

2016  
Annual Budget

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

Lakewood  
Full of Possibilities.





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

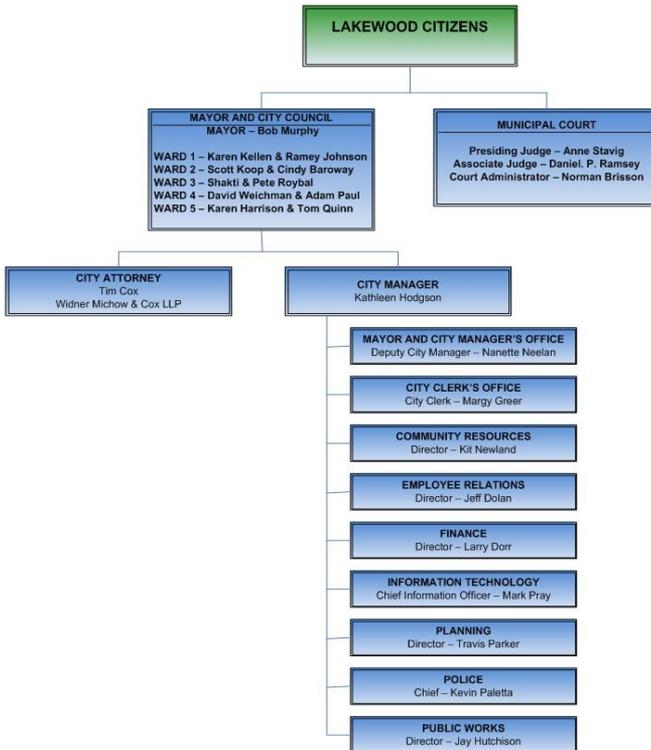
# CITY GOVERNMENT

## FORM OF GOVERNMENT

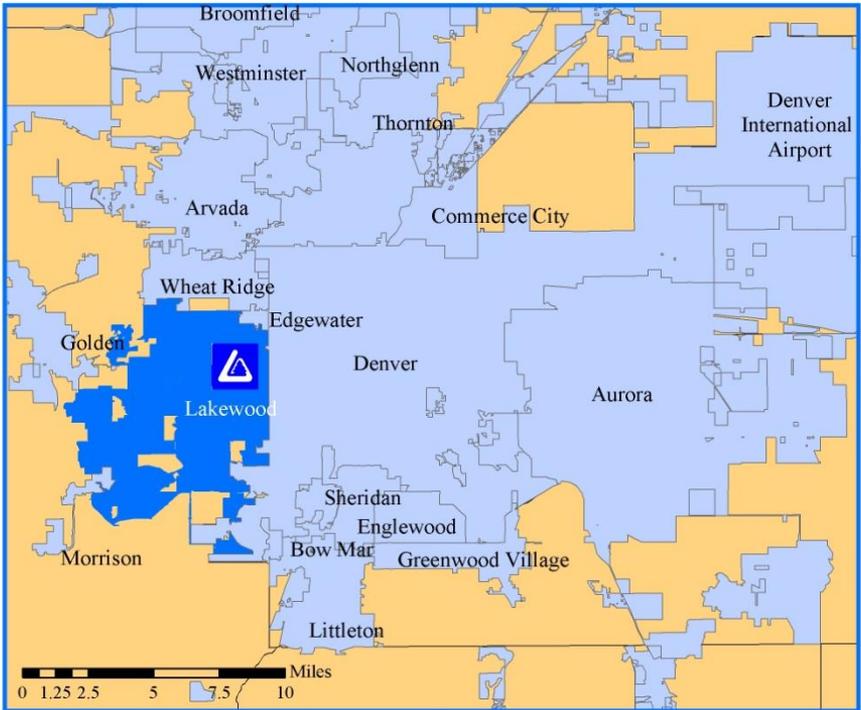
The City of Lakewood was incorporated in 1969, and on November 1, 1983 became a home-rule municipality under the Colorado Constitution Article XX and further defined by Colorado Statute Title 31. The City Charter, originally adopted November 1, 1983 and last amended November 2, 2004, provides for a Council-Manager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

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

## CITY ORGANIZATIONAL CHART



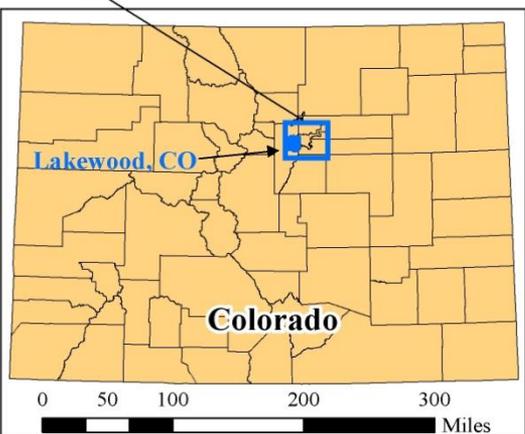
STATE AND METRO AREA



The logo is a blue square containing a white triangle with a smaller white triangle inside it. To the right of the logo is a compass rose with cardinal directions labeled N, S, E, and W.

**Legend**

- City of Lakewood
- County Boundaries
- Other Cities



OFFICIALS OF THE CITY



CITY OF LAKEWOOD ELECTED OFFICIALS:



Bob Murphy  
(303) 987-7040

[bmurphy@lakewood.org](mailto:bmurphy@lakewood.org)

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

WARD 1



Ramey Johnson  
(303) 232-1567

[rjohnson@lakewood.org](mailto:rjohnson@lakewood.org)



Karen Kellen  
(303) 910-0541

[kkellen@lakewood.org](mailto: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](mailto:skoop@lakewood.org)



Cindy Baroway  
(720) 300-5986

[cbaroway@lakewood.org](mailto: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](mailto:shakti@lakewood.org) [proybal@lakewood.org](mailto:proybal@lakewood.org)



Pete Roybal  
(720) 432-7554

**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](mailto:dwiechman@lakewood.org)



Adam Paul  
(303) 988-6484

[apaul@lakewood.org](mailto: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](mailto:kharrison@lakewood.org)



Tom Quinn  
(303) 717-8862

[tquinn@lakewood.org](mailto:tquinn@lakewood.org)

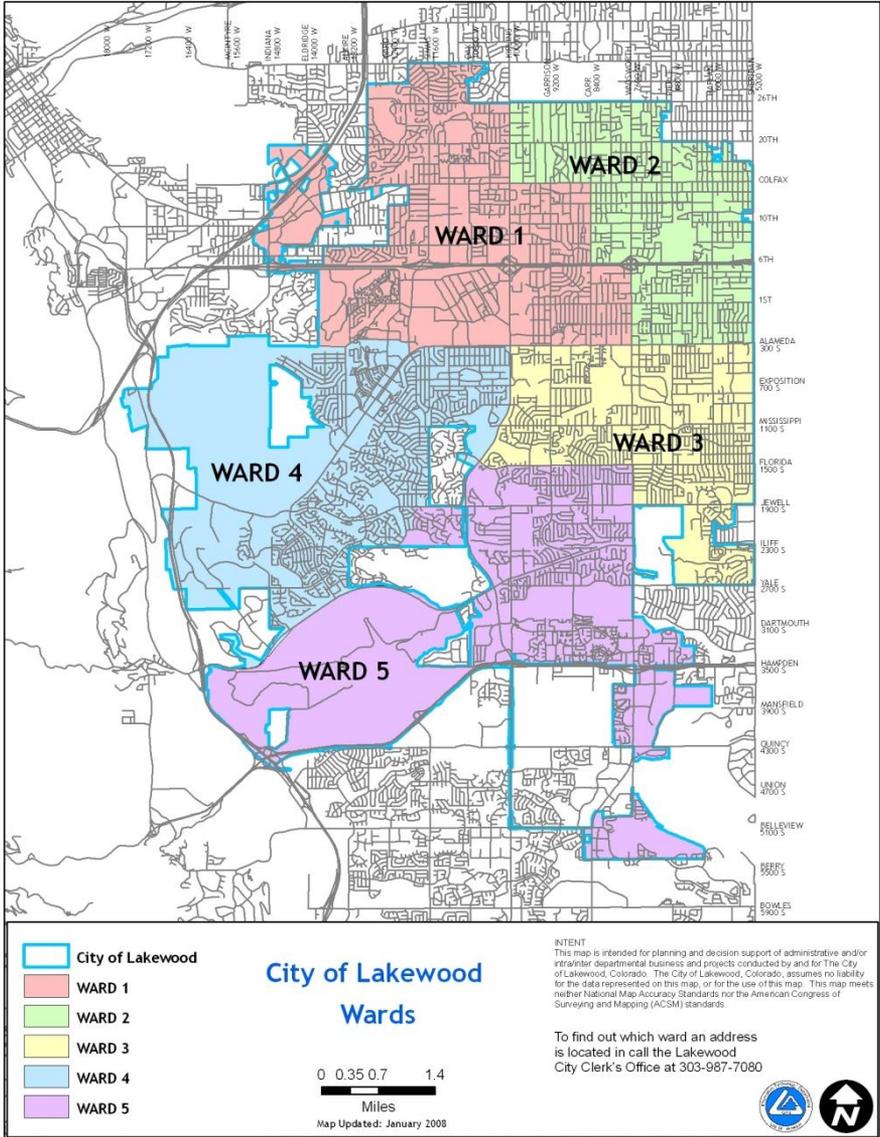
**Council member Karen Harrison** was elected to a four-year term in November 2013.

**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 MAP AND WARD BOUNDARIES

## LAKESWOOD'S FIVE GEOGRAPHICAL WARDS





### City Manager's Budget Message



October 6, 2015

Honorable Mayor and Members of City Council:

The City's consistent financial strength is a cornerstone of the community's success. This has propelled the City forward and provides flexibility for investments in capital infrastructure. The City is also prepared for economic downturns and fluctuating levels of revenue. Unlike income taxes and property taxes, discretionary consumer spending directly influences the City's sales tax revenue from month-to-month. Consumer confidence and sales tax revenue can fluctuate in large amounts, and in short periods of time. Sales tax revenue is the City's primary source of income. Because of this, the City has been careful to manage its spending wisely, and contain costs whenever possible. Recently, the economy has been stronger than ever across the country, and in Lakewood. The private sector has made significant investments in Lakewood that were evident in the City's 2014 revenues. While the community has enjoyed this financial success, we remain cautious in our spending as the current level of economic activity may not be sustainable in the long term.

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 2014, for the 10<sup>th</sup> consecutive year. Due to this careful management, the 2016 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 is partnering with other governments and the private sector to deliver services, and reduce costs.

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, constitutional amendment (Tabor). For 2014, the City will make another Tabor revenue refund of \$5.2 million. For 2015 and 2016 we are budgeting additional Tabor refunds in the amounts of \$2.7 million and \$2.8 million, respectively. As we plan for economic growth, and experience the results, we must remain mindful that revenues, and therefore expenditures, will remain limited by Tabor.



## City Manager's Budget Message

### **Core Community Values and City Accomplishments**

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

#### **Safe Community**

- Police Department's 8<sup>th</sup> Reaccreditation and Law Enforcement Excellence Award
- Prescription Take Back Day: Over 1,400 pounds of prescription drugs turned in for disposal
- Entry and completion of nearly 19,000 Municipal Court summonses and prosecuting over 600 cases
- Installed bike lanes on 14<sup>th</sup> Avenue from Garrison to Carr

#### **Open and Honest Communication**

- Televised "State of the City" report from Mayor Murphy
- GFOA's Distinguished Budget Presentation Award and Certificate of Achievement for Financial Reporting
- Coordination of the Advisory Commission for an Inclusive Community
- Adopted a tax simplification ordinance for Business & Occupations Tax
- Coordinated over 3,200 responses to citizen inquiries through the Service Request Process
- Maintenance of financial transparency website: <http://ledger.lakewood.org/>

#### **Fiscal Responsibility**

- Savings in 2014 General Fund Budget of 6.5%, adding \$4.6 million to reserves
- Universal Public Procurement Certification Council's Sterling Award
- Conversion to Self-Insured for worker Medical Benefits
- Participation in the Jefferson County Regional Crime Lab
- Internal Team Review of every personnel vacancy before replacement is approved



## City Manager's Budget Message

### **Education and Information**

- 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
- Held the Second Annual West Metro Veterans Fair

### **Quality Transportation Options**

- Maintenance of over 490 miles of streets
- Operated 185 traffic signals and maintained 2,400 traffic signs
- New traffic signals on Colfax at Harlan and at Lamar, and a roundabout at Lamar Station
- Operation of Citywide computerized traffic management system
- Lakewood Rides provided service for over 30,000 rides

### **Quality Economic Development**

- Continued support for the expansion and completion of 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.
- Initiated the study for artist housing in the Creative District
- 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. Funded the Developer Forum and Embrace the Fax marketing campaign to bring regional awareness to the corridor.
- Actively supporting all business associations, including the Lakewood West Colfax Business Improvement District and the Alameda Gateway Business Improvement District



# City Manager's Budget Message

### **Physical and Technological Infrastructure**

- Management of 700,000 square feet in 155 City buildings, 8 swimming pools, and 45 holes of golf
- Repaired curbs, gutters and sidewalks, and resurfaced over 68 miles of streets
- Completed 83 Citywide worker recruitments during 2014
- Upgraded Channel 8 equipment for increased quality and High Definition
- Completed the Electronic Campaign Finance Tracking System
- Upgraded the City's Intranet and the Police Scheduling System and Mugshot System
- Tennis Court Replacements: Westborough, Lasley, Green Mountain Rec Center, Daniels and Foothills Parks

### **Quality Living Environment**

- Council adopted a first-in-the-state construction defects ordinance
- Named Bicycle Friendly Community
- Gold Community Livability Local Government Award --- Addressing Older Adult Disease Management
- Implemented Public Art Master Plan and formed the Public Art Committee
- Learning opportunities and other children's programs that served over 600 children per day
- Block Grant Community Clean-Up Event with Over 500 Citizen Volunteers participating
- Affordable Housing Development with Artspace in the 40 West Arts District
- Partnership Implementation of the Mountair Park Community Farm
- Volunteer project coordination for Earth Day, National Trails Day, and National Public Lands Day

### **Community Sustainability**

- Recycled over 380,000 pounds of hazardous household waste
- Over 47,000 community volunteer hours recorded
- Recycling & Clean-up Event with over 315 tons of material collected
- Held 4<sup>th</sup> Annual Earth Day celebration with attendance in excess of 700
- Recycled over 1,350 tons of recyclable materials at the award winning Quail Street Recycling Center
- Adopted a new Comprehensive Plan and a first-ever Sustainability Plan
- Presentation of the 8<sup>th</sup> Annual Lakewood Sustainability Awards
- Approved a Charitable Giving Pilot Program



### City Manager's Budget Message

- Approved a 20-year Solar Power Purchase Agreement for 247 kilowatt hours of power
- Adopted the Downtown Lakewood Connectivity and Urban Design Plan

#### **Operations and Community Activities**

The City has completed its multi-year effort to revise its Comprehensive Plan and create its first Sustainability Plan. The process gathered public input, created working groups, and then adopted the plans in 2015. These plans will guide the City in its future development and investments in sustainability, for many years to come. We take pride in the inclusiveness and the veracity of the process that guided the creation of these plans. Related to this, the City has taken a bold step forward in promoting owner occupied multi-family housing construction in the community. Earlier this year, the City adopted a first-in-the-state ordinance to address a significant barrier to owner occupied multi-family housing construction. Construction defect litigation has become a significant impediment to the construction of multi-family owner occupied housing. This new ordinance strikes the appropriate balance between protecting owners and providing reasonable due process to builders. We believe that the changing demographic of our community necessitates the construction of additional owner occupied multi-family housing and this has been a significant step toward future success.

In the last year, the City has embarked on creating its first Workforce Plan. As an organization that provides services, our workforce is critical to meeting the needs of the community. The Workforce Plan is an organization wide systematic assessment of workforce content and composition to identify what actions must be taken to respond to current and future business needs. Areas of focus include training needs, professional development, staffing levels, and recruiting. The Workforce Plan will assess our service delivery model (how we do things), and assess our workforce demographics. It is commonly understood in all industries that the current generation of workers will prove difficult to replace as they transition to retirement. Our Workforce Plan will position Lakewood to anticipate and plan for our needs, and thereby maintain services to the community. For 2016 we will be adding an unprecedented number of positions to our Police Department. As a result of careful analysis, we are phasing in 8 additional Police Agents and 2 additional Community Service Officers. When fully implemented, we will reassess the effectiveness of the department as a result of these new positions. This is the single largest new expenditure in this 2016 budget.



### City Manager's Budget Message

Amongst a number of the City's substantial economic development initiatives, two projects are particularly noteworthy. Terumo BCT has expanded 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 associates work at Terumo BCT's Lakewood campus. The company has just completed its \$45 million expansion with the potential to create 250 jobs in the next five years. In addition to Terumo BCT, the FirstBank Corporation is making considerable progress on 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 completing the expansion of 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 2014, sales and use taxes made up more than 66% of general fund revenues. Sales taxes increased 8.5% during 2014 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. This budget forecasts 2015 sales taxes to grow at a rate of 2.9% which is reasonable compared to what we are experiencing this year to date. State economists are predicting even larger rates of growth in sales taxes, across the state in 2016. We believe that our estimates are reasonable and conservative.

The City's revenue growth described above has been limited by Tabor. The allowed growth of revenues, under Tabor was 3.5% during 2014, and as such, \$5,200,119 will be refunded to taxpayers. The Tabor growth limit changes each year and is not yet known for 2015 or 2016, which complicates our budgeting and forecasting process. We've estimated the Tabor limited growth to be 3.3% and 2.7% for 2015 and 2016 respectively. And while our revenue growth is nearly identical to the limit, our revenues are ratcheted down to the lower limit imposed by the 2013 and 2014 refunds. Altogether, we anticipate Tabor constraints and refunds of nearly \$12 million for the years 2013 through 2016.



### City Manager's Budget Message

Together, overall General Fund revenues increased in 2014, and have increased in 2015 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 4.0% for 2016, 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 2016, working within the Tabor constraints.

#### **General Fund Expenditures**

One of the City's Core Community Values is Physical & Technological Infrastructure. The City's technology assets continue to become more critical to our operations, and more complicated in their design and interconnectivity. We rely on technology to meet all of our commitments to the community. In 2015 the City has hired its first Chief Information Officer. Our new CIO will embark on an IT Governance process whereby the organization's needs, resources and capabilities can become aligned in this new era of cloud based solutions and the ever present technology expectations of our community. In 2015, after substantial due diligence, a replacement to the Police Department's Records Management System (RMS) has been sourced. While we're still implementing the new system with Niche Technologies, we expect to be on-line, in time, and on budget. 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 13 years old. The City expects to partner with at least four other law enforcement agencies in the system's implementation, and future operation.

City revenues are uncertain and impossible to control, yet 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 2014, the City underspent its operating budget by 6.5%, allowing us to increase reserves. While underspending our budget, we remain mindful that we spent 4.7% more in 2014 than in 2013. In 2016, management will continue to monitor spending in an effort to contain cost increases.

The cost of providing medical benefits for City workers has increased each year for more than the last decade. In response to this market, we have implemented alternatives at a manageable cost for the City and its workers. To be clear, costs



### City Manager's Budget Message

will 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 retained consultants to help us analyze our medical utilization, and negotiate with medical benefits providers. For 2015 we have now become self-insured for medical benefits in our largest medical plan. The City will continue to explore all sustainable opportunities for providing employee benefits, and competitive overall compensation. In addition, we are preparing implementing the federal Affordable Care Act.

#### **General Fund Balance**

The economic uncertainties that the City faces will be mitigated by the General Fund Balance. In addition, by building fund balance over the years, the community has created the opportunity to provide for meaningful infrastructure improvements. This budget and the long-term forecast are conservative, and anticipate further reductions in General Fund Balance. Because our current revenue trend may not provide adequate long-term income, and therefore services, we remain cautious in adding new spending. While we are adding meaningful long term costs in the Police Department, as described above, we are ever more cautious about fund balance reserves. Maintaining an adequate fund balance will remain a high priority.

We have utilized fund balance reserves during 2012, 2013, 2014 and 2015 for certain capital projects. This funding has provided for the overhaul and reconstruction of the Civic Center's plaza space, drive aisle, and parking garage, cultural center improvements, and light rail station enhancements. Additional 2016 capital projects funded by capital revenues, and reserves are described below in the Capital Projects Overview. This budget will reduce the fund balance reserves by \$1.9 million in 2015 and \$1.3 million in 2016. 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.



City Manager’s Budget Message

**Capital Projects Overview**

The City continues to maximize 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 projects from its base revenues.

Adding new projects to the CIF will continue to be unpredictable 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 and highway funding uncertainty. In addition to specific projects, this 2016 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 projects. The following is a list of projects funded in the Capital Improvement and Preservation Plan for 2015, and 2016:

- Sheridan Boulevard Improvements \$2,200,000
- Lakewood Link Recreation Center Renovations \$1,760,000
- Public Safety Center Site Renovations \$1,350,000
- Carmody Park Renovations \$1,335,000
- Playground Replacements \$1,212,000
- Fleet Shop Fueling Station & Other Modifications \$1,000,000
- Slash Facility \$800,000
- Median Improvements \$800,000
- Bike Paths & Sidewalks \$725,000
- Snow & Ice Storage Facility Expansion \$700,000
- Roof Replacement: Carmody Swimming Pool \$600,000
- Sewer Linings & Replacements \$600,000
- Utility Billing System Replacement \$325,000



# City Manager's Budget Message

## All Funds Overview

In all, this 2016 Budget appropriates expenditures in the amount of \$186,053,616 for municipal services, a decrease from 2015 Revised Budget of 11.0%. Project initiatives and grant funding vary significantly from year to year and are reflective of the decrease in the All Funds expenditures for 2016. In particular, the City is undertaking significant roadway construction that contributes to this change.

The long-term debt of the City continues to decline. In 2014, the City retired \$3.2 million in long-term debt obligations. This budget will appropriate funds to retire additional debt in the amount of \$4.3 million in 2015 and \$4.5 million in 2016. This substantial retirement of debt contributes to the positive overall financial health of the City and demonstrates conservative fiscal policy.

## Significant Legislative Activities

The City Council Legislative Committee, with the assistance of the Deputy City Manager, reviewed 114 of the 682 proposed statewide bills introduced between January and May of the 2015 Legislative Session. The Committee, which consists of one member of City Council from each of five wards, took positions on 44 bills. The Committee supported 30 bills and resolutions, 19 of which passed. The Committee opposed 14 bills and resolutions, 7 of which passed. Several of the opposed bills that passed were modified to include concerns of the Council Legislative Committee.

## 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 quarterly financial position as well as previewing the budget assumptions. 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 the City Manager for approval and ultimately included in the proposed



### City Manager's Budget Message

budget presented to City Council. By policy, the budget includes specific listings of fund transfers and a description of single purchases of \$50,000 or greater.

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

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

### **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.



## City Manager’s Budget Message

Throughout this process, it bears repeating that the budget must also work within the requirements of the City’s Charter. Listed below are a few of the more significant budget related requirements in the Charter:

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

### **Conclusion and Acknowledgements**

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

August 24, 2015	City Manager Submits the Proposed Budget
September 14, 2015	1 <sup>st</sup> Reading of the Ordinance & Public Hearing
October 5, 2015	2 <sup>nd</sup> Reading of the Ordinance & Public Hearing

In closing, it should be noted that last year’s Budget received the Distinguished Budget Presentation Award as presented by the Government Finance Officers’ Association of the United States and Canada. This marks the 15<sup>th</sup> 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.



## City Manager's Budget Message

I would like to sincerely thank the City Council Budget and Audit Committee, all of the City staff that contributed, including the Finance Department, the Employee Relations Department, department budget coordinators, and department directors for their contributions to the budget process.

Sincerely,

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

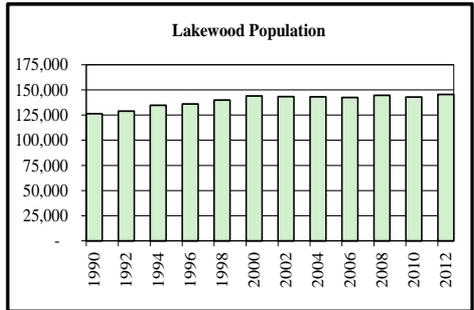
Kathleen E. Hodgson  
City Manager

**DEMOGRAPHICS**

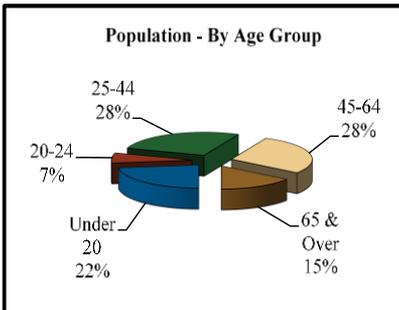
**Lakewood Population Forecasts and Growth Rate**

	2000	2010	2020	2030	2040	% Change 2000-2010
<b>Lakewood</b>	<b>144,390</b>	<b>143,193</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>-0.83%</b>
Jefferson County	526,718	535,651	595,037	635,263	651,486	1.70%
Denver Metro Area	2,144,971	2,502,291	2,971,101	3,383,952	3,704,391	16.66%
Colorado	4,338,801	5,049,717	5,924,692	6,915,379	7,752,887	16.39%

Source: Colorado Department of Local Affairs



Source: Colorado Department of Local Affairs



Source: U.S. Census Bureau, 2009-2013 American Community Survey



DIVERSITY



White	71.0%
Black or African American	1.7%
American Indian and Alaska Native	0.7%
Asian	3.0%
Some Other Race	0.2%
More Than One Race	1.8%
Hispanic or Latino	21.6%
Not Hispanic or Latino	78.4%

Source: U.S. Census Bureau, 2009-2013 American Community Survey



Educational Attainment

<i>Population 25 Years and Older</i>	<i>Number</i>	<i>Percent</i>
High School Graduate	24,980	23.8%
Some College, No Degree	23,931	22.8%
Associate's Degree	10,076	9.6%
Bachelor's Degree	23,616	22.5%
Graduate or Professional Degree	13,120	12.5%
Percent High School Graduate or Higher		91.2%
Percent Bachelor's Degree or Higher		35.0%

Source: U.S. Census Bureau, 2013 American Community Survey

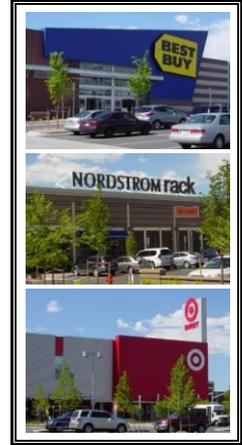


# DEMOGRAPHICS

## Employment by Industry

Industry	Number	Percent
Agriculture, Forestry, Fishing, Hunting, Mining	973	1.3%
Construction	5,551	7.6%
Manufacturing	4,691	6.5%
Wholesale Trade	2,020	2.8%
Retail Trade	8,604	11.9%
Transportation, Warehousing, Utilities	3,402	4.7%
Information	2,192	3.0%
Finance, Insurance, Real Estate, Rental & Leasing	5,200	7.2%
Professional, Scientific, Management, Administrative, Waste Management Services	10,020	13.8%
Educational Services, Health Care, Social Assistance	13,378	18.4%
Arts, Entertainment, Recreation, Accommodation, Food Services	7,789	10.7%
Other Services, Except Public Administration	4,457	6.1%
Public Administration	4,295	5.9%

Source: U.S. Census Bureau, 2009-2013 American Community Survey



## Major Employers in Lakewood (2014) With 250 Employees or More

Company	Product/Service	Employment
Denver Federal Center	Federal Government	8,000
St. Anthony Medical Campus	Medical	2,800
TerumoBCT	Medical	2,309
Jefferson County R-1 School District	Education	2,300
FirstBank of Colorado	Banking	950
City of Lakewood	City Government	893
HomeAdvisor, Inc.	Service Referral	789
Integer Group	Marketing	632
State of Colorado	State Government	547
Kaiser Permanente	Medical	500
Colorado Christian University	Education	374
Red Rocks Community College	Education	369
West Metro Fire Rescue	Fire Department	365
Ludvik Electric	Electrical Contractor	263
Casa Bonita	Restaurant	250
Developmentally Disabled Resource Center	Nonprofit	250

Source: City of Lakewood, Economic Development, Sept 2014



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	1.79%
Public Service Co of Colorado	30,876,532	1.77%
Qwest Corp.	22,835,800	1.31%
Belmar Mainstreet Holdings I LLC	20,410,606	1.17%
Lakewood City Commons LP	11,709,823	0.67%
Denver West Village LP	10,097,452	0.58%
The Section 14 Development Company	9,798,317	0.56%
Lakewood MOB LLC	9,077,870	0.52%
Centro Westland LLC	6,882,628	0.39%
USGP II Lakewood DOT LP	6,580,854	0.38%



Source: Jefferson County Assessor's Office



<b>MILL LEVIES: 2014 TAXES PAYABLE IN 2015</b>
<i>Jefferson County</i> 25.846 mills
<i>Jefferson County Schools</i> 50.165 mills
<i>West Metro Fire District</i> 13.595 mills
<i>Urban Drainage/ Flood Control Dist.</i> 0.700 mills
<b>CITY OF LAKEWOOD</b> 4.711 mills

Council for Community and Economic Research  
Cost of Living Index, First Quarter 2015

<i>City</i>	<i>Com- posite Index</i>	<i>Grocery</i>	<i>Housing</i>	<i>Utilities</i>	<i>Transportation</i>	<i>Health Care</i>	<i>Misc. Goods &amp; Services</i>
Phoenix, AZ	93.6	100.5	92.0	92.5	93.5	97.2	91.9
Dallas, TX	97.1	107.2	72.9	103.5	89.6	104.4	113.7
Salt Lake City, UT	97.6	94.9	93.9	93.8	106.4	91.2	100.7
Houston, TX	98.0	86.0	107.5	93.8	89.1	91.1	100.6
Atlanta, GA	101.6	106.8	98.7	91.2	109.2	103.3	102.2
Denver, CO	107.7	99.5	127.3	93.1	97.7	106.0	102.8
Las Vegas, NV	107.7	112.6	107.7	91.7	115.8	105.6	107.8
Chicago, IL	114.6	107.5	135.8	103.7	111.6	100.0	105.9
Portland, OR	128.5	116.3	166.1	88.5	111.4	113.8	122.2
Seattle, WA	133.1	119.5	182.1	99.3	118.9	118.6	114.3
Boston, MA	140.3	108.2	178.8	156.1	116.1	124.3	127.1
San Francisco, CA	173.2	124.1	314.6	108.4	130.8	119.3	114.9

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	\$56,492
Jefferson County	\$68,984
Denver Metro Area	\$62,742
Colorado	\$58,433
United States	\$53,046

Source: U.S. Census Bureau, 2009-2013 American Community Survey

**Housing Costs in Lakewood:**

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

Source: U.S. Census Bureau, 2009-2013 American Community Survey

**MORE ABOUT LAKEWOOD...**

<b>Altitude:</b>	5,375 feet above sea level
<b>Precipitation*:</b>	16.3 inches per year
<b>Snowfall*:</b>	55.2 inches per year
<b>Area in Square Miles:</b>	44.21
<b>Miles of Streets:</b>	543
<b>Number of Street Lights:</b>	7,812
<b>Number of Parks:</b>	101 parks with 7,176 acres
<b>Number of Schools:</b>	42
<b>Number of Students K-12:</b>	21,083
<b>Fire Districts:</b>	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)

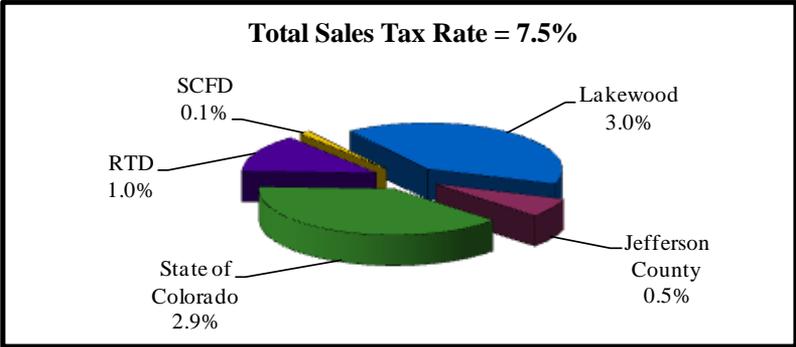
\*Source: Western Regional Climate Center, Reno, NV

**County Libraries within Lakewood:**

	Visits	Circulation
<b>Belmar Branch</b>	241,634	500,095
<b>Lakewood Branch</b>	153,053	319,258

\*Source: Jefferson County Library, Board of Trustees, YTD 2<sup>nd</sup> Quarter 2015





\*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	3.86
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	3.65
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

## CITIZEN SURVEY RESULTS

### LAKEWOOD CITIZEN SURVEY RESULTS

Quality of Community Ratings	Percent of Respondents						
	Very Good		Neither Good or Bad		Very Bad	Do Not Know	Total
	Good	Good	Bad	Bad	Bad	Know	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		Neither Good or Bad		Very Bad	Do Not Know	Total
	Good	Good	Bad	Bad	Bad	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 ( <a href="http://www.lakewood.org">www.lakewood.org</a> )	7%	28%	20%	2%	1%	43%	100%
Looking at Lakewood (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.

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

### BUDGET PROCESS

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

## **CITY SERVICES AND EMPLOYEES**

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### **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 over 850 authorized regular full-time positions (exempt and non-exempt) for 2015. 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.

**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 April 2015 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 forecasted revenue is further explained under each revenue type. The following table identifies the CPI and City Council’s Rate for each year from 2015 to 2020 that were used in forecasting:

<b>Year</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
<b>Consumer Price Index (CPI)</b>	1.5%	2.1%	2.3%	n/a	n/a	n/a
<b>City Council Rate</b>	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%

The 2015 revised budget increased by 1.3 percent (1.3%) over the 2015 budget primarily due to adjustments of an additional \$1.3 million in expected sales tax revenue , an additional \$.6 million in motor vehicle use tax, and additional \$.6 million in licenses & permits revenue, with an offset of an expect TABOR refund of \$2.7 million.

For 2016, revenues are forecasted to increase by 3.4 percent (3.4%) over the 2015 revised budget in charges for services (\$.1 million), sales tax (\$2.4 million), motor vehicle use tax (\$0.2 million), and property taxes (\$0.6 million). These increases are offset by a forecasted TABOR refund of (\$2.8 million).

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

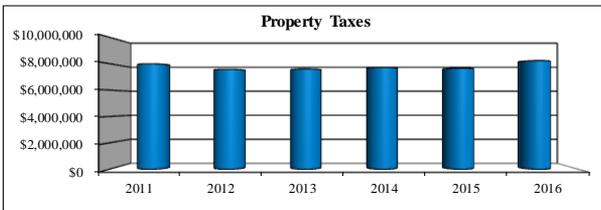
<b>Year</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
<b>Revenue Increase/Decrease</b>	5.4%	4.7%	1.7%	1.9%	1.7%	1.9%

## REVENUE OVERVIEW

**Property Tax** - property taxes are levied on December 31, and attached 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 2016 will remain at the 2015 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 2015 and 2016 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 2017 through 2020 using historical data and current economic events. Any revenues subject to the TABOR limitation will be refunded to Lakewood citizens. Estimated Revenues for 2016 are \$8,230,833.



Year	Property Taxes	% Chg
2011	\$7,986,944	
2012	\$7,573,830	-5.17%
2013	\$7,601,277	0.36%
2014	\$7,715,595	1.50%
2015	\$7,656,589	-0.76%
2016	\$8,230,833	7.50%

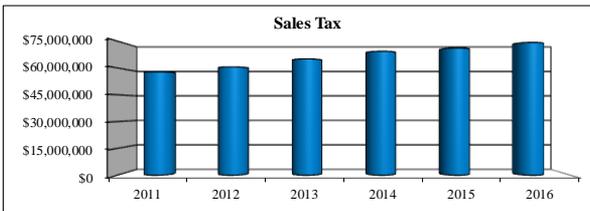
**Sales Tax** - The City of Lakewood collects a 3 percent (3%) tax on sales of tangible personal property and specific services. Sales taxes are collected by the retailer and are reported directly to the City on either a monthly, quarterly, or annual basis.

## REVENUE OVERVIEW

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

Sales taxes represent approximately 55.2 percent (55.2%) of the City's general operating revenues and 57.3 percent (57.3%) 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 and judgmental forecasting, for the 2015 revised budget. It went up 2.7 percent (2.7%) from 2014 actuals due to the benefit of analyzing approximately six months of 2015 sales tax receipts. A growth rate of 4.0 percent (4.0%) was used for 2016. A 2.4 percent (2.4%) increase was used for 2017 through 2020. Estimated revenues for 2016 are \$74,242,545.



<u>Year</u>	<u>Sales Taxes</u>	<u>% Chg</u>
2011	\$57,865,724	
2012	\$60,535,277	4.61%
2013	\$65,025,315	7.42%
2014	\$69,312,424	6.59%
2015	\$71,154,753	2.66%
2016	\$74,242,545	4.34%

**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.

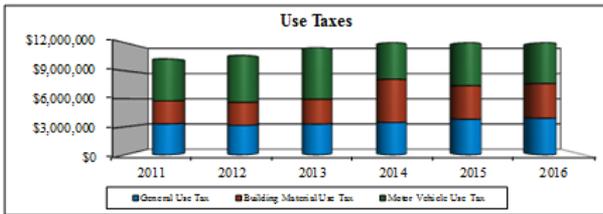
Lakewood use tax totals 3 cents on every dollar and is distributed in the same manner as the sales tax. Use taxes represent approximately 10.9 percent (10.9%) of the City's general operating revenues and 14.8 percent (14.8%) of the capital improvement revenues.

## REVENUE OVERVIEW

*General Use Taxes* for 2015 are forecasted to be 10.0% higher than the 2014 actual revenue. General Use Taxes for 2016 assumes an increase of 3.0 percent (3.0 %) from the 2015 revised budget. A City Council rate of two percent (2%) is applied for 2017 through 2020.

*Building Materials Use Taxes* are expected to increase 32 percent (32.0%) for 2015 revised over the 2015 original based on current year-to-date activity. The building material use tax for 2016 assumes an increase of 3.0 percent (3.0%) over the 2015 revised budget. A City Council rate of two percent (2%) is applied for 2017 through 2020.

*Motor Vehicle Use Tax* for 2015 is forecasted to increase 14.4 percent (14.4%) over the original 2015 Budget based on current year-to-date activity. The motor vehicle use tax for 2016 is forecasted 3.0 percent (3.0%) over the 2015 budget. A City Council rate of two percent (2%) is applied for 2017 through 2020.

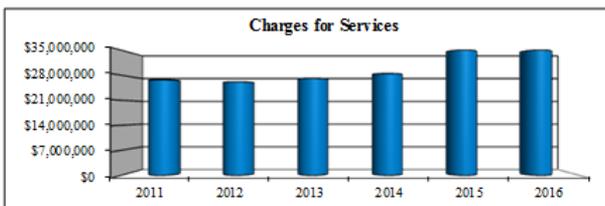


Year	Use Taxes	% Chg
2011	\$10,280,750	
2012	\$10,646,472	3.56%
2013	\$11,452,592	7.57%
2014	\$13,761,384	20.16%
2015	\$13,646,717	-0.83%
2016	\$14,056,118	3.00%

Estimated revenues of the combined three (3) use taxes above for 2016 are \$14,056,118.

**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 2015 based on current year's activity and include the medical self-insurance beginning in the 2015 original budget. An increase of 13.2 percent (13.2%) was used to forecast for years 2016 through 2020. Estimated revenues for 2016 are \$40,718,671.



Year	Charges for Services	% Chg
2011	\$26,721,322	
2012	\$26,143,833	-2.16%
2013	\$27,131,585	3.78%
2014	\$28,480,201	4.97%
2015	\$35,961,871	26.27%
2016	\$40,718,671	13.23%

**FEDERAL, STATE, AND LOCAL GRANTS**

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**FEDERAL, STATE, AND LOCAL GRANTS**

<i>Grant Title</i>	<i>2016 Budget</i>
<b>Federal Grants</b>	
Checkpoint - Fed'l	\$ 24,994
Child & Adult Care Food Program	90,000
Community Development Block Grant (CDBG)	880,000
Emergency Management Performance Grant	35,000
EPA Brownfield Grant	450,000
Fed'l TEA-21 Wads & Union Corridors	103,800
Fed'l Bike Paths Alameda & W Rail	670,000
FTA 5310 Lakewood Rides	18,000
HIDTA Grant Federal	295,400
High Visibility Enforce-Fed'l	24,994
HOME Administration	5,000
JAG 2015-Federal	77,701
Lakewood Head Start Program	1,034,191
Pending Grants-Public Works	1,000,000
Seatbelt Grant Federal	13,997
<b>Subtotal of Federal Grants</b>	<b>\$4,723,077</b>
<b>State Grants</b>	
State FASTER Grants	\$ 200,000
Auto Theft Task Force - State	1,844,171
<b>Subtotal of State Grants</b>	<b>\$2,044,171</b>
<b>Local Grants</b>	
911 Authority Local Grant Projects	911,800
<b>Subtotal of Local Grants</b>	<b>\$ 911,800</b>
<b>Total All Grants</b>	<b>\$7,679,048</b>

## DEBT SERVICE AND FINANCIAL OBLIGATIONS

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### 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:

<i>Latest S&amp;P Review</i>	<i>Obligation</i>	<i>Rating</i>
2013	Certificates of Participation, 2006A	AA-

### LEGAL DEBT LIMITS

The City of Lakewood is a home rule city. The Colorado Revised Statutes provides that general obligation indebtedness for all purposes shall not at any time exceed 3 percent (3%) of the actual value, as determined by the County Assessor, of the taxable property in the City. The exception is debt that may be incurred in supplying water. As of December 31, 2014, 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	\$1,745,344,402
Actual Value	\$14,518,972,968
Debt Limit: 3 Percent of Actual Value	\$435,569,189
Less: Assets in Debt Service	\$0
Legal Debt Margin	\$435,569,189
Amount of Bonded Debt Applicable to Debt Limit	\$0

## DEBT SERVICE AND FINANCIAL OBLIGATIONS

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, 2014. As of December 31, 2014, capital leases outstanding amount to \$2,458,224, and certificates of participation amount to \$32,540,000.

The following table is a list of lease purchases as of December 31, 2014:

<i>Long-Term Debt / Lease Payments</i>	<i>Balance</i>
2007 Section 108 Notes Payable	\$2,146,000
Police Facility	1,951,966
William Frederick Hayden Park Lease Purchase	506,258
Community Solar Garden Note	957,000
<b>Total</b>	<b>\$5,561,224</b>

The following table is a list of the City's portion of outstanding Certificates of Participation as of December 31, 2014.

<i>Long-Term Debt / Lease Payments</i>	<i>Balance</i>
Certificates of Participation, 2006A	\$19,825,000
Certificates of Participation, 2006B	12,715,000
<b>Total</b>	<b>\$32,540,000</b>

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

## FINANCIAL SOURCES AND USES

### 2016 ESTIMATED FINANCIAL SOURCES AND USES

	<i>Governmental Funds</i>		
	<i>General Fund</i>	<i>Special Revenue Funds</i>	<i>Capital Projects Funds</i>
<b>REVENUES</b>			
Property Tax	\$ 8,230,833	\$ -	\$ -
Sales Tax	62,398,061	-	11,844,484
General Use Tax	3,259,970	-	651,994
Building Material Use Tax	3,097,499	-	619,500
Motor Vehicle Use Tax	5,355,963	-	1,071,193
Specific Ownership Tax	769,998	-	-
Tobacco Products Tax	330,969	-	-
Business & Occupation Tax	2,739,713	-	-
Franchise Charges & Other Taxes	6,737,071	-	-
Hotel Accommodation Tax	-	1,428,000	-
Licenses & Permits	3,830,043	-	-
Intergovernmental Revenue	4,882,566	14,789,700	1,958,944
Charges for Services	11,212,607	1,274,659	1,937,975
Fines & Forfeits	1,454,000	-	-
Investment Income	517,457	95,855	217,489
Tabor Refund	(2,754,543)	-	-
All Other Revenues	572,958	85,222	200,000
<b>Total Revenues</b>	<b>\$ 112,635,165</b>	<b>\$ 17,673,436</b>	<b>\$ 18,501,579</b>
<b>EXPENDITURES</b>			
Mayor and City Council	528,691	-	-
City Manager's Office	2,684,418	1,303,379	260,000
City Attorney's Office	1,721,796	-	-
City Clerk's Office	929,361	-	-
Community Resources	18,431,101	12,324,477	787,000
Employee Relations	1,438,572	-	-
Finance	4,032,055	45,992	55,621
Information Technology	6,281,341	-	-
Municipal Court	3,306,807	-	-
Planning	1,924,982	842,581	190,000
Police	47,063,477	3,244,057	-
Public Works	17,238,352	2,423,800	14,361,833
Non-Departmental	7,435,188	-	2,459,469
<b>Total Expenditures</b>	<b>\$ 113,016,141</b>	<b>\$ 20,184,286</b>	<b>\$ 18,113,923</b>
<b>OTHER FINANCING SOURCES (USES)</b>			
Operating Transfers In	-	1,216,100	120,000
Operating Transfers Out	(1,291,100)	-	(45,000)
<b>Total Other Financing Sources (Uses)</b>	<b>\$ (1,291,100)</b>	<b>\$ 1,216,100</b>	<b>\$ 75,000</b>
Excess (Deficiency) of Financial Sources over Financial Uses	(1,672,076)	(1,294,750)	(4,62,656)
<b>FUND BALANCES, BEGINNING OF YEAR</b>	<b>34,842,348</b>	<b>9,117,306</b>	<b>8,794,328</b>
<b>FUND BALANCES, END OF YEAR</b>	<b>\$ 33,170,272</b>	<b>\$ 7,822,556</b>	<b>\$ 9,256,984</b>

Fund Balance as a percent of Expenditures and Operating Transfers Out

29.02%      38.76%      50.98%

2016 ESTIMATED FINANCIAL SOURCES AND USES

<i>Proprietary Funds</i>		<i>Total All Funds</i>
<i>Enterprise Funds</i>	<i>Internal Service Funds</i>	
\$ -	\$ -	\$ 8,230,833
-	-	74,242,545
-	-	3,911,964
-	-	3,716,999
-	-	6,427,156
-	-	769,998
-	-	330,969
-	-	2,739,713
-	-	6,737,071
-	-	1,428,000
-	-	3,830,043
-	-	21,631,210
14,685,571	11,657,859	40,768,671
-	-	1,454,000
80,200	169,000	1,080,001
70,000	-	(2,754,543)
		928,180
<b>\$14,835,771</b>	<b>\$ 11,826,859</b>	<b>\$175,472,810</b>
-	-	528,691
-	-	4,247,797
-	-	1,721,796
-	-	929,361
5,107,674	-	36,650,252
-	-	1,438,572
-	-	4,133,668
-	-	6,281,341
-	-	3,306,807
-	-	2,957,563
-	-	50,307,534
13,102,795	-	47,126,780
183,479	15,397,995	25,476,131
<b>\$18,393,948</b>	<b>\$ 15,397,995</b>	<b>\$185,106,293</b>
-	-	1,336,100
-	-	(1,336,100)
\$ -	\$ -	\$ -
(3,558,177)	(3,571,136)	(9,633,483)
29,125,263	7,112,189	88,991,434
<b>\$25,567,086</b>	<b>\$ 3,541,053</b>	<b>\$ 79,357,951</b>

139.00%

23.00%

## BUDGET SUMMARY

### 2016 BUDGETED EXPENDITURES BY PROGRAM

<i>City Department by Program</i>	<i>General Fund</i>	<i>Special Revenue Funds</i>	<i>Capital Projects Funds</i>	<i>Enterprise Funds</i>	<i>Internal Service Funds</i>	<i>City Total</i>
<b>Mayor and City Council</b>	<b>\$ 528,691</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>528,691</b>
<b>City Manager's Office</b>	<b>2,684,418</b>	<b>1,303,379</b>	<b>260,000</b>	<b>\$ -</b>	<b>-</b>	<b>4,247,797</b>
City Management	1,125,640	-	-	-	-	1,125,640
Communications	1,150,611	-	260,000	-	-	1,410,611
Economic Development	-	1,303,379	-	-	-	1,303,379
Strategic Initiatives	408,167	-	-	-	-	408,167
<b>City Attorney's Office</b>	<b>1,721,796</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,721,796</b>
<b>City Clerk's Office</b>	<b>929,361</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>929,361</b>
<b>Community Resources</b>	<b>18,431,101</b>	<b>12,324,477</b>	<b>787,000</b>	<b>5,107,674</b>	<b>\$ -</b>	<b>36,650,252</b>
Admin. & Resource Development	986,876	18,780	-	-	-	1,005,656
Family Services	3,470,317	1,443,377	-	-	-	4,913,694
Golf Course Operations	-	-	-	5,107,674	-	5,107,674
Heritage, Culture & the Arts	-	2,933,156	-	-	-	2,933,156
Planning, Construction & Maintenance	4,395,664	4,406,798	782,000	-	-	9,584,462
Recreation	5,269,206	-	-	-	-	5,269,206
Regional Parks Operations	642,560	922,247	-	-	-	1,564,807
Urban Parks Operations	3,666,478	2,600,119	5,000	-	-	6,271,597
<b>Employee Relations</b>	<b>1,438,572</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,438,572</b>
<b>Finance</b>	<b>4,032,055</b>	<b>45,992</b>	<b>55,621</b>	<b>-</b>	<b>-</b>	<b>4,133,668</b>
Finance Administration	336,934	-	-	-	-	336,934
Accounting	1,014,620	45,992	-	-	-	1,060,612
Property & Purchasing Services	1,201,634	-	55,621	-	-	1,257,255
Revenue	1,478,867	-	-	-	-	1,478,867
<b>Information Technology</b>	<b>6,281,341</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,281,341</b>

## BUDGET SUMMARY

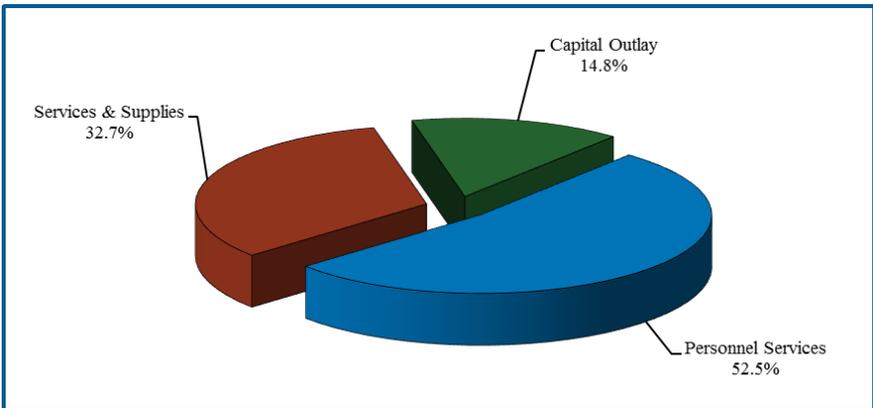
### 2016 BUDGETED EXPENDITURES BY PROGRAM

<i>City Department by Program</i>	<i>General Fund</i>	<i>Special Revenue Funds</i>	<i>Capital Projects Funds</i>	<i>Enterprise Funds</i>	<i>Internal Service Funds</i>	<i>City Total</i>
<b>Municipal Court</b>	<b>3,306,807</b>	-	-	-	-	<b>3,306,807</b>
Municipal Court Administration	311,156	-	-	-	-	311,156
Court Marshal	644,709	-	-	-	-	644,709
Judicial	526,632	-	-	-	-	526,632
Probation Services	750,066	-	-	-	-	750,066
Violations Bureau	1,074,244	-	-	-	-	1,074,244
<b>Planning</b>	<b>1,924,982</b>	<b>842,581</b>	<b>190,000</b>	-	-	<b>2,957,563</b>
<b>Police</b>	<b>47,063,477</b>	<b>3,244,057</b>	-	-	-	<b>50,307,534</b>
Office of the Chief	5,467,719	77,701	-	-	-	5,545,420
Investigations	10,269,006	2,139,571	-	-	-	12,408,577
Patrol Services	21,591,798	21,591,798	-	-	-	21,655,783
Support Services	9,734,954	962,800	-	-	-	10,697,754
<b>Public Works</b>	<b>17,238,352</b>	<b>2,423,800</b>	<b>14,361,833</b>	<b>13,102,795</b>	-	<b>47,126,780</b>
Public Works Administration	376,226	1,000,000	151,883	-	-	1,528,109
Engineering	4,347,760	1,120,000	1,037,374	-	-	6,505,134
Fleet Management	4,261,684	-	3,854,266	-	-	8,115,950
Public Works Maintenance	3,994,403	-	8,618,272	-	-	12,612,675
Sewer Utility	-	-	-	5,302,222	-	5,302,222
Stormwater Management Utility	-	-	-	5,871,006	-	5,871,006
Traffic Engineering	4,258,279	303,800	700,038	-	-	5,262,117
Water Utility	-	-	-	1,929,567	-	1,929,567
<b>Non-Departmental</b>	<b>7,435,188</b>	-	<b>2,459,469</b>	<b>183,479</b>	<b>15,397,995</b>	<b>25,476,131</b>
Citywide Employee Benefits	2,558,172	-	-	33,479	220,000	2,811,651
Debt Obligations/Special Projects	3,877,016	-	2,459,469	150,000	-	6,486,485
Self-Insurance Funding	1,000,000	-	-	-	15,177,995	16,177,995
<b>Total by Fund</b>	<b>\$113,016,141</b>	<b>\$20,184,286</b>	<b>\$18,113,923</b>	<b>\$18,393,948</b>	<b>\$15,397,995</b>	<b>\$185,106,293</b>

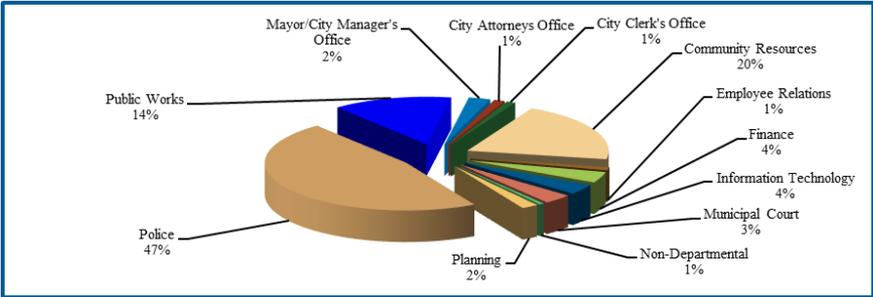
## BUDGET SUMMARY

### 2016 ALL FUNDS BUDGETED EXPENDITURES BY CLASSIFICATION

<i>City Department</i>	<i>Personnel Services</i>	<i>Services &amp; Supplies</i>	<i>Capital Outlay</i>	<i>Total</i>
Mayor and City Council	\$ 290,265	\$ 238,426	\$ -	\$ 528,691
City Manager's Office	2,507,000	1,562,797	178,000	4,247,797
City Attorney's Office	1,190,464	531,332	-	1,721,796
City Clerk's Office	779,651	149,710	-	929,361
Community Resources	20,545,015	12,019,545	4,085,692	36,650,252
Employee Relations	1,281,648	156,924	-	1,438,572
Finance	2,996,528	1,136,340	800	4,133,668
Information Technology	4,116,718	2,164,623	-	6,281,341
Municipal Court	3,020,088	286,719	-	3,306,807
Planning	1,852,154	781,909	323,500	2,957,563
Police	44,178,891	5,146,392	982,251	50,307,534
Public Works	11,583,569	16,032,205	19,511,006	47,126,780
Non-Departmental	2,984,318	20,263,344	2,228,469	25,476,131
<b>TOTALS</b>	<b>\$97,326,309</b>	<b>\$60,470,266</b>	<b>\$27,309,718</b>	<b>\$185,106,293</b>



**2016 STAFFING BY DEPARTMENT  
(Percent of Total)**



<i>Department</i>	<i>FTE Positions</i>
Mayor & City Council	0
City Manager's Office	22.00
City Attorney's Office	11.00
City Clerk's Office	9.00
Community Resources	179.00
Employee Relations	9.80
Finance	32.56
Information Technology	31.00
Municipal Court	29.00
Non-Departmental	5.20
Planning	17.00
Police	415.00
Public Works	120.31
<b>Total FTE</b>	<b>880.87</b>
<b>Part-Time Hours</b>	<b>473,695</b>
<b>Anticipated Police Recruits</b>	<b>20</b>

## CAPITAL IMPROVEMENT AND PRESERVATION PLAN

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### FIVE-YEAR CAPITAL IMPROVEMENT AND PRESERVATION PLAN (CIPP)

The 2016 Revised through 2020 Five-Year Capital Improvement and Preservation Plan (CIPP) includes six new projects while maintaining funding levels for annual programs. More detailed information about each new project as well as all other projects in the CIPP can be found on the individual project information sheets later in this section of the budget document.

- Snow and Ice Material Storage Expansion (page 469) – 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 470) – 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 478) – 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 4990) – 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.

## CAPITAL IMPROVEMENT AND PRESERVATION PLAN

### CAPITAL IMPROVEMENT FUND

PROJECT NAME	2015R	2016	2017	2018	2019	2020
<b>Annual Programs</b>						
Compreh Plan Corridor Implem	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Building Infrastructure	1,516,700	665,000	665,000	665,000	665,000	665,000
Public Art Acquisition	29,164	45,000	45,000	45,000	45,000	45,000
Developer Contributions	50,000	50,000	50,000	50,000	50,000	50,000
Neighbrhd Entry Treatmt Maint	5,000	5,000	5,000	5,000	5,000	5,000
Neighbrhd Participation Progrm	354,128	180,000	180,000	180,000	180,000	180,000
Traffic Safety Improvements	464,893	366,454	368,147	1,119,918	1,121,768	1,123,703
Signal Safety Improvements	405,892	108,144	108,756	109,392	110,052	110,740
Long Life Pavement Markings	223,183	225,440	227,876	230,403	233,026	235,748
Development Participation	400,000	300,000	50,000	50,000	50,000	50,000
Street Resurface/Concrete Rehab	7,551,806	8,618,272	8,809,864	9,330,792	9,882,813	10,467,791
Water Rights	200,210	151,883	154,107	156,426	158,842	161,363
CIPP Support Services	326,963	338,995	351,672	364,940	378,835	393,394
Vehicle Replacement	1,500,892	1,504,266	1,507,845	1,511,567	1,515,443	1,519,481
Subtotals	\$13,038,831	\$12,568,454	\$12,533,267	\$13,828,438	\$14,405,779	\$15,017,220
<b>Debts and Other Long Term Obligations</b>						
2006B COP Payments	\$ 386,000	\$ 386,000	\$ 386,000	\$ 386,000	\$ 386,000	\$ 386,000
Revenue Sharing Agreements	2,024,872	2,073,469	2,123,232	2,174,190	2,226,371	2,279,804
William Frederick Hayden Park Acquisition	102,000	102,000	102,000	-	-	-
Subtotals	\$ 2,512,872	\$ 2,561,469	\$ 2,611,232	\$ 2,560,190	\$ 2,612,371	\$ 2,665,804
<b>City Facilities</b>						
Civic Center Improvements	\$ 1,604,776	\$ -	\$ -	\$ -	\$ -	\$ -
Fleet Shop Modifications	50,000	650,000	300,000			
Snow/Ice Material Storage Expansion	-	-	-	100,000	600,000	-
Pub Safety Cntr Site Renov.	1,350,000	-	-	-	-	-
Lkwd Link Rec Cntr Renov.	650,000	-	-	-	-	-
Slash Facility	800,000	-	-	-	-	-
Subtotals	\$ 4,454,776	\$ 650,000	\$ 300,000	\$ 100,000	\$ 600,000	\$ -
<b>Transportation</b>						
Light Rail Station & Access Improvements	\$ 2,050,889	\$ -	\$ -	\$ -	\$ -	\$ -
W 14 <sup>th</sup> & Lamar St Roundabout	250,000	-	-	-	-	-
Kipling Signals @ Kentucky & Dartmouth	151,000	-	-	-	-	-
Travel Time Monitoring Sys	77,197	20,000				
Bike Paths/Sidewalks	425,000	300,000	300,000	500,000	500,000	500,000

## CAPITAL IMPROVEMENT AND PRESERVATION PLAN

### CAPITAL IMPROVEMENT FUND (CONTINUED)

<i>PROJECT NAME</i>	<i>2015R</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>
<b>Transportation (continued)</b>						
Sheridan Blvd Improvements	2,200,000	-	-	-	-	-
Pierce Street Sidewalk	170,000					
W. Rail Bike Path Connect.	80,000	134,000	266,000			
Wadsworth Boulevard, Highland Dr to 14 <sup>th</sup>	6,100,000	-	-	-	-	-
Quincy Ave, Ammons to Zephyr	142,000	-	-	-	-	-
Mississippi Signals @ Wads & Pierce	225,450	-	-	-	-	-
Wads Signals @ Jefferson & Mansfield	125,000	-	-	-	-	-
Jeffco Bike Wayfinding Study	6,500	-	-	-	-	-
Alameda Ave. Median @ Yarrow St.	-	-	-	-	300,000	-
Street Median Renovations	800,000	-	-	-	-	-
Subtotals	\$12,803,036	\$ 454,000	\$ 566,000	\$ 500,000	\$ 800,000	\$ 500,000
<b>Project Contingencies</b>						
Capital Project Contingencies	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotals	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Capital Improvement Fund</b>	<b>\$33,809,515</b>	<b>\$16,233,923</b>	<b>\$16,010,499</b>	<b>\$16,988,628</b>	<b>\$18,418,150</b>	<b>\$18,183,024</b>

### CONSERVATION TRUST AND OPEN SPACE FUNDS

<i>PROJECT NAME</i>	<i>2015R</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>
<b>Annual Programs</b>						
Parks Infrastructure	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000
<b>Debts and Other Long Term Obligations</b>						
2006A COP Payments	\$ 978,426	\$ 977,670	\$ 977,535	\$ 979,200	\$ 978,975	\$ 978,615
William Frederick Hayden Park Acquisition	98,000	98,000	98,000	-	-	-
Subtotals	\$ 1,076,426	\$ 1,075,670	\$ 1,075,535	\$ 979,200	\$ 978,975	\$ 978,615
<b>Capital Preservation &amp; Improvement</b>						
Site & Facility Improvements	\$ 1,883,540	\$ 869,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000
Lakewood Link Rec. Center Renovations	308,000	800,000				
Subtotals	\$ 2,191,540	\$ 1,669,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000

## CAPITAL IMPROVEMENT AND PRESERVATION PLAN

### CONSERVATION TRUST AND OPEN SPACE FUNDS (CONTINUED)

<i>PROJECT NAME</i>	<i>2015R</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>
<b>Development Projects</b>						
Carmody Park Improvements	\$ 335,000	\$ 215,000	\$ -	\$ -	\$ -	\$ -
Lakewood Heritage Center	-	35,000	-	-	-	-
Bear Creek Lake Park	80,000	-	-	-	-	-
Arts in the Park	20,000	20,000	20,000	20,000	20,000	20,000
Holbrook Park Pond Imprvmnts	5,000	5,000	5,000	-	-	-
Dry Gulch Trail	90,000	-	-	-	-	-
Playground Replacement	1,120,000	120,000	120,000	120,000	120,000	120,000
School Playground Pass-through	-	-	-	-	-	-
Subtotals	\$ 1,650,000	395,000	\$ 145,000	140,000	140,000	140,000
<b>Acquisitions</b>						
Land Acquisition	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
<b>Total Conservation Trust and Open Space Funds</b>	<b>\$ 5,067,966</b>	<b>\$ 3,289,670</b>	<b>\$ 1,970,535</b>	<b>\$ 1,869,200</b>	<b>\$ 1,868,975</b>	<b>\$ 1,868,615</b>

### COMMUNITY DEVELOPMENT BLOCK GRANT FUND

<i>PROJECT NAME</i>	<i>2015R</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>
Site & Fac. Improvements	\$ 25,000	\$ 72,000	\$ -	\$ -	\$ -	\$ -
Pierce Street Sidewalk	150,000	-	-	-	-	-
Playground Replacement	92,000	-	-	-	-	-
<b>Total Community Developmt Block Grant Fund</b>	<b>\$ 267,000</b>	<b>\$ 72,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### GOLF COURSE FUND

<i>PROJECT NAME</i>	<i>2015R</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>
2006A COP Payments	\$ 865,355	\$ 814,725	\$ 814,612	\$ 816,000	\$ 815,812	\$ 815,513
<b>Total Golf Course Fund</b>	<b>\$ 865,355</b>	<b>\$ 814,725</b>	<b>\$ 814,612</b>	<b>\$ 816,000</b>	<b>\$ 815,812</b>	<b>\$ 815,513</b>

### SEWER ENTERPRISE FUND

<i>PROJECT NAME</i>	<i>2013R</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>
Utility Billing Sys. Replacement	\$ -	\$ 325,000	\$ -	\$ -	\$ -	\$ -
Sewer Lining	100,000	250,000	250,000	250,000	250,000	250,000
Sewer Replacements	235,000	350,000	-	-	-	-
Capital Project Contingencies	100,000	-	-	-	-	-
<b>Total Sewer Enterprise Fund</b>	<b>\$ 435,000</b>	<b>\$ 925,000</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>

## CAPITAL IMPROVEMENT AND PRESERVATION PLAN

### WATER ENTERPRISE FUND

<i>PROJECT NAME</i>	<i>2015R</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>
Utility Billing Sys. Replacement	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -
Water Line Replacements	\$ 350,000	\$ 750,000	\$ -	\$ -	\$ -	\$ -
Capital Project Contingencies	100,000	-	-	-	-	-
<b>Total Water Enterprise Fund</b>	<b>\$ 450,000</b>	<b>\$ 790,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### STORMWATER ENTERPRISE FUND

<i>PROJECT NAME</i>	<i>2015R</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>
Utility Billing Sys. Replacement	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -
Major Drainageway Imprvmnts	550,000	2,700,000	2,700,000	2,700,000	2,700,000	2,700,000
Local Drainage Projects	450,000	300,000	300,000	300,000	300,000	300,000
Capital Project Contingencies	100,000	-	-	-	-	-
<b>Total Stormwater Entrp Fund</b>	<b>\$ 1,100,000</b>	<b>\$ 3,300,000</b>	<b>\$ 3,000,000</b>	<b>\$ 3,000,000</b>	<b>\$ 3,000,000</b>	<b>\$ 3,000,000</b>

### EQUIPMENT REPLACEMENT FUND

<i>PROJECT NAME</i>	<i>2015R</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>
2006B COP Payments	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000
City Radio Replacement	60,000	-	-	-	-	-
High Speed Network Connections to City Facilities	120,000	-	-	-	-	-
Technology Infrastructure Replacement	340,000	-	-	-	-	-
End User Computer Equipment Replacement	125,000	-	-	-	-	-
Mobile Radio – Police	150,000	-	-	-	-	-
<b>Total Equip Replacement Fund</b>	<b>\$ 875,000</b>	<b>\$ 80,000</b>				



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