,048	\$ 352,999	\$ 353,600	\$ 353,519	\$ 2,119,561
CT	\$ 624,669	\$ 625,106	\$ 624,623	\$ 624,536	\$ 625,600	\$ 625,456	\$ 3,749,990
TOTAL	\$5,114,473	\$5,118,270	\$5,115,025	\$5,110,659	\$5,123,154	\$5,116,964	\$30,698,545
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 and 2020 respectively.						
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>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	
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						



PROJECT: Revenue Sharing Agreements (Recurring)							
<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
CIF	\$1,901,359	\$1,946,992	\$1,946,992	\$1,948,355	\$1,987,322	\$2,027,068	\$11,758,088
TOTAL	\$1,901,359	\$1,946,992	\$1,946,992	\$1,948,355	\$1,987,322	\$2,027,068	\$11,758,088
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>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</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						



PROJECT: William Frederick Hayden Park Acquisition (Nonrecurring)

<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
CIF	\$112,000	\$112,000	\$112,000	\$112,000	\$ 0	\$ 0	\$448,000
CT	\$ 98,000	\$ 98,000	\$ 98,000	\$ 98,000	\$ 0	\$ 0	\$392,000
TOTAL	\$210,000	\$210,000	\$210,000	\$210,000	\$ 0	\$ 0	\$840,000

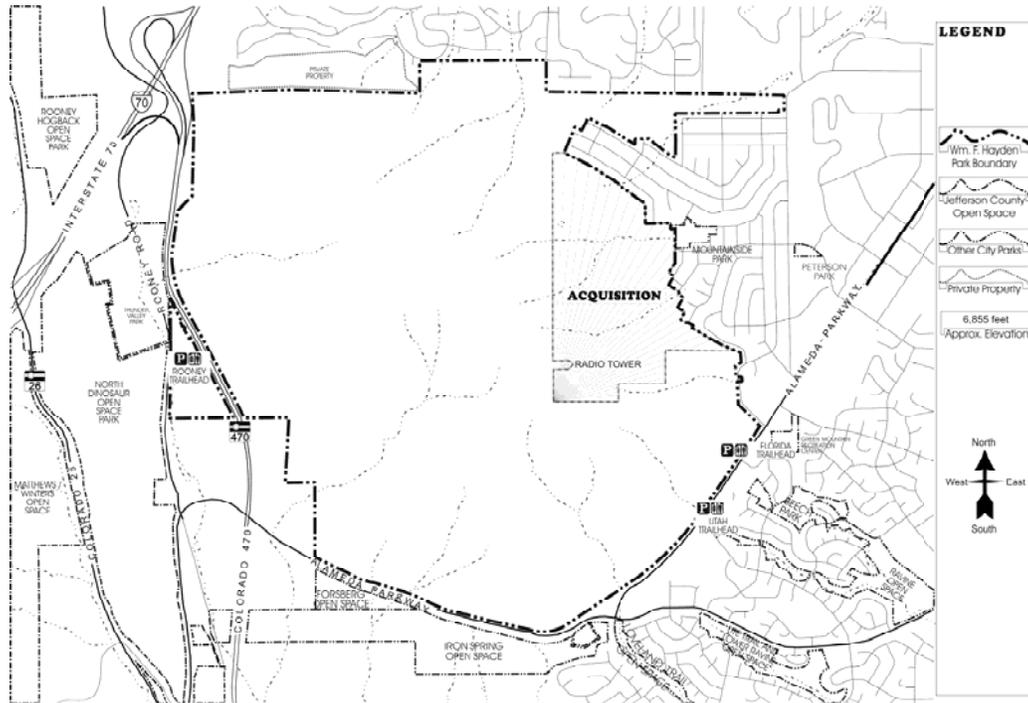
REASON FOR PROJECT: Due to development problems and neighborhood concern, the City has worked with the Trust for Public Lands to negotiate a lease-purchase arrangement to acquire most of the remaining undeveloped land on the east face of Green Mountain. This acquisition meets the comprehensive plan goal to preserve the physical environment and specifically Green Mountain.

PROJECT DESCRIPTION: This project will provide annual funding to meet agreed payment schedules and lease-purchase payments. Final payment is scheduled for 2017. The parcel will become part of the William Frederick Hayden 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>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
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
TOTAL	\$ 0					

LOCATION SKETCH:





PROJECT: Civic Center Improvements (Nonrecurring)							
SOURCE	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	TOTAL
CIF	\$3,854,853	\$469,917	\$ 0	\$ 0	\$ 0	\$ 0	\$4,324,770
TOTAL	\$3,854,853	\$469,917	\$ 0	\$ 0	\$ 0	\$ 0	\$4,324,770
REASON FOR PROJECT:	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 ongoing deterioration.						
PROJECT DESCRIPTION:	Funding in 2014 and 2015 will complete the renovation of the plaza.						
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>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	TOTAL
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:							



PROJECT: Fleet Facility Modifications (Nonrecurring)							
<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	TOTAL
CIF	\$ 0	\$350,000	\$300,000	\$ 0	\$ 0	\$ 0	\$650,000
TOTAL	\$ 0	\$350,000	\$300,000	\$ 0	\$ 0	\$ 0	\$650,000
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. Also building renovation is needed to accommodate storage of lubricant materials. The building is approximately 45 years old and has not been modified since initial construction.						
PROJECT DESCRIPTION:	Money budgeted in 2015 will provide for design and construction of additional fuel storage at 1050 Quail Street to be consistent with the recommendations in the City's Emergency Fuel Operations Plan. Funding shown in 2016 is for design and construction of building 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							
IMPACT ON OPERATING BUDGET:	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	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: Snow and Ice Material Storage Expansion

<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	\$ 0	\$ 0	\$100,000	\$600,000	\$700,000
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$100,000	\$600,000	\$700,000

REASON FOR PROJECT: The city’s current storage area for snow and ice control material is inadequate in terms of size and flexibility.

PROJECT DESCRIPTION: Rebuild the snow and ice material storage facility to increase storage capacity and flexibility.

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	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

LOCATION SKETCH:





PROJECT: Public Safety Center Site Renovations (Nonrecurring)							
<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
CIF	\$ 0	\$1,350,000	\$ 0	\$ 0	\$ 0	\$ 0	\$1,350,000
TOTAL	\$ 0	\$1,350,000	\$ 0	\$ 0	\$ 0	\$ 0	\$1,350,000
REASON FOR PROJECT:	The Lakewood Public Safety Building sidewalks, parking garage, pedestrian bridges and drive lane, after 30 years of service, are in need of major renovations. Drainage concerns, differential movement of paving materials, and structural concerns need to be addressed for the safety of users.						
PROJECT DESCRIPTION:	The Department of Community Resources has developed a comprehensive renovation plan to remedy the concerns presented in a report of site conditions.						
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>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:							



PROJECT: Light Rail Station and Access Improvements (Nonrecurring)							
<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
CIF	\$2,745,944	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$2,745,944
TOTAL	\$2,745,944	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$2,745,944
REASON FOR PROJECT:	Improvements are needed in and around light rail stations and include reinstatement of some originally planned station amenities as well as new sidewalks.						
PROJECT DESCRIPTION:	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 th 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							
IMPACT ON OPERATING BUDGET:	<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	
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						
	Improvements will occur at all light rail stations in Lakewood: Red Rocks, Federal Center, Oak, Garrison, Wadsworth, Lamar, and Sheridan.						



PROJECT: W 14th Ave & Lamar St Roundabout (Nonrecurring)							
<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
CIF	\$ 241,086	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 241,086
HES Grant	\$ 908,914	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 908,914
TOTAL	\$1,150,000	\$ 0	\$1,150,000				
REASON FOR PROJECT:	The W 14 th 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 th & 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 th Ave to 13 th Ave.						
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>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	
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: 260 Union Pedestrian Hybrid Signal (Nonrecurring)

<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
CIF	\$ 33,304	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 33,304
FASTER Grant	\$ 91,696	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 91,696
TOTAL	\$125,000	\$ 0	\$125,000				

REASON FOR PROJECT: A safe pedestrian crossing of Union Blvd at a point that provides direct access to the Federal Center transit station was created. The City successfully obtained a state FASTER grant to enhance pedestrian safety and installed a pedestrian signal.

PROJECT DESCRIPTION: A pedestrian hybrid signal to enhance pedestrian safety was 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.

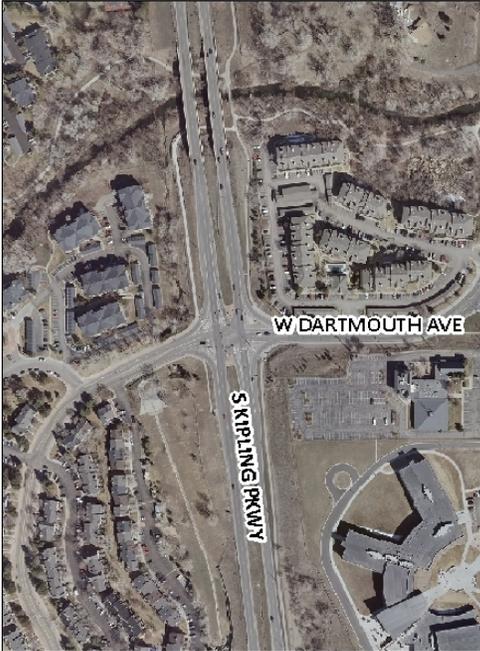
IMPACT ON OPERATING BUDGET Yes (See below) No
 OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN Yes No

IMPACT ON OPERATING BUDGET:	<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
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
TOTAL	\$ 0					

LOCATION SKETCH:





PROJECT: Kipling/Kentucky and Kipling/Dartmouth Signals (Nonrecurring)							
<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
CIF	\$100,790	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$100,790
HES	\$539,210	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$539,210
State	\$ 60,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 60,000
TOTAL	\$700,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$700,000
REASON FOR PROJECT:	Safety at high-accident intersection locations will be improved.						
PROJECT DESCRIPTION:	The project will upgrade traffic signals at these locations with improved signal displays and equipment. Design will begin in 2014 with construction anticipated in 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							
IMPACT ON OPERATING BUDGET:	<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	
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:	S Kipling Pkwy Intersections						
W Kentucky Dr				W Dartmouth Ave			
							



PROJECT: Travel Time Monitoring Systems (Nonrecurring)							
<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
CIF	\$ 31,000	\$ 25,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 56,000
CMAQ	<u>\$146,000</u>	<u>\$120,000</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$266,000</u>
TOTAL	\$177,000	\$145,000	\$ 0	\$ 0	\$ 0	\$ 0	\$322,000
REASON FOR PROJECT:	Permanent traffic signal system count and travel time stations on Wadsworth Boulevard, Kipling Street and Colfax Avenue are provided.						
PROJECT DESCRIPTION:	The project will consist of placing radar detectors and Bluetooth readers to gather real-time traffic data that will be used to improve traffic signal timing. Funds budgeted in 2014 are for completion of work on Wadsworth and starting work on Kipling. 2015 funds budgeted are for Colfax. Funds for 2015 are budgeted for Colfax.						
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>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
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						
	<ul style="list-style-type: none"> • Wadsworth Boulevard from 26th to Mansfield • Kipling Street from 26th to Belleview • Colfax Avenue from I70 to Harlan 						



PROJECT: Bike Paths/Sidewalks (Recurring)							
<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
CIF	\$645,000	\$2,300,000	\$300,000	\$300,000	\$500,000	\$500,000	\$4,545,000
TOTAL	\$645,000	\$2,300,000	\$300,000	\$300,000	\$500,000	\$500,000	\$4,545,000
REASON FOR PROJECT:	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.						
PROJECT DESCRIPTION:	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 was restored in 2013 at \$300,000 per year. Funds budgeted in 2014 are for final payments for 2013 construction and completing a sidewalk connection to the Federal Center light rail station. A one-time \$2,000,000 program funding increase is planned in 2015 along with an annual increase in 2018 and future years to \$500,000 per year to help address the need to build sidewalks.						
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>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	
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						
2014 & 2015 locations include:							
<ul style="list-style-type: none"> • Union Boulevard (between 2nd and 4th Avenues) east to the Federal Center light rail station • Locations for 2015 construction will be identified during the remainder of 2014. 							



PROJECT: Wadsworth Boulevard, Highland Dr to 14th Ave (Nonrecurring)

<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
CIF	\$2,241,000	\$3,360,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 5,601,000
State	\$ 0	\$3,500,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 3,500,000
STP-M	<u>\$6,240,000</u>	<u>\$5,400,000</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$11,640,000</u>
TOTAL	\$8,481,000	\$12,260,000	\$ 0	\$ 0	\$ 0	\$ 0	\$20,741,000

REASON FOR PROJECT: Widening of Wadsworth Boulevard will be completed to accommodate vehicular and pedestrian traffic in a safe manner.

PROJECT DESCRIPTION: This project widens Wadsworth to six through lanes from Highland Dr to 14th Avenue. 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 12th Avenue. CDOT is managing this work.

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>					
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

LOCATION SKETCH:



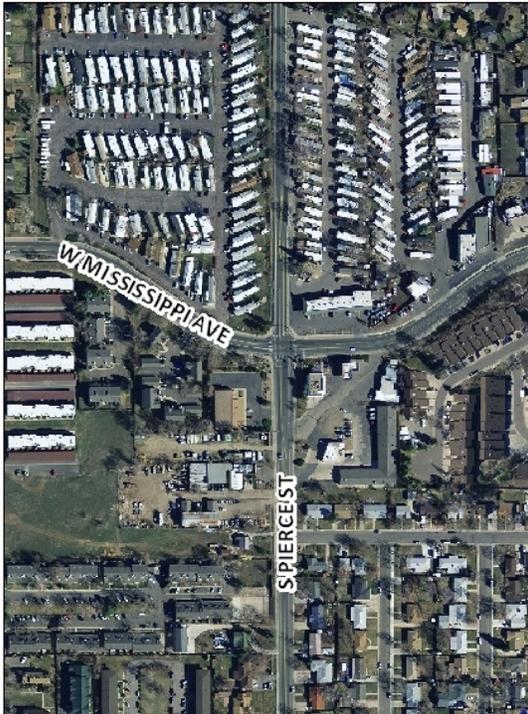


PROJECT: Kipling/Colfax Intersection (Nonrecurring)							
<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
CIF	\$225,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$225,000
TOTAL	\$225,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$225,000
REASON FOR PROJECT:	This intersection was rebuilt to reduce congestion and enhance safety.						
PROJECT DESCRIPTION:	The project rebuilt the intersection to provide double left turns for all legs of the intersection. Construction was completed in 2012 and funds budgeted are for final payments to the contractor.						
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>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</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:							



PROJECT: Quincy Avenue, Ammons to Zephyr (Nonrecurring)							
<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
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>				
TOTAL	\$5,600,000	\$ 0	\$5,600,000				
REASON FOR PROJECT:	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.						
PROJECT DESCRIPTION:	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							
IMPACT ON OPERATING BUDGET:	<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	
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:							



PROJECT: Mississippi/Wadsworth and Mississippi/Pierce Signals (Nonrecurring)							
<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
CIF	\$125,450	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$125,450
State	\$ 29,500	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 29,500
HES	<u>\$445,050</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$445,050</u>
TOTAL	\$600,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$600,000
REASON FOR PROJECT:	Safety at high-accident intersection locations will be improved.						
PROJECT DESCRIPTION:	The project will upgrade traffic signals at these locations with improved signal displays and equipment. Design will begin in 2014 with construction anticipated in 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							
IMPACT ON OPERATING BUDGET:	<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	
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:	W Mississippi Ave Intersections						
	S Wadsworth Blvd			S Pierce St			
							



PROJECT: Wadsworth/Jefferson and Wadsworth/Mansfield Signals (Nonrecurring)							
<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
State	\$ 0	\$ 80,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 80,000
HES	\$ 0	\$720,000	\$ 0	\$ 0	\$ 0	\$ 0	\$720,000
TOTAL	\$ 0	\$800,000	\$ 0	\$ 0	\$ 0	\$ 0	\$800,000
REASON FOR PROJECT:	Safety at high-accident intersection locations will be improved.						
PROJECT DESCRIPTION:	The project will upgrade traffic signals at these locations with improved signal displays and equipment. Design will begin in 2015 with construction anticipated in 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							
IMPACT ON OPERATING BUDGET:	<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:	<p style="text-align: center;">S Wadsworth Blvd Intersections</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <p>W Jefferson Ave</p>  </div> <div style="text-align: center;"> <p>W Mansfield Pkwy</p>  </div> </div>						



PROJECT: Alameda Avenue Median at Yarrow Street

<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
CIF	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$300,000	\$300,000
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$300,000	\$300,000

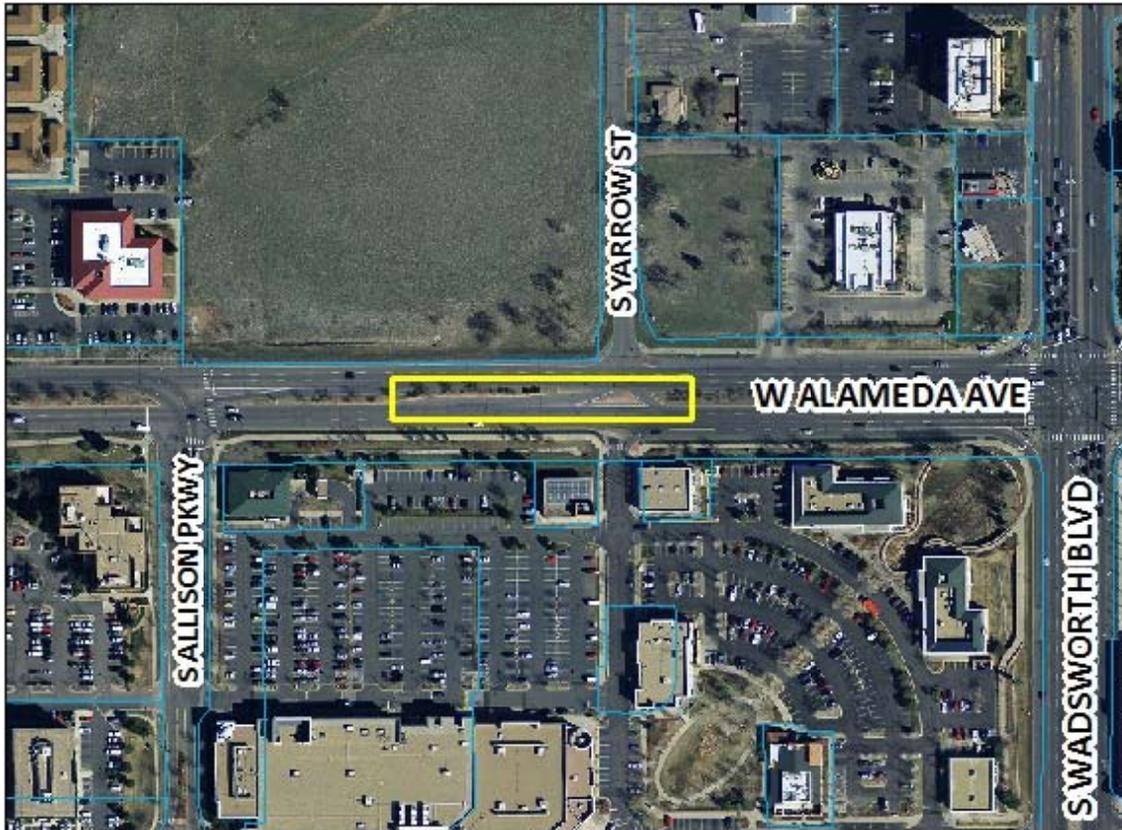
REASON FOR PROJECT: Modifications to the median in Alameda at Yarrow to alleviate congestion were identified in the Downtown Lakewood Connectivity & Urban Design Plan.

PROJECT DESCRIPTION: The project will open a westbound left turn lane from Alameda into Lakewood City Commons at Yarrow and prevent north and southbound left turns from Yarrow to Alameda.

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>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
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: Capital Project Contingencies (Nonrecurring)							
<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
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	\$ 50,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 50,000
TOTAL	\$650,000	\$ 0	\$650,000				
REASON FOR PROJECT:	A contingency amount is budgeted for those times when spending for a capital project is greater than originally anticipated due to unforeseen circumstances. This money can also be used as City matching funds for new grants obtained in 2014 or 2015.						
PROJECT DESCRIPTION:	Budget contingencies are provided by specific fund and only for funds that support capital projects and as matching funds for new grants obtained in 2014 or 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							
IMPACT ON OPERATING BUDGET:	<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						



PROJECT: Parks Infrastructure (Recurring)							
<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
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>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	
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						
<p>CT funds are for small capital projects throughout the park system.</p>							



PROJECT: Site & Facility Improvements (Recurring)							
<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
CT	\$731,500	\$1,425,000	\$600,000	\$400,000	\$400,000	\$400,000	\$3,956,500
CDBG	\$ 25,000	\$ 72,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 97,000
TOTAL	\$756,500	\$1,497,000	\$600,000	\$400,000	\$400,000	\$400,000	\$4,053,500
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. 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.						
PROJECT DESCRIPTION:	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							
IMPACT ON OPERATING BUDGET:	<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						
<u>2014-15 Projects Include:</u> Green Mountain Recreation Center Tennis Court Replacement Walker Branch Park Improvements McDonnell Park Water Tap Green Gables Park Playground Clear Creek Trail Contribution Morse Park Rain Garden Molholm Park Swings Lakewood Park Tennis Hut Link Pool study and Phase I Repairs Westborough Park Tennis Court Repair Mountair Park Improvements Central Irrigation System Upgrades Richey Park Playground Replacement							



PROJECT: Carmody Park Improvements (Nonrecurring)

SOURCE	2014R	2015	2016	2017	2018	2019	TOTAL
OS	\$ 0	\$ 350,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 350,000
GOCO	\$ 0	\$ 350,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 350,000
JCOS	\$ 0	\$ 350,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 350,000
TOTAL	\$ 0	\$1,050,000	\$ 0	\$ 0	\$ 0	\$ 0	\$1,050,000

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 complete the first phase of the site renovation recommended by the recently completed master plan. Work is to include a new playground and additional parking.

IMPACT ON OPERATING BUDGET Yes (See below) No
 OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN Yes No

IMPACT ON OPERATING BUDGET:

	2014	2015	2016	2017	2018	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:



Figure 6.1- Preferred Master Plan
Carmody Park Master Plan
 2013



PROJECT: Lakewood Heritage Center (Nonrecurring)							
<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
CT	\$ 45,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 45,000
HCA	\$103,500	\$345,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 448,500
TOTAL	\$148,500	\$345,000	\$ 0	\$ 0	\$ 0	\$ 0	\$493,500
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. Restoration and preservation of Lakewood History is a primary goal of the Heritage Center.						
PROJECT DESCRIPTION:	Aging infrastructure at the Lakewood Heritage Center needs upgrading. The 2014 project will replace the primary electrical service to the area and provide more reliable service. Additionally the Museum is working to restore historical buildings on site and in 2015 anticipates a grant for the preservation of the Care Taker's House.						
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>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:	<p>The sketch shows the Lakewood Heritage Center site with various buildings, a powerline, and the Care Taker's House. It includes a north arrow and a title 'Master Development Plan SEPT. 2010'. Surrounding streets include Florida Ave, S. Hancock Blvd, and others.</p>						



PROJECT: Bear Creek Lake Park (Nonrecurring)

SOURCE	2014R	2015	2016	2017	2018	2019	TOTAL
JCOS	\$100,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 100,000
OS	\$369,687	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$369,687
FEMA	\$ 85,560	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 85,560
GOCO Grant	<u>\$296,344</u>	<u>\$ 0</u>	<u>\$296,344</u>				
TOTAL	\$851,591	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$851,591

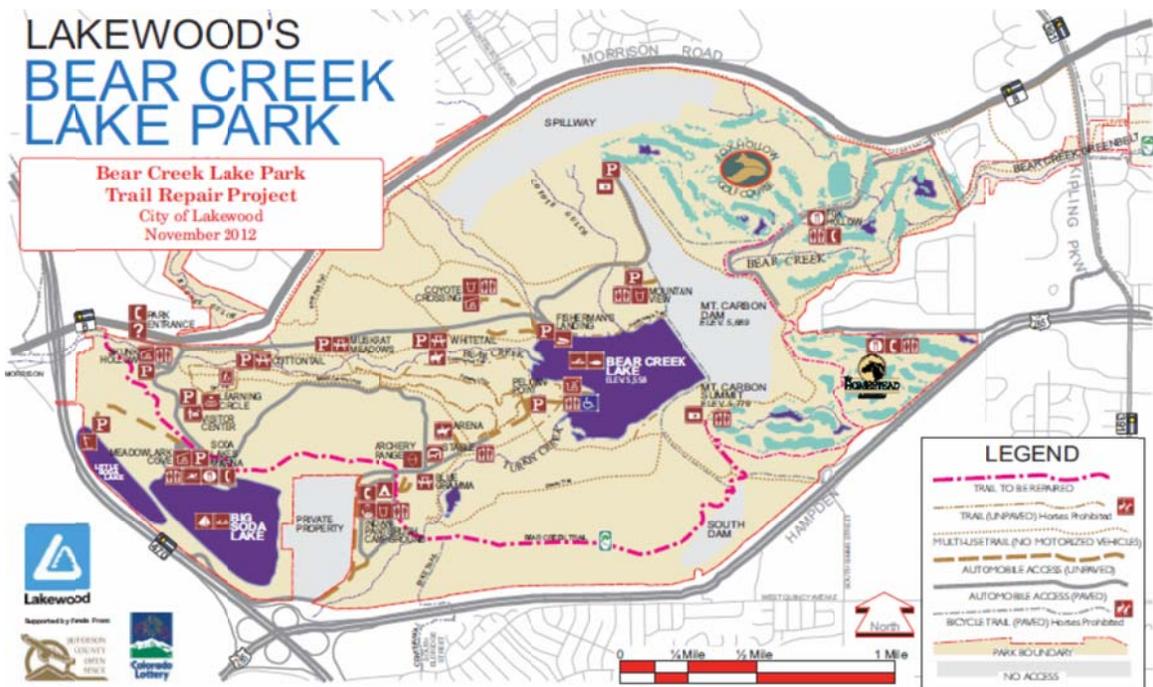
REASON FOR PROJECT: Bear Creek Lake Park is a fee use area designed to generate revenue to offset the costs of operating the facility. The Department of Community Resources' Comprehensive Master Plan sets a high priority on preserving existing parks and facilities and making them meet today's needs. In addition, severe flooding occurred in 2013 requiring repair of the site infrastructure.

PROJECT DESCRIPTION: This project consists of several separate capital projects. The largest being the repair of the Bear Creek Trail. The project also includes repair of stream channel, replacement of the lake aeration system, and repair of many park trails and structures.

IMPACT ON OPERATING BUDGET Yes (See below) No
 OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN Yes No

IMPACT ON OPERATING BUDGET:	2014	2015	2016	2017	2018	TOTAL
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services & Supplies	\$18,700	\$19,261	\$19,839	\$20,434	\$21,047	\$99,281
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
TOTAL	\$16,000	\$18,700	\$19,261	\$19,839	\$21,047	\$99,281

LOCATION SKETCH:





PROJECT: Arts in the Park (Recurring)							
<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
OS	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$120,000
TOTAL	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$120,000
REASON FOR PROJECT:	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.						
PROJECT DESCRIPTION:	City matching funds are provided to obtain art works for various park sites and funds are provided for site improvements for the artwork.						
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>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	
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:	These funds will be used for various arts projects throughout the City.						



PROJECT: Holbrook Park Pond Improvements (Nonrecurring)							
SOURCE	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	TOTAL
OS	\$5,000	\$5,000	\$5,000	\$5,000	\$ 0	\$ 0	\$20,000
TOTAL	\$5,000	\$5,000	\$5,000	\$5,000	\$ 0	\$ 0	\$20,000
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:	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. Monitoring started in 2013.						
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>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	TOTAL
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:							



PROJECT: Dry Gulch Trail (Nonrecurring)

<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
JCOS Grant	\$ 90,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 90,000
OS	<u>\$ 90,000</u>	<u>\$ 0</u>	<u>\$ 90,000</u>				
TOTAL	\$180,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$180,000

REASON FOR PROJECT: 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.

PROJECT DESCRIPTION: 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 Yes (See below) No
 OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN Yes No

IMPACT ON OPERATING BUDGET:

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>TOTAL</u>
Personnel Services	\$ 5,000	\$5,180	\$5,360	\$5,560	\$5,820	\$26,920
Services & Supplies	\$ 3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$15,000
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
TOTAL	\$ 8,000	\$8,180	\$8,360	\$8,560	\$8,820	\$41,920

LOCATION SKETCH:





PROJECT: Playground Replacement (Recurring)							
<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
OS	\$420,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$1,020,000
TOTAL	\$420,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$1,020,000
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>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
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>2014 Funds will be used for Lakewood Park.</p> <p>2015 Project has not been designated pending an evaluation of all the City Playgrounds</p>						



PROJECT: Rail Car Museum (Nonrecurring)							
<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
CT	\$10,000	\$195,000	\$ 0	\$ 0	\$ 0	\$ 0	\$205,000
TOTAL	\$10,000	\$195,000	\$ 0	\$ 0	\$ 0	\$ 0	\$205,000
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>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
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						



PROJECT: Land Acquisition (Nonrecurring)							
<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
OS	\$1,800	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$126,800
TOTAL	\$1,800	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$126,800
REASON FOR PROJECT:	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.						
PROJECT DESCRIPTION:	Funds in 2014 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							
IMPACT ON OPERATING BUDGET:	<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:							



PROJECT: Pierce Street Sidewalk

<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
CDBG	\$150,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$150,000
TOTAL	\$150,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$150,000

REASON FOR PROJECT: Numerous missing sidewalk links exist in Community Development Block Grant eligible areas within Lakewood.

PROJECT DESCRIPTION: This project completes a missing segment of sidewalk along the east side of Pierce Street north of Colfax.

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>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
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: Utility Billing System Replacement							
<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
Sewer Enterprise	\$ 0	\$ 0	\$325,000	\$ 0	\$ 0	\$ 0	\$325,000
Water Enterprise	\$ 0	\$ 0	\$ 40,000	\$ 0	\$ 0	\$ 0	\$ 40,000
SMU	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$300,000</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$300,000</u>
TOTAL	\$ 0	\$ 0	\$665,000	\$ 0	\$ 0	\$ 0	\$665,000
REASON FOR PROJECT:	The utility billing system has been in place using the same technology since the mid-80s. While the system has served the water, sewer, and stormwater billing needs for many years, the challenge to adequately support antiquated software continues to grow. Several pre-packaged solutions exist on the market today that could meet the majority of the City's billing needs.						
PROJECT DESCRIPTION:	The utility billing system encompasses water, sewer, and stormwater billing, liens, cash management, mobile meter reading and reporting. This project will replace the billing system and will be jointly funded by the utilities prorated on the number of bills generated annually.						
<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>							
IMPACT ON OPERATING BUDGET:	<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>
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
LOCATION SKETCH:	N/A						



PROJECT: Sewer Lining (Recurring)							
<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
Sewer Enterprise	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$600,000
TOTAL	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$600,000
REASON FOR PROJECT:	Sewer lines become clogged with roots and suffer from minor structural deficiencies.						
PROJECT DESCRIPTION:	Clogged and structurally deficient lines are re-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							
IMPACT ON OPERATING BUDGET:	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</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						
Locations for repairs are identified annually using television camera inspection of sewer lines to determine areas needing repair work.							



PROJECT: Sewer Replacements (Nonrecurring)							
<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
Sewer Enterprise	\$75,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$75,000
TOTAL	\$75,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$75,000
REASON FOR PROJECT:	Sanitary sewer lines that are in extremely poor condition require replacement.						
PROJECT DESCRIPTION:	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							
IMPACT ON OPERATING BUDGET:	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</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						
Potential locations include: <ul style="list-style-type: none"> • Colfax Ave/Oak St • Colfax Ave/Pierson St • Carr St at Lakewood Gulch 							



PROJECT: Water Line Replacements (Nonrecurring)							
<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
Water Enterprise	\$300,000	\$ 0	\$750,000	\$ 0	\$ 0	\$ 0	\$1,050,000
TOTAL	\$300,000	\$ 0	\$750,000	\$ 0	\$ 0	\$ 0	\$1,050,000
REASON FOR PROJECT:	Water lines that are in extremely poor condition require replacement.						
PROJECT DESCRIPTION:	This program will replace water lines in extremely poor condition. Funds budgeted in 2016 are 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							
IMPACT ON OPERATING BUDGET:	<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						
2014 locations include: <ul style="list-style-type: none"> • W 12th Ave, Ames to Benton • Benton St, 12th to 13th • W 13th Ave, Benton to Chase • Various valve replacements 							



PROJECT: 20th & Iris Drainage Improvements (Nonrecurring)							
<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
SMU	\$550,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$550,000
TOTAL	\$550,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$550,000
REASON FOR PROJECT:	Stormwater flows from north and west of the 20 th & 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 was 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 <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>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:							



PROJECT:		North Dry Gulch Improvements (Nonrecurring)					
SOURCE	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	TOTAL
SMU	\$ 650,000	\$ 650,000	\$450,000	\$ 650,000	\$ 0	\$ 0	\$2,400,000
UDFCD	\$ 650,000	\$ 650,000	\$450,000	\$ 650,000	\$ 0	\$ 0	\$2,400,000
TOTAL	\$1,300,000	\$1,300,000	\$900,000	\$1,300,000	\$ 0	\$ 0	\$4,800,000
REASON FOR PROJECT:	Drainage improvements are required to reduce flooding along North Dry Gulch.						
PROJECT DESCRIPTION:	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 2017.						
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>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	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: Local Drainage Projects (Recurring)							
<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
SMU	\$590,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$1,340,000
TOTAL	\$590,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$1,340,000
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>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	
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 2014-2015 is anticipated for the following locations:							
<ul style="list-style-type: none"> • W 5th Ave/Allison St • 90 S Zephyr St • Wadsworth near Eastman 							
Future potential locations include:							
<ul style="list-style-type: none"> • 6 S Yarrow St • W 3rd Ave/Depew St • W 17th Ave/Lee St 							



PROJECT: City Radio Replacement (Nonrecurring)

<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
ERF	\$ 100,000	\$ 60,000	\$ 0	\$ 0	\$ 0	\$ 0	\$160,000
GRANTS	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
TOTAL	\$ 100,000	\$ 60,000	\$ 0	\$ 0	\$ 0	\$ 0	\$160,000

REASON FOR PROJECT: 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.

PROJECT DESCRIPTION: 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 Yes (See below) No
OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN Yes No

IMPACT ON OPERATING BUDGET:

	<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
Services & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
TOTAL	\$ 0					

SYSTEM DIAGRAM:





PROJECT: Financial Management and Human Resource Systems Update (Nonrecurring)

<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
ERF	\$ 41,233	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$41,233
TOTAL	\$ 41,233	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$41,233

REASON FOR PROJECT: 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.

PROJECT DESCRIPTION: 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 Yes (See below) No
 OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN Yes No

IMPACT ON OPERATING BUDGET:

	<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
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:





PROJECT: Citywide Scanner and Point of Sale Equipment Replacement (Nonrecurring)							
<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
ERF	\$40,000	\$15,000	\$ 0	\$ 0	\$ 0	\$ 0	\$55,000
TOTAL	\$40,000	\$15,000	\$ 0	\$ 0	\$ 0	\$ 0	\$55,000
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>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
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:							



PROJECT: Strategic Wide Area Network (WAN) Infrastructure (Nonrecurring)

<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
ERF	\$ 0	\$75,000	\$ 0	\$ 0	\$ 0	\$ 0	\$75,000
TOTAL	\$ 0	\$75,000	\$ 0	\$ 0	\$ 0	\$ 0	\$75,000

REASON FOR PROJECT: The Wide Area Network (WAN) provides cost effective phone service, email, and other applications at remote facilities, such as recreation centers. 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.

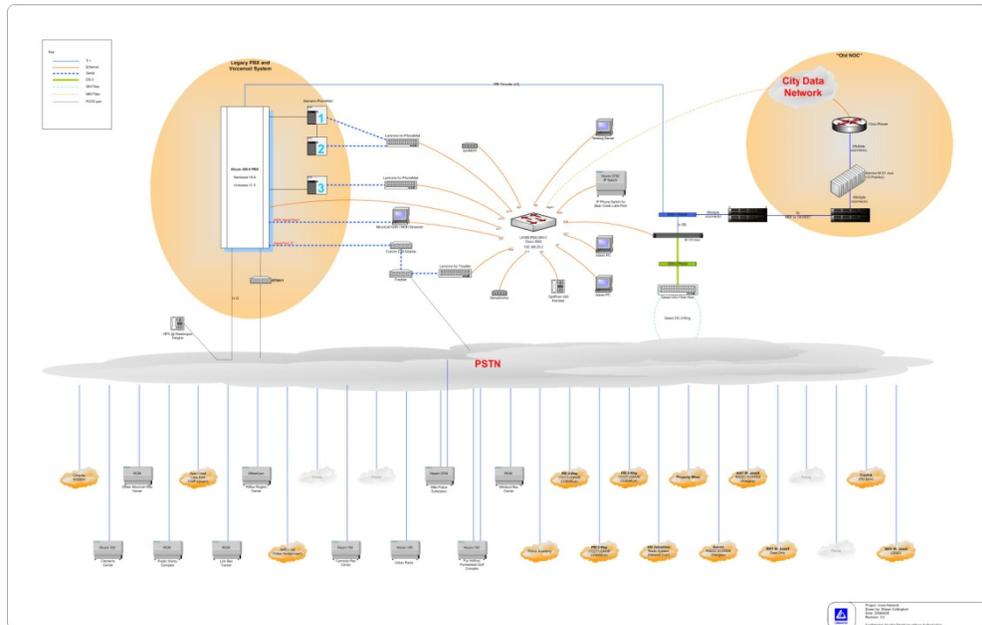
PROJECT DESCRIPTION: The City's WAN will be modernized to improve the speed of citizen service delivery and staff efficiencies at facilities that are not part of the City Hall campus. The City will partner with other jurisdictions where possible to share infrastructure and staff expertise to save costs and to make one fully interoperable communication system.

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>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
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:





PROJECT: Enterprise Cybersecurity Services (Nonrecurring)							
<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
ERF	\$ 15,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$15,000
TOTAL	\$ 15,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$15,000
REASON FOR PROJECT:	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.						
PROJECT DESCRIPTION:	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.						
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>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	
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:							



PROJECT: Capital Computer Equipment Replacement							
<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
ERF	\$ 248,500	\$ 395,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 643,500
TOTAL	\$ 248,500	\$ 395,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 643,500
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>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
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						



PROJECT: End User Computer Equipment Replacement							
<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
ERF	\$ 183,000	\$ 133,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 316,000
TOTAL	\$ 183,000	\$ 133,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 316,000
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>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</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
SYSTEM DIAGRAM:	N/A						



PROJECT: Back End Software Replacement							
<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
ERF	\$ 210,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 210,000
TOTAL	\$ 210,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 210,000
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>2104</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</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
SYSTEM DIAGRAM:	N/A						



PROJECT: CJIS Compliance – Multi-factor Authentication and Disk Encryption							
<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
ERF	\$ 67,200	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 67,200
TOTAL	\$ 67,200	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 67,200
REASON FOR PROJECT:	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.						
PROJECT DESCRIPTION:	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.						
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							
IMPACT ON OPERATING BUDGET:	<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	
Services & Supplies	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 25,000	
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
TOTAL	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 25,000	
SYSTEM DIAGRAM:	N/A						



PROJECT: Municipal Court Recording System Replacement							
<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
ERF	\$ 18,757	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 18,757
TOTAL	\$ 18,757	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 18,757
REASON FOR PROJECT:	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.						
PROJECT DESCRIPTION:	The project includes hardware, software, and installation of courtroom recording system for all three courtrooms.						
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 type="checkbox"/> Yes <input checked="" type="checkbox"/> No							
IMPACT ON OPERATING BUDGET:	<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
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						



PROJECT: Police Mobile Radio Replacement							
<u>SOURCE</u>	<u>2014R</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>TOTAL</u>
ERF	\$ 0	\$ 50,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 50,000
TOTAL	\$ 0	\$ 50,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 50,000
REASON FOR PROJECT:	Radios are over 10 years old and their design life is seven years. Current PD mobile radios have not been manufactured for the past several years. Identical spares are becoming increasingly difficult to acquire and the existing radio technology they use is outdated. These radios are analog radios configured to work on a digital radio system which has been problematic at times. In 2015, first responders will be transitioning to the TDMA communications standard and, in the Denver metro area, require multiband capability. The current radios have no such capability and cannot be upgraded to meet our first responders needs.						
PROJECT DESCRIPTION:	Replacement of Police radios used in department vehicles.						
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 type="checkbox"/> Yes <input checked="" type="checkbox"/> No							
IMPACT ON OPERATING BUDGET:	<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
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						



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APPENDIX



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**SCHEDULE OF PURCHASES \$50,000 AND GREATER
2014 - 2015 AUTHORIZATION SUMMARY**

DESCRIPTION	2014 Original Authorization	2014 Adjustment to Authorization	2014 Total Authorization	2015 Original Authorization	FUND
MAYOR AND CITY COUNCIL	\$ 77,240	\$ -	\$ 77,240	\$ 79,240	
Colorado Municipal League	77,240	-	77,240	79,240	General
CITY MANAGER'S OFFICE	\$ 155,000	\$ 385,000	\$ 155,000	\$ 1,152,431	
Printing Equipment-Lease Payments	155,000	-	155,000	57,431	General
Federal Center Legal		125,000		60,000	ED
Federal Center Consulting				850,000	ED
Retail Study		75,000			ED
West Colfax Marketing		130,000		130,000	ED
Area Market Study-Consulting		55,000		55,000	ED
CITY ATTORNEYS OFFICE	\$ 509,790	\$ -	\$ 509,790	\$ 494,895	
✓ General Legal-Widner Michow & Cox, LLP	254,895	-	254,895	254,895	General
Outside Legal	254,895	-	254,895	240,000	General
CITY CLERK'S OFFICE	\$ 70,000	\$ 30,000	\$ 100,000	\$ 70,000	
Elections (Annual/Regular/ Coordinated with Jefferson County)	70,000	30,000	100,000	70,000	General
COMMUNITY RESOURCES - FAMILY SERVICES	\$ 104,000	\$ 145,000	\$ 249,000	\$ 10,000	
FTA5310 Lakewood Rides	104,000	30,000	134,000	-	GRANT
Daniels Community Center ADA Improvements and Asbestos Abatement	-	60,000	60,000	-	CIF* General
Patterson Cottages	-	55,000	55,000	10,000	General
COMMUNITY RESOURCES - HERITAGE CULTURE & THE ARTS	\$ 412,162	\$ (93,500)	\$ 318,662	\$ 564,629	
Bravo Magazine	80,000	-	80,000	80,000	HCA*
Dawson Wallace Dance Project (formerly David Taylor) - Nutcracker	80,000	(80,000)	-	-	HCA*
Museum Buildings	97,000	6,500	103,500	345,000	HCA*
Performance Now Theater Co.	70,000	-	70,000	70,000	HCA*
Public Art	85,162	(20,000)	65,162	69,629	HCA*
COMMUNITY RESOURCES - PLANNING & CONSTR.	\$ 5,953,602	\$ 825,094	\$ 6,778,696	\$ 5,821,058	
Carmody Center Improvements	-	40,000	40,000	1,050,000	OSF*
City Facilities Roof Replacement	500,000	(410,000)	90,000	500,000	CIF*
Civic Center Plaza and Parking Garage	3,945,759	(90,906)	3,854,853	468,215	CIF*



**SCHEDULE OF PURCHASES \$50,000 AND GREATER
2014 - 2015 AUTHORIZATION SUMMARY**

DESCRIPTION	2014 Original Authorization	2014 Adjustment to Authorization	2014 Total Authorization	2015 Original Authorization	FUND
COMMUNITY RESOURCES – PLANNING & CONSTR. (Continued)					
Clements Community Center Alarm	-	50,000	50,000	-	CIF*
Custodial Services/ Recreation Centers	199,000	-	199,000	199,000	General
Custodian Services/ Civic Center	260,000	-	260,000	260,000	General
Dry Gulch Trail	-	180,000	180,000	-	OSF*
Fire and Burglar Alarm Service	55,000	13,000	68,000	68,000	General OSF*
Fox Hollow Roofing	-	180,000	180,000	-	CIF*
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 Cultural Center Seating	-	258,000	258,000	-	CIF*
Lakewood Link Pool Restoration	-	-	-	308,000	OSF*
Lakewood Link Roof Replacement	-	410,000	410,000	-	CIF*
Lakewood Link Pool Study	-	50,000	50,000	-	OSF*
McDonnell Park Water Tap	-	50,000	50,000	-	OSF*
Mountair Park Improvements	-	100,000	100,000	-	OSF*
Park Improvements (TBD)	535,000	(415,000)	120,000	892,000	OSF*
Public Safety Center Carpeting	90,000	-	90,000	90,000	CIF*
Public Safety Center Stairs Walkway and Parking Structure	-	-	-	1,350,000	CIF*
Richey Park Playground	-	-	-	72,000	CDBG
Trolley Barn	-	10,000	10,000	195,000	CTF*
Walker-Branch Park Improvements	110,000	(110,000)	-	110,000	OSF*
Westborough Tennis Courts	-	50,000	50,000	-	OSF*
Whitlock Recreation Center Locker Room Rennovations	-	230,000	230,000	-	CIF*
William Frederick Hayden Park Acquisition	110,843	-	110,843	110,843	CIF*
William Frederick Hayden Park Acquisition	98,000	-	98,000	98,000	CTF*
COMMUNITY RESOURCES - RECREATION	\$ 82,950	\$ -	\$ 82,950	\$ 82,950	
Community Connections Magazine	82,950	-	82,950	82,950	General



**SCHEDULE OF PURCHASES \$50,000 AND GREATER
2014 - 2015 AUTHORIZATION SUMMARY**

DESCRIPTION	2014 Original Authorization	2014 Adjustment to Authorization	2014 Total Authorization	2015 Original Authorization	FUND
COMMUNITY RESOURCES - REGIONAL PARKS AND GOLF	\$ 203,177	\$ 630,000	\$ 833,177	\$ 138,177	
Bear Creek Lake Park Aeration System	-	75,000	\$ 75,000	-	OSF*
Bear Creek Lake Park Concrete Trail Repairs	-	360,000	\$ 360,000	-	OSF*
Bear Creek Lake Park Improvements	-	100,000	\$ 100,000	-	OSF*
Bear Creek Lake Park Stream Repairs	-	160,000	\$ 160,000	-	Grant
Fox Hollow Golf Carts Lease Payment	75,875	-	\$ 75,875	75,875	Golf
Golf Course Maintenance Equipment	65,000	(65,000)	\$ -	-	Golf
Homestead Golf Carts Lease Payment	62,302	-	\$ 62,302	62,302	Golf
COMMUNITY RESOURCES - URBAN PARKS	\$ 500,000	\$ 585,000	\$ 1,085,000	\$ 550,000	
✓ Central Irrigation Equipment	-	200,000	200,000	50,000	OSF*
Community Clean-up	-	50,000	50,000	50,000	General
Concrete Path Replacement	50,000	-	50,000	-	OSF*
Park Fertilizer Program	100,000	-	100,000	100,000	General OSF*
Playground Replacement (TBD) Lakewood-2014	120,000	300,000	420,000	120,000	OSF*
Right of Way Mowing Contract	65,000	-	65,000	65,000	General
Small Park and Median Maintenance Contract	115,000	-	115,000	115,000	General
Tennis Court Resurfacing/Cracksealing	50,000	35,000	85,000	50,000	OSF* CIF*
FINANCE DEPARTMENT	\$ 795,478	\$ 350	\$ 795,828	\$ 796,178	
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	350	425,350	425,700	General
INFORMATION TECHNOLOGY	\$ 1,654,200	\$ 55,000	\$ 1,709,200	\$ 1,642,000	
✓ CJIS Encryption + Hardware	67,200	-	67,200	-	ERF*
Desktop Collaboration Software Licensing	75,000	-	75,000	75,000	General
✓ ERP Software Maintenance	130,000	-	130,000	130,000	General
PC Hardware & Software Replacement	280,000	(105,000)	175,000	125,000	ERF*
✓ City Radio Transition	150,000	-	150,000	150,000	General



**SCHEDULE OF PURCHASES \$50,000 AND GREATER
2014 - 2015 AUTHORIZATION SUMMARY**

DESCRIPTION	2014 Original Authorization	2014 Adjustment to Authorization	2014 Total Authorization	2015 Original Authorization	FUND
INFORMATION					
TECHNOLOGY (Continued)					
✓ Public Safety Software Maintenance	100,000	-	100,000	100,000	ERF*
✓ Security Compliance	-	75,000	75,000	-	ERF*
✓ Storage Area Network-Servers	110,000	(60,000)	50,000	75,000	ERF*
✓ Telephone & Telecommunication	332,000	-	332,000	332,000	General
Wide Area Network Equipment	100,000	(100,000)	-	75,000	ERF*
Core switch replacement	-	-	-	65,000	ERF*
Core firewall replacement	-	-	-	60,000	ERF*
PC Laptop OS upgrade	-	55,000	55,000	-	ERF*
Enterprise backup software upgrade	150,000	(50,000)	100,000	-	ERF*
Enterprise database replacement	100,000	-	100,000	-	ERF*
✓ City Radio replacement	60,000	-	60,000	60,000	ERF*
✓ Help desk software replacement	-	55,000	55,000	-	General
✓ Project Management Consulting	-	-	-	100,000	General
✓ Security Consulting	-	-	-	100,000	General
IDF Switch replacement	-	55,000	55,000	130,000	ERF*
Server Replacement	-	130,000	130,000	65,000	ERF*
MUNICIPAL COURT	\$ 89,705	\$ -	\$ 89,705	\$ 89,705	
Flesch Law Firm (Public Defender)	89,705	-	89,705	89,705	General
PLANNING	\$ -	\$ 508,366	\$ 508,366	\$ 70,000	
Contract to operate the CDBG homeowner rehab program	0	148,000	148,000	70,000	Grants
Sustainable Communities Initiative Grant	0	\$360,366	360,366	\$0	Grants
POLICE DEPARTMENT	\$ 1,043,900	\$ 288,080	\$ 1,331,980	\$ 930,400	
TMAC Capital Building	\$ -	\$ -	\$ -	\$ 179,815	
Microwave Radio Replacement	200,000	(85,000)	115,000	-	Grant
CAD Maintenance	137,500	(6,980)	130,520	135,000	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	-	250,000	-	Grant
Records Management System	-	158,060	158,060	-	General
RMS Hardware	-	220,000	220,000	-	General
Table Mountain Animal Center	132,150	-	132,150	142,150	General
Wireless Data Services	95,000	2,000	97,000	99,000	Grant
CAD Upgrade	-	-	-	225,000	Grant
Radio Tower Construction	-	-	-	100,000	Grant
CAD Router	-	72,000	72,000	-	Grant



**SCHEDULE OF PURCHASES \$50,000 AND GREATER
2014 - 2015 AUTHORIZATION SUMMARY**

DESCRIPTION	2014 Original Authorization	2014 Adjustment to Authorization	2014 Total Authorization	2015 Original Authorization	FUND
PUBLIC WORKS – ENGINEERING	\$ 1,300,000	\$ 8,350,574	\$ 9,150,574	\$ 6,960,000	
14th & Lamar Roundabout	-	1,150,000	1,150,000	-	Grant
20th & Iris Drainage Improvements	-	500,000	-	-	SWEF*
Developer Contribution Alameda/Indiana Signal	50,000	150,000	200,000	50,000	CIF*
Developer Participation	150,000	-	150,000	450,000	CIF*
Dry Gulch	650,000	-	650,000	650,000	SWEF*
Light Rail Improvements	-	2,745,944	2,745,944	-	CIF*
Local Drainage Improvements	150,000	493,630	643,630	150,000	SWEF*
Quincy, Ammons to Zephyr	-	200,000	200,000	-	CIF*
Sewer Line Replacement	-	75,000	75,000	-	SEF*
Sidewalk Construction	300,000	345,000	645,000	2,300,000	CIF*
Sidewalk Construction	-	150,000	150,000	-	Grants
Wadsworth, 10th to 14th	-	2,241,000	2,241,000	-	CIF*
Wadsworth, 10th to Highland Dr	-	-	-	3,360,000	CIF*
Water Line Replacement	-	300,000	300,000	-	WEF*
PUBLIC WORKS – ENVIRON SERVICES	\$ 536,939	\$ -	\$ 536,939	\$ 536,939	
Brownfields Funds	450,000	-	450,000	450,000	Grant
Special Environmental Needs	86,939	-	86,939	86,939	General
PUBLIC WORKS – FLEET MGMT	\$ 2,263,000	\$ (63,000)	\$ 2,200,000	\$ 1,850,000	
Vehicles and Equipment	2,200,000	-	2,200,000	1,500,000	ERF*
Wing Plow Purchase	63,000	(63,000)	-	-	ERF*
City Shops Modifications	-	-	-	350,000	CIF*
PUBLIC WORKS – STREET	\$ 8,040,000	\$ 313,000	\$ 8,353,000	\$ 8,720,000	
Asphalt Rejuvenating Contract	240,000	230,000	470,000	470,000	CIF*
Asphalt Supply Contract(Pri/Sec)	260,000	-	260,000	260,000	General
Belmar Snow Removal	70,000	-	70,000	70,000	General
Bioxide Chemical Purchase	60,000	-	60,000	60,000	SEF*
Concrete Repair Program	1,550,000	(290,000)	1,260,000	2,360,000	CIF*
Crack Seal Contract	300,000	70,000	370,000	370,000	CIF*
Ice Slicer Contract	300,000	-	300,000	300,000	General
Sewer Lining Contract	100,000	-	100,000	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	260,000	-	260,000	260,000	General
Street Overlay Contract	4,800,000	240,000	5,040,000	4,370,000	CIF*
Wing Plow Purchase	-	63,000	63,000	-	ERF*



**SCHEDULE OF PURCHASES \$50,000 AND GREATER
2014 - 2015 AUTHORIZATION SUMMARY**

DESCRIPTION	2014 Original Authorization	2014 Adjustment to Authorization	2014 Total Authorization	2015 Original Authorization	FUND
PUBLIC WORKS – TRAFFIC ENG	\$ 1,190,000	\$ 1,951,054	\$ 3,141,054	\$ 830,000	
Kipling Signals @ Kent & Dart	-	700,000	700,000	-	Grant
Miss Signals @ Wads & Pierce	500,000	100,000	600,000	-	Grant
Wads Signals @ Jefferson &	-	825,000	825,000	-	Grant
Long-Life Pavement Marking	150,000	-	150,000	150,000	CIF*
Signal System Software Maintenance	50,000	-	50,000	-	General
Traffic Safety Improvements	165,000	124,054	289,054	165,000	CIF*
Traffic Signal Construction and Heavy Maintenance	325,000	45,000	370,000	370,000	CIF*
Kipling Corridor Travel Time Monitoring	-	157,000	157,000	-	Grant
Colfax Corridor Travel Time Monitoring	-	-	-	145,000	Grant
NON-DEPARTMENTAL	\$ 21,438,511	\$ (1,766,831)	\$ 20,159,080	\$ 19,930,568	
Retired City Manager's Trust	184,000	9,000	193,000	193,000	General
Dental Insurance	1,166,431	(451,431)	715,000	900,000	General
Duty Death & Disability Fund	155,000	(20,000)	135,000	155,000	General
Employer Pension Contributions	5,987,400	(487,400)	5,987,400	6,278,068	All
Life Insurance	186,000	4,000	190,000	199,500	General
Long-term Disability Insurance	290,000	(34,000)	256,000	290,000	General
Medical Insurance	10,300,000	(800,000)	9,500,000	10,925,000	General
Medical Insurance (Retiree)	118,000	-	118,000	118,000	General
Retiree Health	320,000	-	320,000	320,000	General
Survivor Benefits	138,000	(7,000)	131,000	138,000	General
Unemployment Claims State of Colorado	180,000	(60,000)	120,000	120,000	General
Vision Insurance	120,000	(20,000)	100,000	120,000	General
Benefits Consultant	-	100,000	100,000	174,000	General
Insurance Claims - Liability, Property/Casualty, Workers' Compensation	1,589,509		1,589,509		PCF
Insurance Premiums - Liability, Property/Casualty, Workers' Compensation	704,171		704,171		PDF/WCF*
✓ NFP Contributions	-	50,000	50,000	100,000	General
TOTAL PURCHASES OVER \$50,000	\$ 46,419,654	\$ 12,143,187	\$ 58,165,241	\$ 51,319,170	

* 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 & Dental Self-Insurance

OSF = Open Space Fund

PCF = Property/Casualty Self-Insurance Fund

SEF = Sewer Enterprise Fund

SEF = Sewer Enterprise Fund

SEF = Sewer Enterprise Fund

WCF = Workers' Compensation Self-Insurance Fund

WEP = Water Enterprise Fund

The schedule above is required by City Council.



SCHEDULE OF TRANSFERS

	2013 Actual	2014 Budget	2014 Revised	2015 Budget
FROM:				
TO:				
TRANSFER PURPOSE				
General Fund	\$ 5,826,903	\$ 2,731,721	\$ 3,821,165	\$ 3,179,700
Capital Improvement Fund	\$ 4,645,000	\$ 1,520,000	\$ 1,520,000	\$ 2,120,000
Civic Center Plaza	3,000,000	1,400,000	1,400,000	-
Neighborhood Improvement Program	145,000	120,000	120,000	120,000
Construction, Maintenance, & Oper	1,500,000	-	-	-
Sidewalk Program	-	-	-	2,000,000
Equipment Replacement Fund	\$ 187,969	\$ 187,969	\$ -	\$ -
Technology Replacement	94,693	94,693	-	-
PD Technology Maintenance/Upgrade	93,276	93,276	-	-
Heritage, Culture, and The Arts Fund	\$ 993,934	\$ 1,023,752	\$ 1,023,800	\$ 1,059,700
City Participation	993,934	1,023,752	1,023,800	1,059,700
Stormwater Mgmt Utility	\$ -	\$ -	\$ 1,277,365	\$ -
Tabor Refund			1,277,365	
Equipment Replacement Fund	\$ -	\$ -	\$ 20,000	\$ -
General Fund	\$ -	\$ -	\$ 20,000	\$ -
Technology Maintenance	-	-	20,000	-
Capital Improvement Fund	\$ 76,291	\$ 798,957	\$ 796,678	\$ 45,000
Equipment Replacement Fund	\$ 35,000	\$ 753,957	\$ 753,957	\$ -
Technology Upgrades/Enhancements	-	605,000	605,000	-
Tax Revenue System	35,000	-	-	-
Court Recording System	-	18,757	18,757	-
Criminal Justice Information System	-	67,200	67,200	-
Wing Plows for Snow Removal	-	63,000	63,000	-
Heritage, Culture, and The Arts Fund	\$ 41,291	\$ 45,000	\$ 42,721	\$ 45,000
Public Art	41,291	45,000	42,721	45,000
Lakewood Reinvestment Authority	\$ 12,722	\$ 20,665	\$ -	\$ -
General Fund	\$ 12,722	\$ 20,665	\$ -	\$ -
Loan Repayments	12,722	20,665	-	-
TOTAL TRANSFERS	\$ 5,915,916	\$ 3,551,343	\$ 4,637,843	\$ 3,224,700

O-2014-23

AN ORDINANCE

ADOPTING A REVISED BUDGET FOR THE YEAR 2014 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, 2015, AND ENDING ON DECEMBER 31, 2015, ESTIMATING THE AMOUNT OF MONEY NECESSARY TO BE RAISED BY LEVYING TAXES FOR THE YEAR 2014, TO DEFRAY THE COSTS OF MUNICIPAL GOVERNMENT OF THE CITY OF LAKEWOOD, COLORADO, FOR THE FISCAL YEAR BEGINNING JANUARY 1, 2015 AND ENDING DECEMBER 31, 2015, 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 2014 and the annual budget for the City of Lakewood, Colorado, for the fiscal year beginning January 1, 2015 and ending December 31, 2015, 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 2015, the City Council has determined that for the year 2014, the proper mill levy, which shall be collected in 2015 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 October 13, 2014, and October 27, 2014, 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 2014 and 2015, 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.

Funds	2014 Beginning Balance *	2014 Revised Financial Sources	2014 Revised Financial Uses	2014 Ending Balance	2015 Financial Sources	2015 Financial Uses	2015 Ending Balance
General	\$ 36,628,078	\$ 105,100,909	\$ 107,395,848	\$ 34,333,139	\$ 107,574,078	\$ 110,133,923	\$ 31,773,294
Special Revenue Funds	9,778,973	21,861,603	22,198,143	9,442,433	16,375,388	19,207,422	6,610,399
Conservation Trust	1,401,675	1,372,443	1,767,669	1,006,449	1,315,112	2,033,106	288,455
Economic Development	4,516,946	1,108,000	1,500,297	4,124,649	1,108,000	2,249,087	2,983,562
Grants	(647,381)	11,724,259	11,045,742	31,136	6,119,130	6,122,998	27,268
Heritage, Culture, Arts	481,324	2,448,233	2,571,961	357,596	2,736,791	2,935,643	158,744
Open Space	4,026,409	5,208,668	5,312,474	3,922,603	5,096,355	5,866,588	3,152,370
Capital Projects Funds	23,505,294	19,085,795	30,460,132	12,130,957	19,359,465	24,684,533	6,805,889
Capital Improvement	19,712,106	16,140,550	26,996,442	8,856,214	17,295,862	22,226,533	3,925,543
Equipment Replacement	3,793,188	2,945,245	3,463,690	3,274,743	2,063,603	2,458,000	2,880,346
Enterprise Funds	29,396,868	13,987,409	14,638,200	28,746,077	11,082,679	13,719,231	26,109,525
Golf Course Enterprise	9,639,819	4,869,366	5,003,750	9,505,435	4,969,366	5,071,660	9,403,141
Sewer Enterprise	8,196,935	4,169,462	4,056,423	8,309,974	3,719,462	4,272,192	7,757,244
Stomwater Enterprise	9,868,357	3,786,845	4,190,524	9,464,678	1,232,115	3,243,026	7,453,767
Water Enterprise	1,691,757	1,161,736	1,387,503	1,465,990	1,161,736	1,132,353	1,495,373
Internal Service Funds	10,994,239	1,867,700	3,872,000	8,989,939	12,327,700	13,430,000	7,887,639
Medical/Dental							
Self-Insurance	1,808,698	915,000	800,000	1,923,698	11,375,000	10,358,000	2,940,698
Property & Casualty							
Self-Insurance	2,938,653	377,700	1,497,500	1,818,853	377,700	1,497,500	699,053
Retirees Health Program	2,522,008	345,000	175,000	2,692,008	345,000	175,000	2,862,008
Worker's Compensation							
Self-Insurance	3,724,880	230,000	1,399,500	2,555,380	230,000	1,399,500	1,385,880
Total All Funds	\$ 110,303,452	\$ 161,903,416	\$ 178,564,323	\$ 93,642,545	\$ 166,719,310	\$ 181,175,109	\$ 79,186,746

* 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 2014 and the budget for the City of Lakewood, Colorado for the fiscal year beginning January 1, 2015 and ending December 31, 2015 as heretofore proposed to the City Council by the City Manager, be and the same are hereby adopted and approved as the Revised 2014/2015 Annual Budget.

SECTION 3. The budget and financial policies herein approved and adopted, and made part of the public records of the City. A copy of the Revised 2014/ 2015 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, 2015 and ending on December 31, 2015, 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 2014.

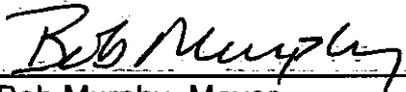
SECTION 5. The City Manager or her designee is hereby authorized and directed to immediately certify to the County Commissioners of the County of Jefferson, State of Colorado, the Total (gross) Mill Levy of 4.711 as herein set forth.

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.

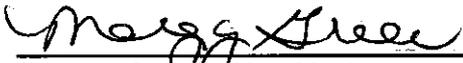
I hereby attest and certify that the within and foregoing ordinance was introduced and read on first reading at a regular meeting of the Lakewood City Council on the 13th day of October, 2014; published by title in the Denver Post and in full on the City of Lakewood's website, www.lakewood.org, on the 16th day of October, 2014; set for public hearing on the 27th day of October, 2014, read, finally passed and adopted by the City Council on the 27th day of October, 2014 and, signed and approved by the Mayor on the 28th day of October, 2014.





Bob Murphy, Mayor

ATTEST:



Margy Greer, City Clerk

APPROVED AS TO FORM:



Tim Cox, City Attorney



ACRONYMS

ACH	Automated Clearing House
ACIC	Advisory Commission for an Inclusive Community
ADA	Americans with Disabilities Act
APCO	Association of Public Communications Officials
ARRA	American Recovery and Reinvestment Act
BCLP	Bear Creek Lake Park
BRE	Business Retention & Expansion
CAD	Computer-Aided Dispatch
CADD	Computer-Aided Design and Drafting
CAFR	Comprehensive Annual Financial Report
CAPER	Consolidated Annual Performance and Evaluation Report
CBI	Colorado Bureau of Investigation
CCC	Clements Community Center
CCIC	Colorado Crime Information Center
CDBG	Community Development Block Grant
CDOT	Colorado Department of Transportation
CEG	Continuing Education Group
CIF	Capital Improvement Fund
CIPP	Capital Improvement and Preservation Plan
CJIS	Criminal Justice Information System
CML	Colorado Municipal League
COBRA	Consolidated Omnibus Budget Reconciliation Act of 1985
COP	Certificate of Participation
CPA	Certified Public Accountant
CPPB	Certified Professional Public Buyers
CPPO	Certified Public Procurement Officers
CT	Conservation Trust Fund
DDACTS	Data-Driven Approach to Crime and Safety
DMV	Department of Motor Vehicles
DNA	Deoxyribonucleic Acid
DRCOG	Denver Regional Council of Governments
DUI	Driving Under the Influence



ACRONYMS (continued)

ECE	Early Childhood Education
ED	Economic Development
EEO	Equal Employment Opportunity
EEOC	Equal Employment Opportunity Commission
EOC	Emergency Operations Center
EPA	Environmental Protection Agency
ERF	Equipment Replacement Fund
ERM	Electronic Records Management
EUDL	Enforcing Underage Drinking Laws
FASTER	Funding Advancement for Surface Transportation and Economic Recovery defined within the Colorado Revised Statute, Title 43, Article 4, Part 8.
FBI	Federal Bureau of Investigations
FCC	Federal Communications Commission
FCPA	Fair Campaign Practices Act
FEMA	Federal Emergency Management Agency
FEVER	Fostering Electric Vehicle Expansion in the Rockies
FLSA	Fair Labor Standards Act
FMLA	Family Medical Leave Act
FMS	Financial Management System
FTE	Full Time Equivalent
GAAP	Generally Accepted Accounting Principles
GASB	Government Accounting Standards Board
GASB 54	The Governmental Accounting Standards Board Statement Number 54, Fund Balance Reporting and Governmental Fund Type Definitions
GFOA	Government Finance Officers Association
GIS	Geographic Information System
GOCO	Great Outdoors Colorado
GSA	General Services Administration (United States)
HIDTA	High Density Drug Trafficking Areas
HIPAA	Health Insurance Portability & Accountability Act
HRA	Health Reimbursement Account
HRIS	Human Resource Information System
IGA	Intergovernmental Agreement



ACRONYMS (continued)

IMB	Intelligent Mail Barcodes
IT	Information Technology
JAG	Justice Assistance Grant
JDE	JD Edwards (Software)
JIS	Juvenile Information System
LEAF	Law Enforcement Assistance Fund
LEAP	Low-Income Energy Assistance Program
LLC	Limited Liability Company
LLEBG	Local Law Enforcement Block Grants
LPBA	Lakewood Public Building Authority
LRA	Lakewood Reinvestment Authority
LRT	Light Rail Transit
MATT	Metropolitan Auto Theft Task Force
MDEDC	Metro Denver Economic Development Corporation
NIBRS	National Incident Based Reporting System
NIMS	National Incident Management System
NLC	National League of Cities
NRS	Neighborhood Revitalization Strategy
ODP	Official Development Plan
OEDIT	State Office of Economic Development & International Trade
OS	Open Space (Jefferson County)
OSHA	Occupational Safety & Hazards Authority
PC	Personal Computer
PEG	Public Education Government Access
PIF	Public Improvement Fee
POST	Peace Officer Standards and Training
PPACA	Patient Protection & Affordable Care Act
PSAP	Public Safety Answering Point
RISE	Recreational Inclusive Services for Everyone
RMS	Records Management System
ROI	Return on Investment
RTD	Regional Transportation District
SCFD	The Scientific and Cultural Facilities District



ACRONYMS (continued)

SET	Special Enforcement Team
SRO	School Resource Officer
SWAT	Special Weapons and Tactics
TABOR	Taxpayers' Bill of Rights
TAC	Transport Across Colorado
TEA-21	Transportation Equity Act for the 21 st Century
TIF	Tax Increment Financing
UDFCD	Urban Drainage and Flood Control District
UPPCC	Universal Public Procurement Certification Council
VoIP	Voice over Internet Protocol (VoIP)
WAN	Wide Area Network
WMDTF	West Metro Drug Task Force
YET	Youth Education Teams



GLOSSARY

Account	A record of a business transaction; a reckoning of money received or paid.
Accounting System	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.
Accounts Payable	A short-term liability account reflecting amounts owed to others for goods and services received by the City.
Accounts Receivable	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).
Accrual Basis	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.
Ad Valorem Tax	A tax based on value (e.g., a property tax)
Agency Fund	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.
All Funds Budget	The “all funds budget” is the total of the appropriations for each fund.
Allocation	Funds that are apportioned or designated to a program, function, or activity.
Americans with Disabilities Act (ADA)	The Americans with Disabilities Act prohibits discrimination, based on disability, in employment, public accommodations, government services, transportation and telecommunications.
Appropriation	The legal authorization by City Council to make expenditures and/or to incur obligation for specific purposes.
Assessed Valuation	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)

Assets	Resources owned or held by a government which have monetary value.
Balanced Budget	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.”
Baseline	Current trends and future expectations, assuming no programmatic changes or adjustments, to revenue and expenditure policies.
Basis of Accounting	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.
Bear Creek Lake Park (BCLP)	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.
Bond	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.
Budget	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.
Budget Message	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.
Capital Improvement and Preservation Plan (CIPP)	A five-year plan for capital construction and/or maintenance associated with preserving capital assets of the City.
Capital Improvement Fund (CIF)	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)

Capital Outlay	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.
Capital Projects Funds	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.
Cash Reserve	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.
Certificate of Participation (COP)	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.
Citizen Participation Plan	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.
City Participation	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.
Colorado Bureau of Investigation (CBI)	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.
Colorado Crime Information Center (CCIC)	Colorado Crime Information Center is the database link to criminal history and warrant information.
Colorado Department of Transportation (CDOT)	The Colorado Department of Transportation is responsible for construction and maintenance of the State highway system and bridges.
Colorado Municipal League (CML)	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)

Commission on Accreditation for Law Enforcement Agencies	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.
Community Development Block Grant (CDBG)	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.
Community Policing	Community Policing is proactive, solution-based, and community driven. It occurs when law-abiding citizens work together to ensure a safe environment.
Comprehensive Annual Financial Report (CAFR)	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.
Comprehensive Plan	The plan sets the policies and guidelines for the development and re-development within the City of Lakewood.
Computer-Aided Design and Drafting (CADD)	Personal computer based software used by engineering technicians to development construction drawings for street, sanitary sewer and storm sewer projects.
Conservation Trust (CT) 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) purposes.
Consolidated Omnibus Budget Reconciliation Act of 1985 (COBRA)	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.
Contingency	Funds appropriated to cover unexpected expenses that may occur during the budgeted year.
Contractual Services	Services that are purchased from other private or governmental entities under a contract.
Corridor Plan	Corridor plans are created for areas along Lakewood's major streets providing an overall vision for the corridor.



GLOSSARY (continued)

Debt	An obligation resulting from the borrowing of money or from the purchase of goods and services.
Deficit	(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.
Dental Self-Insurance Fund	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.
Denver Regional Council of Governments (DRCOG)	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.
Depreciation	(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.
Duty Death & Disability Trust Fund	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.
Economic Development Fund	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.
Emergency Operations Center (EOC)	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)

Encumbrances	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.
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 (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.
Entity	The basic unit upon which accounting and/or financial reporting activities focus, e.g., the City of Lakewood.
Equal Employment Opportunity Laws (EEO)	Equal Employment Opportunity laws prevent discrimination by employers, based on race, sex, religion, national origin, physical disability, and age.
Equipment Replacement Fund (ERF)	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.
Evapotranspiration	The amount of water being lost to the atmosphere through evaporation and plants going about their daily lives.
Expenditures	The outlay of cash for goods or services which result in a decrease in net financial resources.
Family Medical Leave Act (FMLA)	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.
Federal Emergency Management Agency (FEMA)	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.
Fee	A charge levied to a user of a specific good or service in direct exchange for that good or service.



GLOSSARY (continued)

Fiduciary Funds	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.
Fiscal Year	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.
Fixed Assets	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.
Food	Food for domestic home consumption is defined per City Code Chapter 3.01.
Full Time Equivalent (FTE)	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.
Fund	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.
Fund Balance	The excess or deficiency of the assets of a fund over its liabilities and reserves at any point in time.
General Fund	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.
Generally Accepted Accounting Principles (GAAP)	Comprehensive standards and applications established for presenting and reporting financial transactions.
Geographic Information System (GIS)	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.
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.



GLOSSARY (continued)

Government Finance Officers Association (GFOA)	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.
Governmental Accounting Standards Board (GASB)	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.
Governmental Funds	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.
Grants	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.
Grants Fund	The Grants Fund is established to maintain a separate accounting for Federal, State, and other qualified grants.
Great Outdoors Colorado (GOCO)	Created by voters in 1992 to distribute lottery proceeds to outdoor projects, including wildlife.
HEAD Start	HEAD Start is a child development program that serves low-income children and their families.
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.
HOME Grant Funds	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.
Human Resource Information System (HRIS)	A computerized system for human resource related applications, such as employee data management, benefits, etc.
Information Technology (IT)	Includes matters concerned with the furtherance of computer science and technology, design, development, installation and implementation of information systems and applications.



GLOSSARY (continued)

Intergovernmental Agreement (IGA)	Formal agreements between governments that promote and coordinate cooperation.
Intergovernmental Revenues	Revenues from other governments in the form of grants, entitlements, shared revenues, or payments in lieu of taxes.
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 units, or to other governmental units, on a cost-reimbursement basis
JD Edwards (JDE)	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.
Juvenile Information System (JIS)	A cooperative program that shares juvenile records with authorized/participating agencies.
KLTV 8	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
Lakewood Legacy Foundation	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.
Lakewood Public Building Authority (LPBA)	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.
Lakewood Reinvestment Authority (LRA)	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)

Leads OnLine	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.
Light Rail Transit (LRT)	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.
Limited Liability Company (LLC)	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.
Line Item	Funds requested and/or appropriated on a detailed or itemized basis.
Local Growth	“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.
Local Law Enforcement Block Grant (LLEBG)	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.
Major Fund	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.
Master Plan	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)

Metro Denver Economic Development Corporation (MDEDC)	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.
Mill Levy	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.
Modified Accrual Basis	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.
National League of Cities (NLC)	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.
Neighborhood Participation Program	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.
Neighborhood Planning	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.
Occupational Safety & Hazards Authority (OSHA)	Created by Congress in 1971, the Occupational Safety and Hazards Authority establish rules and programs associated with safety and health in workplaces.
One Year Action Plan	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).
Open Space (OS) Funds	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)

Operating Expenses	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.
Peace Officer Standards and Training (POST)	Peace Officer Standards and Training is a State of Colorado department responsible for establishing standards for police officer certification and training.
Pension Fund	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).
Performance Review and Development	This is the annual performance review process. Supervisors rely on the Performance Review and Development System to evaluate their employees' performance every year.
Personnel Services	Personnel services include: all salaries, wages, and benefits, including the City's contribution to retirement plans.
PowerDMS	A document management system that organizes electronic processes for policy and procedure management, standards compliance for accreditation, training, testing and extra-duty employment.
Property & Casualty Self-Insurance Fund	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.
Proprietary Funds	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.
Public Education Government (PEG) Access Fees	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)

Public Improvement Fee (PIF)	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.
Public Safety Answering Point (PSAP)	The Public Safety Answering Point is the dispatch center that receives the initial call for police and fire service from the community.
Records Management System	Computer system where records are stored, updated, and accessed.
Recreational Inclusive Services for Everyone (RISE) Above!	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.
Regional Transportation District (RTD)	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.
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.
Rooney Valley Intergovernmental Agreement	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.
Sales Tax	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.
School Resource Officer (SRO)	The School Resource Officer program promotes a police-school partnership at the middle and high school levels.
Scientific and Cultural Facilities District (SCFD)	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)

Service Area	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.
Services & Supplies	The expenditure category for services rendered to the City by a vendor.
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.
Special Enforcement Team (SET)	The Special Enforcement Team is dedicated to gang-related crime suppression, fugitive apprehension and other “quality of life” crime suppression activities.
Special Revenue Funds	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.
Special Weapons and Tactics (SWAT) Team	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.
Station Area Plan	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.
Statute	A written law enacted by the Colorado Legislature.
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.
Strategic Goals	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.
Sustainability	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)

Tax Increment Financing (TIF)	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.
Taxes	Compulsory charges levied by a government, under its statutory or charter authority, for the purpose of financing services performed for the common benefit.
Taxpayers' Bill of Rights (TABOR)	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.
Transport Across Colorado (TAC)	Cooperative effort from state, county, and local law enforcement agencies to transport prisoners to destinations without charge.
Trust Funds	Funds used to account for assets held by a government in a trustee capacity for individual, private organizations, other governments, and/or other funds.
U.S. General Services Administration (GSA)	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.
Urban Drainage and Flood Control District (UDFCD)	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.
Use Tax	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.
Voice over Internet Protocol (VoIP)	Voice over Internet Protocol is a technology that allows voice conversations using a broadband Internet connection instead of a regular (or analog) phone line.
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.



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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