



Lakewood
Full of Possibilities.



2020

ANNUAL BUDGET



CITY OF LAKEWOOD, COLORADO

ANNUAL BUDGET

2020





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Lakewood
Colorado**

For the Fiscal Year Beginning

January 1, 2019

Christopher P. Morill

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, 2019**. 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
Administrative Assistant	Camille DeBell
Accountant III, Budget	Carrie Mierkey

DEPARTMENT BUDGET COORDINATORS

City Manager's Office	Mary Ruther
Mayor and City Council	Mary Ruther
City Attorney's Office	Gregory Graham
City Clerk's Office	Michele Millard
Community Resources	Amber Wesner
Finance	Carrie Mierkey
Human Resources	Bernadette Tedesco
Information Technology	Tom Charkut
Municipal Court	Scott Hefty
Planning	Roger Wadnal
Police	Jacquelyn Winbush
Public Works	Vince Casteel

CAPITAL IMPROVEMENT AND PRESERVATION PLAN COORDINATORS

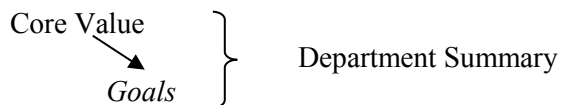
Community Resources	Ross Williams
Information Technology	Tom Charkut
Public Works	Vince Casteel



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 2019 Revised Budget and the 2020 Budget. This budget document includes audited, current year adopted budget, 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 2020 Core Values. The Operating Summary section of this document details the Department's specific activities supporting the Core Community Values.

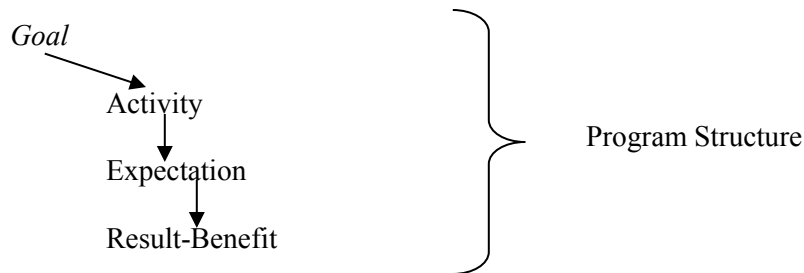
Matrix of Community Core Values by Department

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	
Finance		X	X	X					
Employee Relations			X	X			X		
Information Technology			X				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	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 2019 Revised Budget and/or significant budgetary variances in the 2020 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
- ❖ 2020 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
- ❖ 2018-2020 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 workforce 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
- ❖ 2019 Revised / 2020 Budget Appropriation Ordinance and Mill Levy Ordinance
- ❖ Acronyms
- ❖ Glossary of Terms



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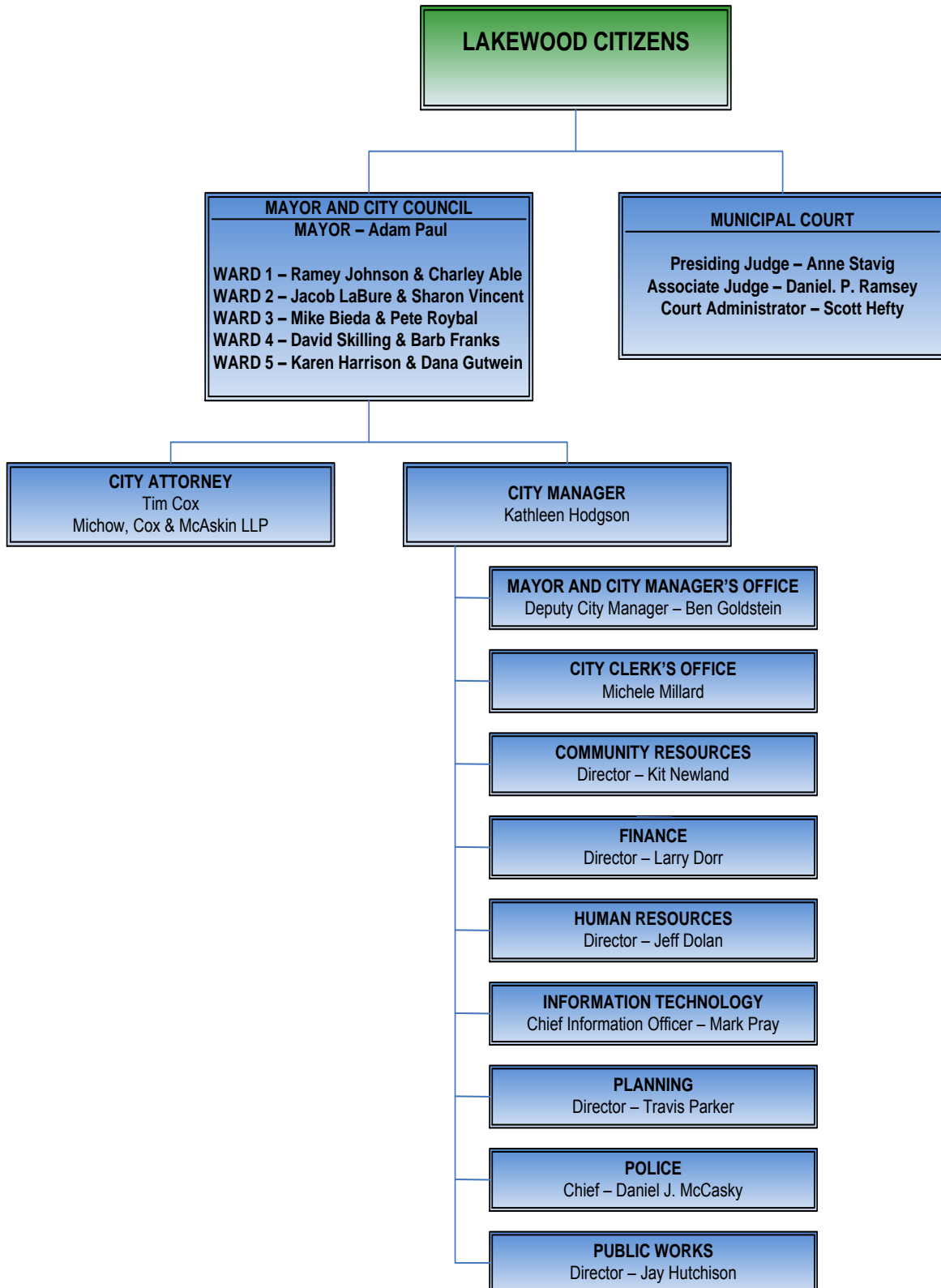
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INTRODUCTION

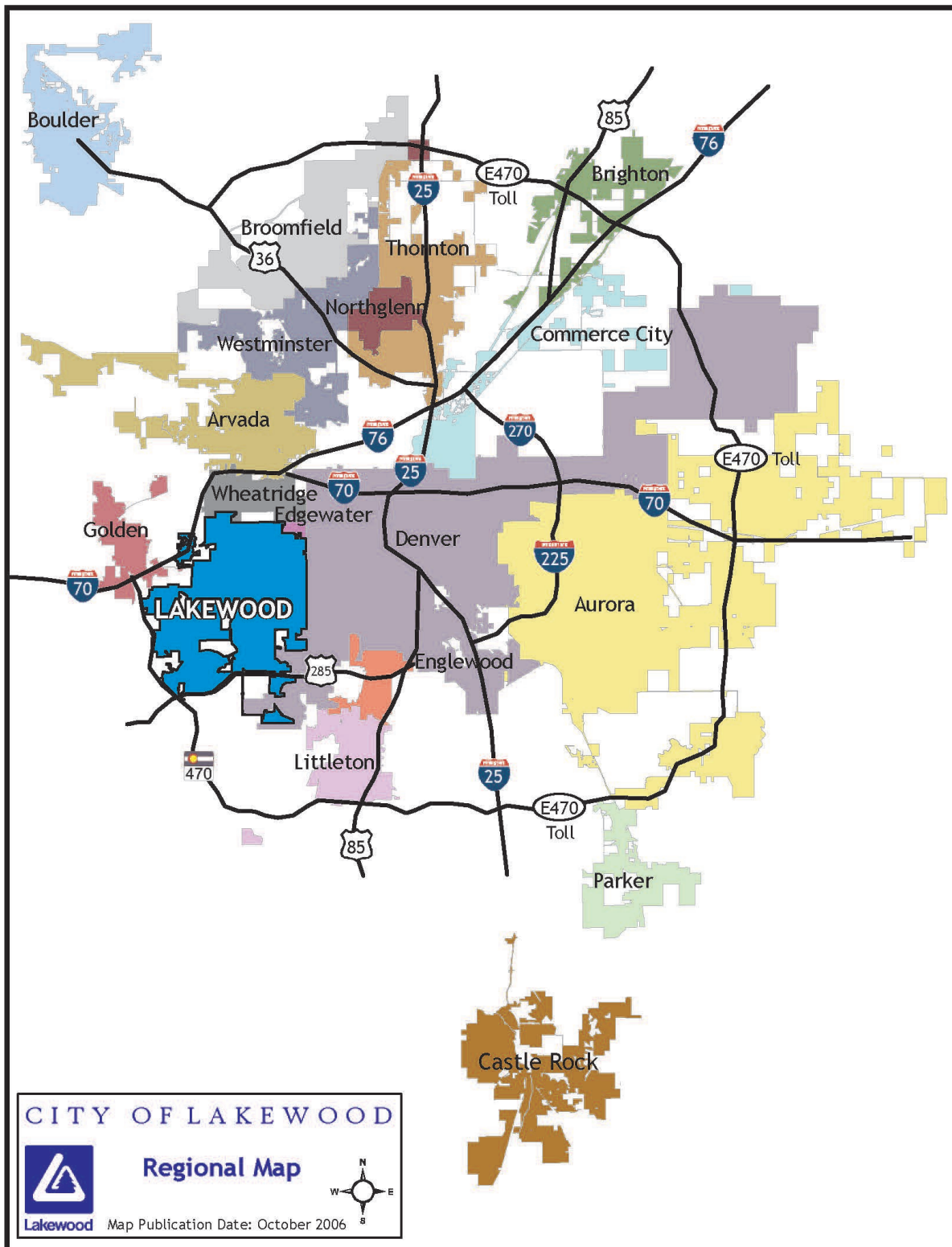


CITY OF LAKEWOOD, COLORADO ORGANIZATION CHART





State and Metro Area





City Government

CITY OF LAKEWOOD ELECTED OFFICIALS:



Adam Paul
(303) 987-7040
apaul@lakewood.org

Mayor Adam Paul was elected to a four-year term as mayor in November 2015, after serving two previous terms on City Council from Ward 4.

WARD 1



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



Charley Able
(303) 233-7275
cable@lakewood.org

Council member Ramey Johnson was re-elected to a four-year term in November 2017.

Council member Charley Able was elected to a four-year term in November 2015.

WARD 2



Jacob LaBure
(720) 515-7685
jlature@lakewood.org



Sharon Vincent
(303) 987-7040
svincent@lakewood.org

Council member Jacob LaBure was elected to a four-year term in November 2017.

Council member Sharon Vincent was elected to a four-year term in November 2015.



WARD 3



Mike Bieda
(303) 987-7740
mbieda@lakewood.org



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

Council member Mike Bieda was elected to a four-year term in November 2017.

Council member Pete Roybal was re-elected to a four-year term in November 2015.

WARD 4



David Skilling
(303) 987-7748
dskilling@lakewood.org



Barb Franks
(720) 515-6501
bfranks@lakewood.org

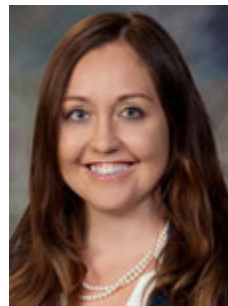
Council member David Skilling was elected to a four-year term in November 2017.

Council member Barb Franks was elected to a four-year term in November 2015.

WARD 5



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



Dana Gutwein
(303) 987-7040
dgutwein@lakewood.org

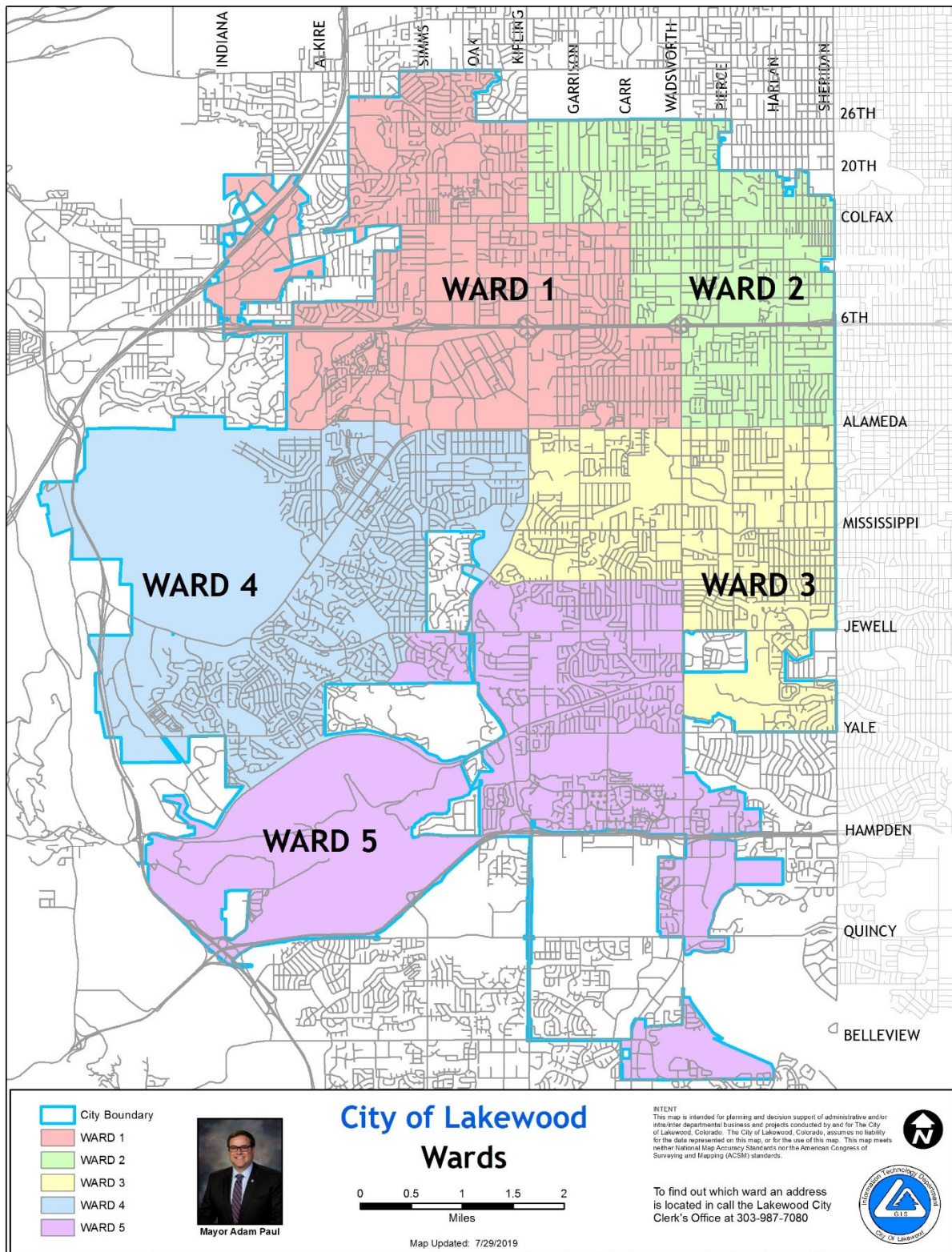
Council member Karen Harrison was re-elected to a four-year term in November 2017.

Council member Dana Gutwein was elected to a four-year term in November 2015.

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



City of Lakewood Ward Map





BUDGET & AUDIT BOARD

City Council adopted Ordinance O-2018-12 establishing the Budget & Audit Board effective July 9, 2018. The Board consists of three Council Members and three citizens who are selected at large by the Screening Committee and appointed by Council. The board meets as necessary and is charged with serving as an oversight committee reviewing financial statements, budget forecasts and to provide feedback on budgetary compliance with City policies. Citizen members serve three-year terms and may serve no more than two terms.

City Council Members:



Karen Harrison
Ward 5
(303) 987-7767
kharrison@lakewood.org



Jacob LaBure
Ward 2
(720) 515-7685
jlabure@lakewood.org



Mike Bieda
Ward 3
(303) 987-7740
mbieda@lakewood.org

Citizen Representatives:



Jon Ludwigson
Acting Director
U.S. Government
Accountability Office

Term Ending December 31, 2020



Donald Tallman
Executive Director
Colorado Railroad Museum

Term Ending December 31, 2019



David Wiechman
Retired
Formerly,
US Dept of Interior

Term Ending December 31, 2021

Authority, Expectations, and Tasks of the Board:

Tasks of the citizen representatives of the Budget and Audit Board 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 2020 BUDGET MESSAGE

The City of Lakewood celebrated a historic milestone in 2019 with the commemoration of its 50th anniversary. As the city honored its history, it also entered a new phase of maturity serving a larger, more diverse population.



Lakewood

City Manager's Office

CITY MANAGER'S 2020 BUDGET MESSAGE

Honorable Mayor and City Council Members:

The City of Lakewood celebrated a historic milestone in 2019 with the commemoration of its 50th anniversary. As the city honored its history, it also entered a new phase of maturity serving a larger, more diverse population.

In 50 years, Lakewood has grown from 90,000



to more than 150,000 residents, enlarged its economic base and expanded cultural, open space and recreational opportunities. Today, the city provides high-quality public safety and municipal services to

more people while maintaining its status as a comparatively low-tax, low-debt community.

Lakewood begins its next 50 years with a strong economy and low unemployment. At the same time, the city is evaluating the potential impact of evolving retail and consumer purchasing trends. National data, for example, indicate that consumers are spending more on services and less on taxable goods. The shift toward online purchasing also continues. Lakewood collects sales tax revenues from online purchases delivered within its boundaries. Shoppers who live outside Lakewood are increasingly opting to purchase online, rather than traveling to Lakewood's shopping centers. Since sales taxes are assessed at the point of delivery, the city's core revenue stream is increasingly vulnerable as online purchasing accelerates.

The city is monitoring these trends carefully to inform long-term planning. Thus far, sales tax

revenue collections in 2019 have grown less than 1% and are below projections. Fluctuations in sales tax revenues are not unprecedented, and the city is committed to sustaining high-quality services to residents. While staff collects more data, the city has undertaken savings initiatives across the organization to offset weaker revenues.

Looking toward 2020, the recommendations included within the proposed budget align expenditures to City Council values and priorities. Public safety and accessibility will be improved by accelerating infrastructure funding for sidewalks around local schools, light-rail stations and a portion of Sheridan Boulevard. The city continues to increase sustainability by installing energy-efficient LED street and pedestrian path lights. The city will also partner with the business community to explore areas, such as Sheridan Boulevard, where the need and opportunity exists to enhance economic vitality.

Lakewood has received national recognition for engaging residents in their community, and the budget reflects decisions made by Lakewood residents. In 2019, voters approved Ballot Question 200, which directs the city to establish a building permit allocation system to cap residential construction at no more than 1% of existing housing stock each year. As the new permit allocation system is implemented, staff





will monitor the fiscal impacts on residential building permit fees and other revenues and expenditures.

In 2018, voters elected to allow the city to keep revenues collected in excess of the TABOR limit through 2025. Otherwise known as the Taxpayer's Bill of Rights, TABOR is a Colorado Constitutional amendment that limits government revenue increases to inflation plus a small growth factor. By voting to temporarily lift the limit, taxpayers enabled the city to direct TABOR refund dollars to three priority areas. A separate fund has been included in the 2020 Proposed Budget to detail how all TABOR surplus dollars will be directed. These monies represent the only significant new investments the city will make in 2020.



By lifting the TABOR limit, Lakewood residents indicated what they value most about their city. Through their vote, they sought to preserve and cultivate a community that is rich in parks and outdoor recreation, where people live, work and raise their children safely, and where public roads and facilities are well-managed to serve a thriving population.

In this budget, the city directs funds toward those priorities and builds on past successes. In 2020, the city will invest a portion of the TABOR surplus dollars to renovate the Bear Creek Greenbelt. The funds will be used to enhance wildlife habitat, repair trails, add signage and construct a parallel trail to reduce pedestrian and cyclist conflicts along this popular open space corridor.

In 2020, the city will also build on the success of the distracted drivers initiative, which educates residents about the dangers of driving while texting, talking on cell phones or using other devices. This low-cost initiative, which will continue to be supported through existing funds, has raised awareness about an important safety issue with the goal of reducing accidents. It is just one example of how the Police and Public Works Departments are collaborating to serve the community.

This budget also proposes two new

homeless navigator positions to enhance another successful program created by the Lakewood Police Department. Called the Community Action Team, this innovative unit works closely with the community to address the

homelessness challenge. In 2020, the city will add two navigator positions to serve within the Community Action Team. These civilian staff members will be specially trained to assess the needs of people experiencing homelessness and help connect them to community resources.

Reinvesting in existing assets and leveraging technology to improve service delivery is another priority for the city. In 2019, the city replaced its utility billing system to provide for online payments and launched a court records management system that allows residents to make payments, view court dates and submit records requests over the internet. The new "e-court" system reduces paper use, but, even more importantly, improves the overall efficiency and effectiveness of Lakewood's Municipal Court.



Other investments in city assets will include evaluating city shops and other key facilities to plan for the future and address anticipated maintenance needs. The city will continue improving recreation centers, trail systems and playgrounds as well. In 2019, the city completed needed upgrades and improved the energy-efficiency of several recreation center systems. That work will continue at the Lakewood Link Recreation Center, along with major playground improvements at Newland Square, Addenbrooke, Idlewild and James Harrison parks.



At its heart, Lakewood is a service organization, and this budget allocates resources toward recruiting, retaining and improving the health and wellness of city staff members, who provide the services residents depend on. In addition to offering competitive compensation, the city recognizes outstanding employee performance through its quarterly and annual awards programs.

The following sections provide greater detail about how Lakewood will invest taxpayer resources across funds to provide the highest-quality services to residents and achieve City Council goals and priorities.

ALL FUNDS OVERVIEW

The 2020 budget appropriates expenditures in the amount of \$211,730,855 for municipal services, a decrease from the 2019 revised budget of 17.1%. This variance is attributed to large one-time expenditures in 2019. This variance is also due to the timing of certain capital projects. In addition, the city's long-term



debt continues to decrease. In 2020, the City will pay off \$5.2 million in debt. The total debt amounts to a very small percent of the city's overall expenses, demonstrating the city's overall financial health.



GENERAL FUND

The general fund serves as the city's primary operating fund and accounts for ordinary operations financed from taxes and general revenues.

Revenue

Lakewood's total general fund revenues are forecasted to generate \$124.7 million, an increase of 2.2% over the 2019 budget. Significant construction activities were initiated in 2019, resulting in higher-than-usual collections in building materials use tax. This 2020 budget anticipates less construction activity resulting in lower revenues. Sales tax revenues are forecasted to increase in 2020 by 3.5% reflecting a strong regional economy, yet is more conservative than state forecasted sales

tax growth in excess of 5.0%. Lakewood continues to monitor the shift in consumer behaviors from traditional brick-and-mortar shopping to online commerce. The city also looks forward to analyzing the results of the 2020 U.S. Census and the changing demographics of our community and the potential associated impact on revenues. Lastly, the city is engaged with the Colorado Municipal League and home rule cities across the state in organizing a uniform implementation of *Wayfair v. South Dakota* and the taxation of remote internet sales in Lakewood.

Property tax revenues are the second largest source of income to the city and are forecasted to be \$11.0 million dollars in 2020, an increase of 4% over the 2019 revised budget. A re-assessment of property values is undertaken by the Jefferson County Assessor in odd-numbered years. Property taxes are



collected in arrears, and the city's 2020 budget reflects a commensurate increase in revenues. Lakewood and the Denver Metro region continue to experience strong job growth and an increasing population resulting in higher demand for housing and an increase in the value of properties.

Expenditures

The 2020 budget proposes using reserve funds, which essentially serve as the city's savings account. City Council has previously approved budgets that used some of the reserves to pay for operations, or to complete projects important to the community. For 2020, the budget authorizes the use of reserves to pay for operations. Historically, the City has been able to achieve enough savings in operations each year to preclude the use of reserves.

The table below describes the city's general fund reserves.

The 2020 budget authorizes an increase in appropriations of \$6.3 million dollars—or 5% versus the 2019 revised budget. This budget includes an increase in employee wages commensurate with the city's annual market survey. In addition, the Police Department will graduate its largest-ever police academy and is anticipated to reach full staffing levels in 2020 at a greater cost than the lower staffing levels experienced in 2019.

Because expenditures are increasing at a rate comparable to revenues, no new programming or initiatives are being undertaken in the general fund in the 2020 budget. Fortunately, due to the passage of ballot measure 2018-2D, the city is able to appropriate \$8.2 million dollars in 2020 in its TABOR fund.

General Fund Reserves (In Millions)	
2008	24.3
2009	24.7
2010	28.7
2011	31.5
2012	33.5
2013	35.4
2014	40
2015	42
2016	36.1
2017	30.2
2018	30.4*

*Adjusted to include Transfer Out to TABOR Fund of \$6.2M



TABOR FUND

Ballot issue 2D, approved in November 2018, authorizes the city to appropriate \$8,152,166 for specific police, parks and public works activities. Because of the substantial resources associated with issue 2D, a separate fund has been established to clearly track, report and communicate all related activities.

The table below describes the programs and projects proposed in this budget for the use of issue 2D funds.

On the following page is a representation of TABOR cash flows in the City of Lakewood. Ballot issue 2D will require the city to retain TABOR funds through Dec. 31, 2025.

CAPITAL IMPROVEMENT AND PRESERVATION PLAN

In addition to the capital projects programmed in the city's TABOR fund, the city has an ongoing need to finance capital projects and maintenance. This is done through the city's Capital Improvement and Preservation Plan (CIPP). The five-year (2020-2024) Capital Improvement and Preservation Plan authorizes new capital projects along with recurring capital maintenance expenses that support the city's infrastructure. The availability of matching funds, such as federal highway and federal Community Development Block Grant (CDBG) funds, are a factor in project timing so that general fund and capital improvement fund resources can be leveraged to a greater degree.

TABOR Investments	Amount Allocated
POLICE AND PUBLIC SAFETY	
Public Safety Center Metal Detector and X-Ray Machine	41,000
Mobile Data Computers for Police Academy Recruits	106,000
Police Records System Data Archive Conversion	200,000
Crime Scene Mapping Software	45,000
Volunteer Motorist Assist Vehicle	50,000
Argus Camera Upgrades	46,000
Personnel-Homeless Navigator (2)	659,924
Personnel-Police Sergeant-Community Action Team	784,799
Personnel-Police Sergeant-Technology	784,799
PARKS AND OPEN SPACE	
Bear Creek Greenbelt Renovations	2,717,522
INFRASTRUCTURE AND PUBLIC WORKS	
Sidewalk- Sheridan Blvd West Side Florida to Iowa	1,240,000
Sidewalk- 20th Ave-South Side, 10920 W 20th Ave to Nelson St.	
Sidewalk- Independence St-West Side 6th Ave to Lakewood High	
Public Works TABOR Projects (7)—Construction Contingency	1,477,522
Total of All Projects	8,152,566



New projects proposed in the CIPP are as follows:

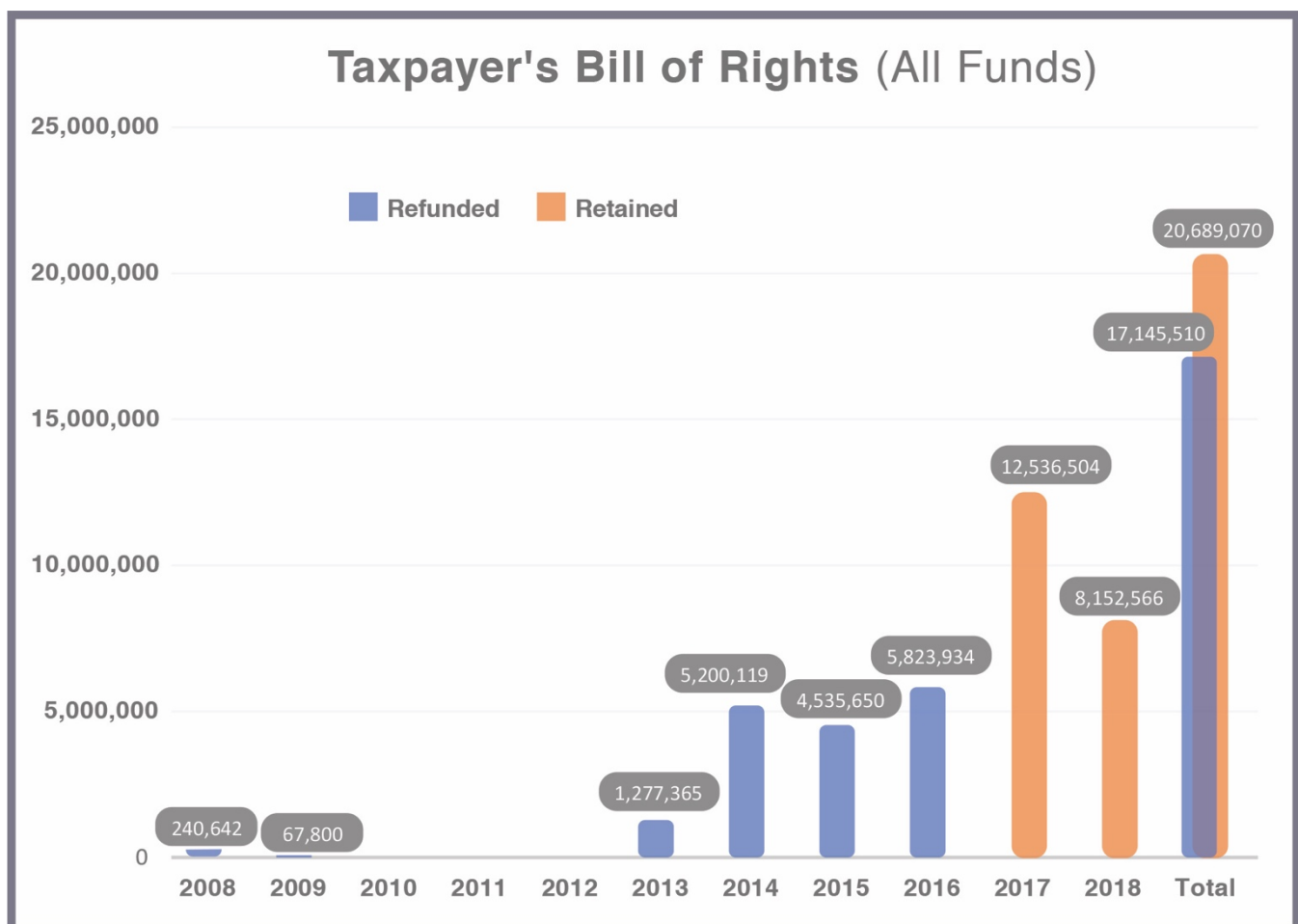
Walks and Paths - \$600,000

Creighton Middle School to Garrison Street, along 1st Avenue: Installation of a sidewalk for this neighborhood school is partially funded by the Safe Routes to School grant and the city's capital funds. This will enhance the safety for the neighborhood and the 700 students that attend Creighton Middle School.

Park and Playground Renovations and Replacements - \$311,000

The Idlewild Park playground replacement and Belmar Park renovations will bring new life to playground facilities utilizing Community Development Block Grant funds.

In addition, city capital funds will replace aging structures in Belmar Park adjacent to Kountze Lake, utilizing Conservation Trust and Open Space funds.





Clements Community Center - \$190,000

The Lloyd G. Clements Community Center provides activities and services for the community's older adults. This project will renovate the entrance area's outdoor concrete plaza utilizing the city's open space funds as provided by the Jefferson County open space sales tax.



An artist's rendering of "Echoes and Reflections: Lakewood's 50th Anniversary," a large-scale sculpture to be installed at Addenbrooke Park.

SIGNIFICANT LEGISLATIVE ACTIVITIES

As noted earlier, in July 2019, Lakewood voters passed ballot measure 200, which is now referred to as the Residential Growth Limitation. This measure is under ongoing analysis in an effort to clearly understand how it may limit new construction of residential dwellings in the City of Lakewood. Once this measure is better understood, the city will be able to clearly assess the fiscal impacts to future budgets.

ACKNOWLEDGEMENT AND THANKS

As Lakewood concludes its 50th anniversary celebration this year, city leaders will unveil a new sculpture at Addenbrooke Park that honors Lakewood's pioneers. A Lakewood artist created the piece to serve as both a tribute to the past and an inspiration for the future. Thanks to the strong foundation that has been laid, the city can work with residents to build an even brighter future to ensure every resident will enjoy the highest quality of life in an inclusive, welcoming community.

The development of this budget, which reflects the community's priorities and supports their vision for a thriving place to live and work, is a collaborative effort among staff, council and community members. Thank you to the members of the City Council Budget and Audit Board, who play a significant role in this process and continue to monitor city spending.

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

September 6, 2019

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 \$11.6 million in reserves in 2019 and \$6.6 million in reserves in 2020 in order to maintain general operations. At present, the City has the need to use reserves to provide for programs and infrastructure as outlined in the City Manager's Budget Message. Given the current level of reserves, and the needs of the community, this is a special circumstance that appropriately warrants the use of fund balance. Since the adoption of the 2005 budget policies, the General Fund balance has increased from \$8.8 million (11.9%) to \$36.6 million (27.9%) at year end 2018; with the funding of this 2020 Budget the General Fund balance at year end 2020 will be \$18.4 million (13.7%).

Sincerely,



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 over 150,000 residents, the City has one of the highest ratios of parks and recreation facilities per capita in the country.



Sunset Park

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's Civic Center includes a cultural arts facility that opened in 2000 and was remodeled in 2014. The Lakewood Cultural Center features a 320-seat auditorium for local plays and musical events, as well as an art gallery showcasing a variety of exhibits.

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



Fox Hollow Golf Course

Hollow provides play for golfers of all abilities on 27 challenging holes. The City opened the 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.



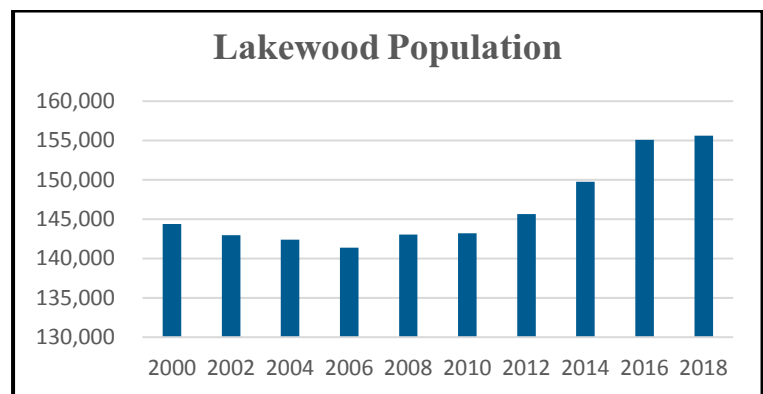


DEMOGRAPHICS

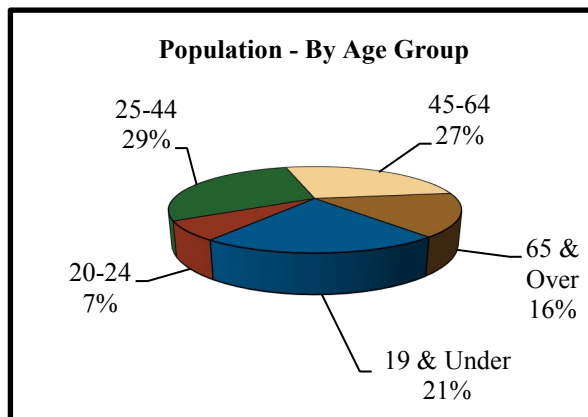
Lakewood Population Forecasts and Growth Rate

	2000	2010	2020	2030	2040	2050	% Change 2000-2010
Lakewood	144,390	143,209	157,636	N/A	N/A	N/A	-0.82%
Jefferson County	526,716	535,648	596,329	652,540	685,641	697,449	1.70%
Denver Metro Area	2,144,968	2,502,257	3,004,732	3,431,743	3,797,001	4,066,803	16.66%
Colorado	4,338,801	5,049,935	5,945,319	6,912,413	7,802,047	8,541,540	16.39%

Source: Colorado Department of Local Affairs



Source: Colorado Department of Local Affairs



Source: U.S. Census Bureau, 2013-2017
American Community Survey





Diversity



White	69.95%
Black or African American	1.28%
American Indian and Alaska Native	0.55%
Asian	2.97%
Some Other Race	0.30%
More Than One Race	1.96%
Hispanic or Latino	22.98%
Not Hispanic or Latino	77.02%

Source: U.S. Census Bureau, 2013-2017
American Community Survey

Educational Attainment

Population 25 Years and Older	Number	Percent
High School Graduate	25,363	23.50%
Some College, No Degree	24,441	22.65%
Associate's Degree	8,718	8.08%
Bachelor's Degree	26,614	24.66%
Graduate or Professional Degree	14,117	13.08%
Percent High School Graduate or Higher		92.0%
Percent Bachelor's Degree or Higher		37.7%



Source: U.S. Census Bureau, 2017 American Community Survey

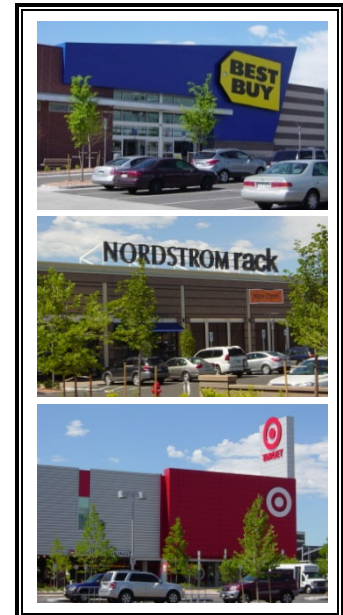




Employment by Industry

Industry	Number	Percent
Agriculture, Forestry, Fishing, Hunting, Mining	1,198	1.5%
Construction	6,800	8.2%
Manufacturing	5,084	6.2%
Wholesale Trade	2,045	2.5%
Retail Trade	9,823	11.9%
Transportation, Warehousing, Utilities	3,306	4.0%
Information	2,268	2.8%
Finance, Insurance, Real Estate, Rental & Leasing	5,942	7.2%
Professional, Scientific, Management, Administrative, Waste Management Services	11,769	14.3%
Educational Services, Health Care, Social Assistance	15,467	18.7%
Arts, Entertainment, Recreation, Accommodation, Food Services	9,250	11.2%
Other Services, Except Public Administration	4,734	5.7%
Public Administration	4,820	5.8%

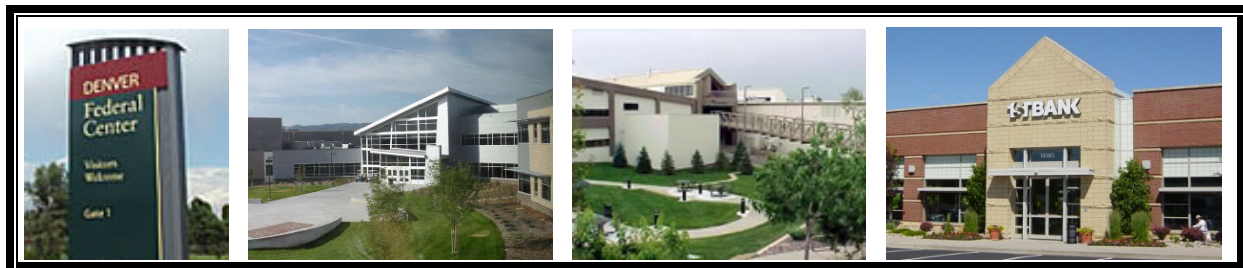
Source: U.S. Census Bureau, 2012-2017 American Community Survey



Major Employers in Lakewood (2018) With 250 Employees or More

Company	Product/Service	Employment
Denver Federal Center	Federal Government	8,000
Jefferson County R-1 School District	Education	3,510
Terumo BCT	Medical Devices	2,400
St. Anthony Medical Campus	Medical	2,200
State of Colorado	State Government	1,823
FirstBank of Colorado	Financial Services	1,332
HomeAdvisor, Inc	Online Referral	1,100
City of Lakewood	Municipal Government	871
Colorado Christian University	Education	456
West Metro Fire Rescue	Fire Department	405
Red Rocks Community College	Education	400
Tall Grass	Energy	350
Integer Group	Marketing	340
Kaiser Permanente	Medical	280

Source: City of Lakewood, Economic Development, April 2019



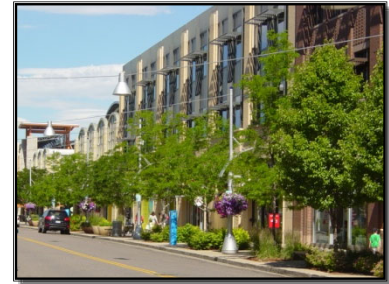


ECONOMICS

Principal Property Taxpayers

<i>Taxpayer</i>	<i>Taxable Assessed Value</i>	<i>Percentage of Total City Assessed Value</i>
Belmar Commercial Owner LP	\$42,206,556	1.78%
Colorado Mills Mall Limited Partnership	36,498,489	1.54
Public Service Co of Colorado	34,859,961	1.47%
Qwest Corp.	24,871,400	1.05%
Terumo BCT Inc	21,974,498	0.93%
Firstbank Holding Company	12,379,433	0.52%
Lakewood City Commons LP	11,387,759	0.48%
Lakewood MOB LLC	10,983,779	0.46%
WalMart Real Estate Business Trust	10,237,434	0.43%
Target Corporation	7,661,239	0.32%

Source: Jefferson County Assessor's Office



**MILL LEVIES:
2018 TAXES
PAYABLE IN 2019**

Jefferson County
22.420 mills

Jefferson County Schools
42.878 mills

West Metro Fire District
12.382 mills

Urban Drainage/
Flood Control Dist.
0.500 mills

CITY OF LAKEWOOD
4.711 mills



**Council for Community and Economic Research
Cost of Living Index, 2018**

<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>
Houston, TX	95.4	87.1	90.7	107.3	96.3	92.3	99.6
Phoenix, AZ	97.4	97.0	96.0	109.2	113.2	97.9	92.0
Atlanta, GA	102.3	101.8	104.2	85.7	100.6	107.0	105.1
Salt Lake City, UT	105.2	110.5	105.7	87.9	110.5	104.5	105.9
Dallas, TX	106.7	101.9	112.8	107.9	93.5	105.2	106.7
Denver, CO	111.1	98.6	137.0	83.6	102.0	102.6	104.5
Chicago, IL	120.0	96.8	150.9	93.6	128.0	100.9	109.8
Portland, OR	134.2	110.3	181.8	88.0	136.7	113.2	117.2
Boston, MA	153.5	110.5	227.2	119.6	121.4	117.0	129.6
Seattle, WA	159.4	128.6	225.7	107.9	143.6	130.0	136.4
San Francisco, CA	200.1	135.6	359.4	122.2	150.0	130.5	132.4

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	\$61,058
Jefferson County	\$75,170
Denver Metro Area	\$71,884
Colorado	\$65,458
United States	\$57,652

Source: U.S. Census Bureau, 2013-2017 American Community Survey

Housing Costs in Lakewood:

Median Home Value (owner-occupied):	\$300,600
Median Monthly Gross Rental Rate:	\$1,354

Source: U.S. Census Bureau, 2013-2017 American Community Survey

MORE ABOUT LAKEWOOD...

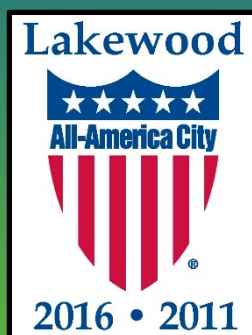
Altitude:	5,375 feet above sea level
Precipitation*:	16.49 inches per year
Snowfall*:	53.6 inches per year
Area in Square Miles:	44.66
Miles of Streets:	543
Number of Street Lights:	8,000
Number of Parks:	104 parks with 7,240 acres
Number of Schools:	39
Number of Students K-12:	19,715
Fire Districts:	West Metro Fire Protection District (7 Stations located in Lakewood) Pleasant View Metropolitan Fire District (No Stations in Lakewood)

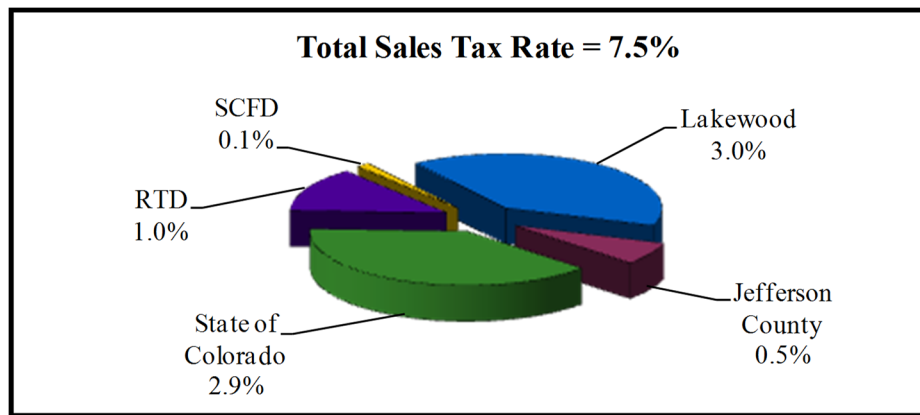
*Source: Colorado Climate Center, Colorado State University

County Libraries within Lakewood:

	Visits	Circulation
Belmar Branch	504,033	994,352
Lakewood Branch	303,322	552,746

Source: Jefferson County Library, 2018





*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	3.12
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	4.11
Greenwood Village	3.00
Lafayette	3.50
Lakewood	3.00
Littleton	3.00
Lone Tree	1.8125
Longmont	3.53
Louisville	3.65
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	3.50

Source: Colorado Department of Revenue



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 over 870 authorized regular full-time positions (exempt and non-exempt) for 2019. 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% of salary to Medicare for each participating employee and each participating employee in Medicare contributes 1.45% of their salary. The City currently has 55 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 and provisional civilian employees participate in the Lakewood Employees Money Purchase Pension Plan, which is administered through Empower Retirement. The City contributes 11.8% of the salary to the plan and employees are required to contribute 9.8% of their salary. Voluntary contributions are also allowed under the plan.

Also, as of July 1, 1991, all temporary and seasonal employees are required to participate in a pension program. The City of Lakewood's program is administered by Empower Retirement. Variable employees must contribute 7.5% of their base salary on a pre-tax basis. Beginning in April 2019, the City began contributing 2% of salary to the plan for all regular full-time, regular part-time, and provisional employees.

Sworn police personnel participate in the Lakewood Police Pension Fund, which is administered through Empower Retirement. The City's contribution to this pension plan is 11.8% of base salary. The mandatory employee contribution is 9.8% 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% 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% 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.



2020 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.



2020 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 by the fund manager 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.



2020 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.



2020 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.
- ❖ Transfers between funds require City Council approval.

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 revenue 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.



2020 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.

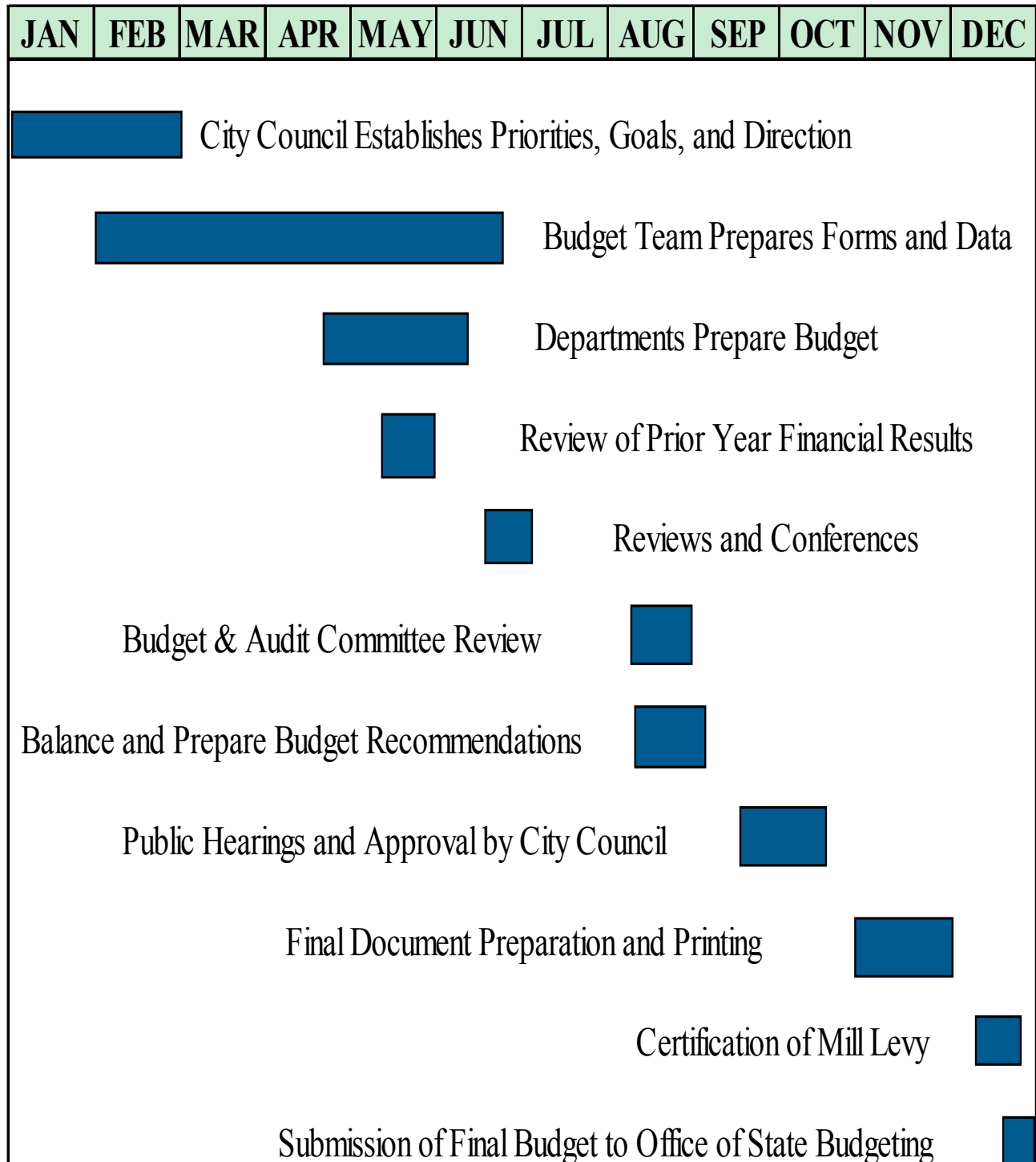
The City's financial and management policies guide the preparation of the budget. A budget team composed of the Council's Budget and Audit Committee, City Manager, Director of Finance, various accounting personnel, and other staff develop guidelines that are consistent with the budget and financial policies.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



2020 BUDGET AND FINANCIAL POLICIES (CONTINUED)

BUDGET PREPARATION SCHEDULE

The following schedule outlines the timeframe for budget preparation:



**2020 BUDGET AND FINANCIAL POLICIES (CONTINUED)****SCHEDULE FOR PREPARATION OF THE 2020 ANNUAL BUDGET**

2019 DATE	RESPONSIBLE PARTY	REQUIRED ACTIVITY	REQUIREMENT REFERENCE
Feb 15-16	City Council	City Council Annual Planning Session	
Feb 15-Mar 15	Finance	Compile Budget and Staffing Manual	
Apr 15–Apr 25	Finance	Salary and Benefit Data calculated	
May 14–May 31	All Departments	Department's Line Item Detail (expenditures and revenues) completed	
Jun 1–Jun 28	All Departments	Department's Narratives completed	
Jul 1 – Aug 28	Finance	Consolidation and Compilation of Proposed Budget Document	
Sep 16	City Manager / City Council	City Council Study Session to review Proposed 2020 Budget data	City Charter Article XII, 12-2
Sep 18	All Departments	Updates from Study Session Due to Finance Department	
Sep 18 – Oct 4	Finance	Compile Final 2020 Budget Document	Colorado Revised Statute Section 29- 1-103
Oct 14	City Manager / Finance / City Council	First Reading and Public Hearing on the Proposed 2020 Budget and 2019 Mill Levy Ordinance	City Charter Article XII, 12-4
Oct 28	City Manager / Finance / City Council	Second Reading and Public Hearing on the Proposed 2020 Budget and 2019 Mill Levy Ordinance	City Charter Article XII, 12-4
Dec 6	Finance	Certify 2019 Tax Mill Levy with Jefferson County	Colorado Revised Statute Section 29- 1-301
Dec 20	Finance	Submit the 2020 Budget Document to GFOA for Award Program and Certify the 2020 Budget to State of Colorado	Colorado Revised Statute Section 29- 1-103



2020 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, Sewer, Stormwater, and Water.
- ❖ *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: Retired City Manager Pension and City Manager Severance. None of these trust and agency funds are required to be budgeted, but rather, operate in accordance with the trust.



2020 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, 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.



2020 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-Aurora-Lakewood 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.



2020 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.

In 2018, voters allowed the city to retain and spend \$12.5M in funds exceeding the TABOR limit in 2017 as well as authorizing an exception to Constitutional limits through and including 2025.

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.



2020 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 General 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 Lakewood sales taxes, Jefferson County Open Space revenues, Conservation Trust funds, Urban Drainage and Flood Control District match, Open Space funds, and a variety of grant funds.



2020 BUDGET AND FINANCIAL POLICIES (CONTINUED)

Capital Improvement Funds (continued)

The Capital Improvement Fund is the largest contributor to 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:

- ❖ *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.



2020 BUDGET AND FINANCIAL POLICIES (CONTINUED)

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 funds of the City of Lakewood over which it exercises financial control.

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.



2020 BUDGET AND FINANCIAL POLICIES (CONTINUED)

❖ Cash Management and Investment Policy (continued)

- ❖ 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.
- ❖ Commercial 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 five years.

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.



2020 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: Medical and Dental Self-Insurance Fund, Property and Casualty Self-Insurance Fund, Retiree's Health Program Fund, and Worker's Compensation Self-Insurance Fund. 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 and utilizing actuarial reviews by an independent actuary. Additionally, the City purchases catastrophic event coverage, minimizing the City's exposure to major losses. This Budget will provide for the adequate funding of the City's self-insurance programs.

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:



2020 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 is a long-range plan that looks 10 years into the future. It is a policy document that provides a clear vision for the future of Lakewood. It provides guidance to City Council, Planning Commission, City staff, residents, businesses and developers to make informed decisions on the current and future needs of the community. The Plan is used to respond to development proposals and to guide funding decisions including the development of the Capital Improvement Program. The Comprehensive Plan makes recommendations for appropriate land uses in the city as well as provides guidance for parks, recreation, transportation, arts and culture, historic preservation, and economic development. The Comprehensive Plan has been developed four 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.
- ❖ **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.
- ❖ **City-wide Plans:** City-wide plans are topic-specific plans that address the entire City. These plans typically provide an overall community vision to provide guidance to the community and to Lakewood staff. The plans are organized around major Goals, with specific Action Steps delineated under each Goal, and typically include tasks to be completed under Action Steps with specific priorities, time frames and responsibilities identified.



2020 BUDGET AND FINANCIAL POLICIES (CONTINUED)

- ❖ **City-wide Plans (continued):** These plans are created with a significant level of community-wide public involvement, which may include individual interviews, small to larger working group meetings and workshops, formal presentations and public open houses and outreach through the City website and other electronic media. The Historic Preservation Plan, Community Resources Master Plan, Lakewood Public Art Master Plan, and Lakewood Bicycle System Master Plan are examples of City-wide plans that have been adopted. City-wide plans are generally created at the staff level but consultants are commonly utilized to provide specific expertise as needed. The plans are funded through the City's General Fund; however various grants have also been utilized to develop these plans.
- ❖ **Implementation Plans:** The Federal Center/Union Boulevard Corridor Connectivity Plan, Union Boulevard Urban Design Plan, 40 West Arts District Urban Design and Mobility Concepts, and Downtown Lakewood Connectivity and Urban Design Plan are examples of adopted implementation plans. Implementation plans provide specific implementation steps relating to such things as connectivity, design, way-finding and landscape standards. The scope of an implementation plan is more area and topic specific and may include cost estimates and specific design standards. They provide very specific guidance to city staff and are instrumental in decision making at the staff level. Implementation plans are developed through a series of public meetings and workshops and involve those individuals, neighborhoods and businesses that are most impacted by the development of the plan. The plans are funded through the City's General Fund; however various grants have also been utilized to develop these plans.
- ❖ **Sustainability Plan:** In order to strengthen and integrate Lakewood's social fabric, local economy, and natural environment, the City developed a communitywide Sustainability Plan, which sets goals and targets to guide sustainable decision making and development in Lakewood over the next 10 years. The plan addresses complex issues, such as energy use, biodiversity, waste, and climate change and lists strategies to overcome challenges and achieve community goals. The plan was created through collaboration among City staff, residents, industry experts, and other community stakeholders. The plan will be used to prioritize decisions and motivate action by the City staff and the community. City staff will track progress and report regularly to the community in order to ensure transparency and stimulate movement toward a more vibrant and sustainable future.

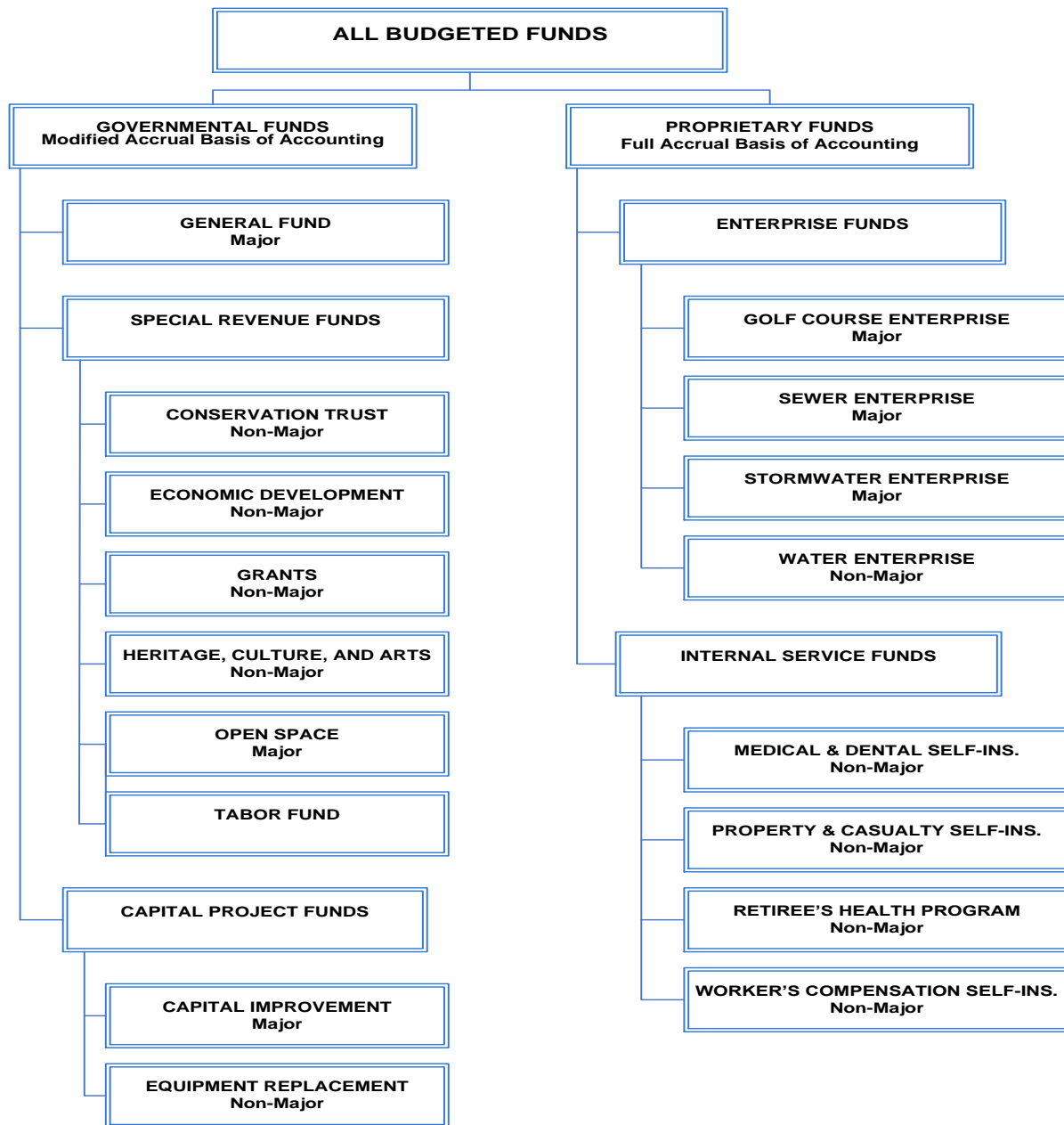


BUDGET OVERVIEW



CITY FUNDS

Fund Organization for the 2020 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.



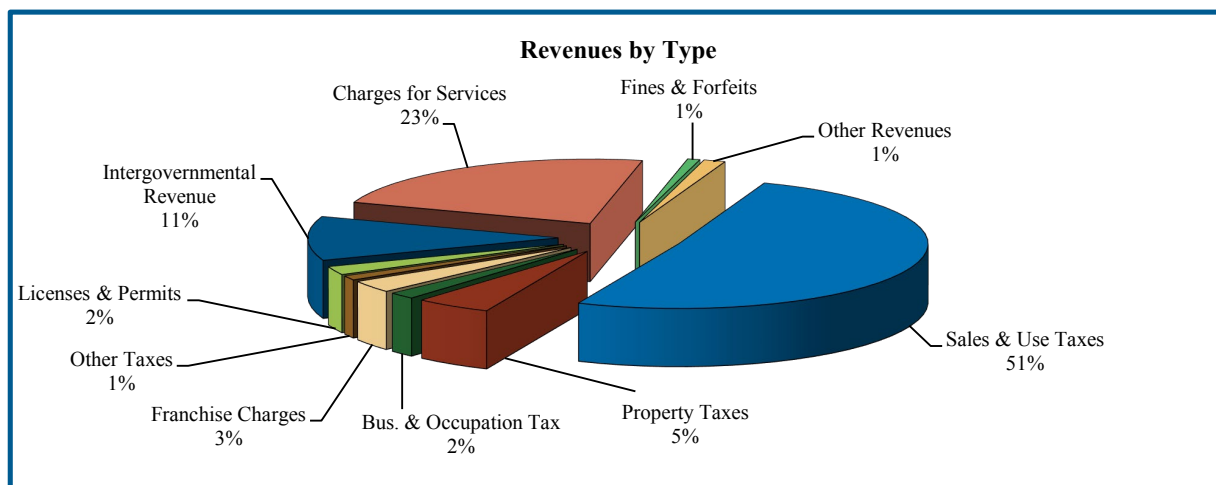
ALL FUND TYPES
SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES

	Total All Funds			
	2018 Actual	2019 Budget	2019 Revised	2020 Budget
REVENUES				
Property Tax	\$ 10,599,836	\$ 9,600,614	\$ 10,599,836	\$ 11,023,829
Sales Tax	75,962,721	82,423,615	75,962,721	78,621,417
General Use Tax	3,754,031	4,146,846	4,146,846	4,234,218
Building Material Use Tax	5,588,592	3,794,436	3,794,436	3,318,195
Motor Vehicle Use Tax	7,273,175	7,155,723	7,374,611	7,532,196
Specific Ownership Tax	471,678	486,628	858,455	879,916
Tobacco Products Tax	327,965	313,014	313,015	313,015
Business & Occupation Tax	3,465,089	3,223,497	3,223,497	3,304,084
Franchise Charges & Other Taxes	6,158,515	6,457,858	6,457,858	6,619,304
Hotel Accommodation Tax	1,699,879	1,428,000	1,600,000	1,600,000
Licenses & Permits	4,902,432	3,990,860	3,529,875	3,051,172
Intergovernmental Revenue	22,835,976	23,168,647	33,527,999	22,578,210
Charges for Services	45,310,438	45,788,861	45,601,949	46,097,226
Fines & Forfeits	1,241,903	1,454,000	1,454,000	1,490,350
Investment Income	1,672,005	1,027,381	1,083,979	1,016,337
TABOR Refund	-	(4,419,315)	-	-
All Other Revenues	14,876,827	2,335,721	2,515,728	1,478,202
Total Revenues	206,141,062	192,376,384	202,044,804	193,157,669
EXPENDITURES				
Mayor and City Council	505,721	555,018	545,183	550,428
City Manager's Office	3,224,927	4,828,430	4,819,395	5,123,509
City Attorney's Office	1,832,332	1,852,263	1,763,380	1,818,523
City Clerk's Office	1,020,458	1,125,473	1,436,484	1,168,642
Community Resources	51,051,108	40,126,784	58,991,854	39,340,519
Finance	4,396,599	4,330,640	4,320,803	4,462,848
Human Resources	1,598,918	1,809,270	1,800,140	1,822,118
Information Technology	8,611,405	8,725,788	9,519,514	8,015,953
Municipal Court	3,624,832	3,969,755	3,971,022	4,128,361
Planning	3,206,983	4,324,211	5,403,202	4,433,746
Police	52,741,374	57,181,860	59,140,834	62,547,963
Public Works	40,158,417	50,553,479	72,953,853	52,189,191
Non-Departmental	22,373,908	26,139,125	30,673,540	26,225,835
Total Expenditures	194,346,983	205,522,097	255,339,204	211,827,636
OTHER FINANCING SOURCES (USES)				
Capital Lease	1,510,854	-	-	-
Operating Transfers In	21,996,086	4,400,100	26,130,045	6,216,199
Operating Transfers Out	(21,996,086)	(4,400,100)	(28,130,045)	(6,216,199)
Total Other Financing Sources (Uses)	1,510,854	-	(2,000,000)	-
Excess (Deficiency) of Financial Sources over Financial Uses	13,304,933	(13,145,713)	(55,294,400)	(18,669,967)
FUND BALANCES/NET POSITION, BEGINNING OF YEAR	137,399,950	87,244,098	150,704,883	95,410,483
FUND BALANCES/NET POSITION, END OF YEAR	<u>\$ 150,704,883</u>	<u>\$ 74,098,385</u>	<u>\$ 95,410,483</u>	<u>\$ 76,740,516</u>



**CITY REVENUES SUMMARY
BY ALL FUND TYPES
2020 BUDGET**

Revenues	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Property Tax	\$ 11,023,829	\$ -	\$ -	\$ -	\$ -	\$ 11,023,829
Sales Tax	66,090,556	-	12,530,861	-	-	78,621,417
General Use Tax	3,582,224	-	651,994	-	-	4,234,218
Building Material Use Tax	2,698,696	-	619,500	-	-	3,318,195
Motor Vehicle Use Tax	6,461,003	-	1,071,193	-	-	7,532,196
Specific Ownership Tax	879,916	-	-	-	-	879,916
Tobacco Products Tax	313,015	-	-	-	-	313,015
Business & Occupation Tax	3,304,084	-	-	-	-	3,304,084
Franchise Chrgs/Other Taxes	6,619,304	-	-	-	-	6,619,304
Hotel Accomodation Tax	-	1,600,000	-	-	-	1,600,000
Licenses & Permits	3,051,172	-	-	-	-	3,051,172
Intergovernmental Revenue	5,726,872	14,787,565	2,063,773	-	-	22,578,210
Charges for Services	12,276,085	1,630,255	2,157,989	15,599,153	14,433,744	46,097,226
Fines & Forfeits	1,490,350	-	-	-	-	1,490,350
Investment Income	530,393	85,255	217,489	80,200	103,000	1,016,337
All Other Revenues	634,752	64,950	203,500	525,000	50,000	1,478,202
Total Revenues	\$ 124,682,250	\$ 18,168,025	\$ 19,516,298	\$ 16,204,353	\$ 14,586,744	\$ 193,157,669
% of All Funds	64.5%	9.4%	10.1%	8.4%	7.6%	



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

The Revenues by Type, as presented in the pie chart above, excludes the TABOR Refund.



REVENUE OVERVIEW

The City diligently works to maintain a strong, even 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 2019 as the primary source for forecasted Denver-Aurora-Lakewood 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 and The University of Colorado's Leeds School of Business Annual Economics Report. City staff and the council's budget and audit board review the various forecasting methods and propose a revenue budget with a rate of change 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 for 2019 and 2020 used in forecasting:

Year	2019	2020
Colorado Legislative Council	1.5%	2.0%
Governor's Office of State Planning & Budgeting	2.0%	2.2%

The 2019 revised revenue budget for all funds increased by 5.0% over the 2019 original budget primarily due to forecasted increases in grant revenues.

For 2020, revenues are forecasted to decrease by 4.4% over the 2019 revised budget as the City experiences normalized levels of grant revenue. Revenue forecasting continues to be a challenge for the City's budget planners. Overall revenues are projected to change as follows:

Year	2019R	2020	2021	2022	2023	2024
Revenue Increase / (Decrease)	5.0%	(4.4%)	1.6%	2.3%	2.3%	2.6%

TABOR (Taxpayers' Bill of Rights)

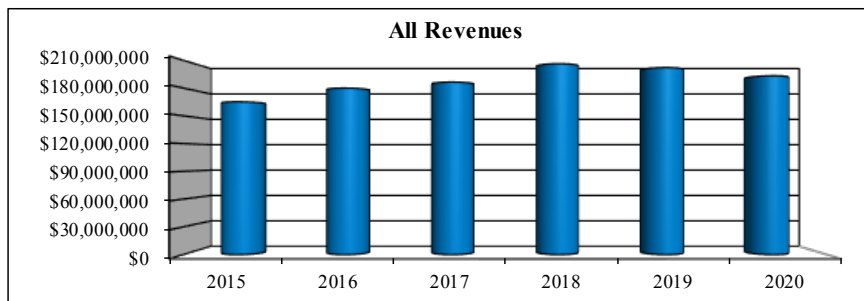
Prior to 2017, a substantial portion of the City's revenues were limited by the Taxpayers Bill of Rights. Certain revenues were limited to growth by an amount equal to the prior year's CPI plus local growth with any amount above the TABOR limit subject to refunding. In November 2018, Lakewood voters allowed the City to retain a refund of \$12,536,504 for 2017 as well as all TABOR excess refunds thru 2025. In accordance with the vote, money that would have otherwise been refunded between 2017 and 2025 is now credited to the City's TABOR Fund. Revenues for the TABOR Fund have been forecasted according to the CPI and local growth predictions.



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 2019 Budget. Intergovernmental revenues continue to be the most volatile of the revenue types.



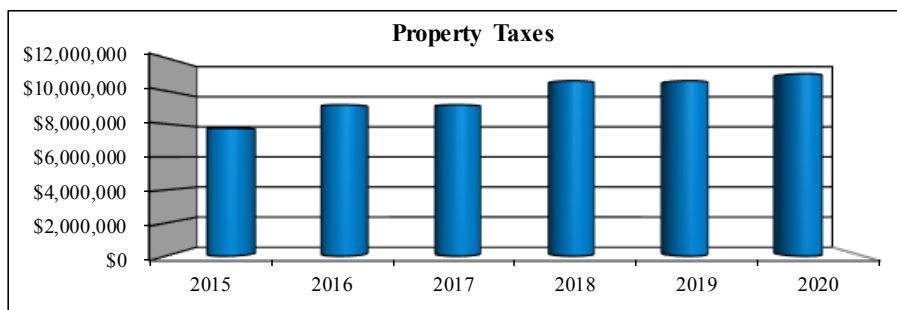
Year	All Revenues	% Chg
2015	\$164,990,675	
2016	\$179,865,007	9.02%
2017	\$186,327,628	3.59%
2018	\$206,141,062	10.63%
2019	\$202,044,804	-1.99%
2020	\$193,157,669	-4.40%

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

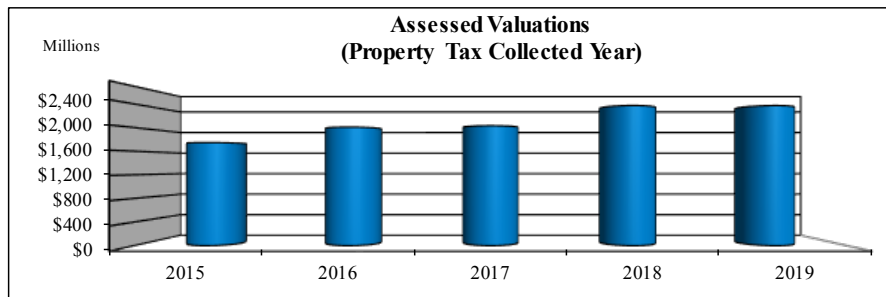
Property Tax - property taxes are levied on December 31, and attached as an enforceable lien on property as of January 1. Taxes are due January 1 and are payable February 28 and June 15, if paid in installments, or April 30 if paid with a single payment. Taxes are delinquent, if not paid, as of August 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 1% treasurer's fee.

The mill levy rate for Lakewood in 2020 will remain at 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 temporary levy reductions for 1997, 2015, 2016, and 2017 when the City exceeded revenue limits established by TABOR.

Property taxes are forecasted for 2019 and 2020 based on assessed valuations as determined by Jefferson County and applying the City's current mill levy rate. Property tax specific forecasting was used to budget the Property Taxes for 2021 through 2024 using historical data and current economic events. Estimated Revenues for 2020 are \$11,023,829.



Year	Property Taxes	% Chg
2015	\$7,737,330	
2016	\$9,152,158	18.29%
2017	\$9,150,515	-0.02%
2018	\$10,599,836	15.84%
2019	\$10,599,836	0.00%
2020	\$11,023,829	4.00%

**REVENUE OVERVIEW (CONTINUED)****Property Assessed**

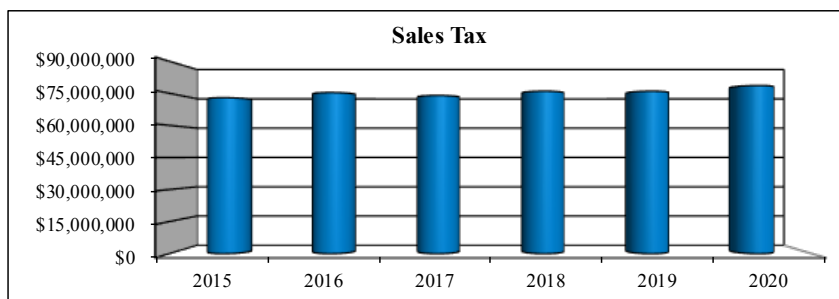
Year	Valuations	% Chg
2014	\$1,730,423,878	
2015	\$1,745,657,695	0.88%
2016	\$2,007,134,737	14.98%
2017	\$2,030,900,445	1.18%
2018	\$2,372,109,412	16.80%
2019	\$2,371,538,875	-0.02%

Sales Tax - The City of Lakewood collects a 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 40.5% of the City's 2020 revenues. Lakewood's retail economy is diverse and businesses are stable and continue to provide a strong base for sales tax revenues.

Sales taxes are forecasted using CPI and sales tax specific forecasting, for the 2019 revised budget. revenues are forecasted to remain flat at 2018 actual levels. The shift toward online purchasing continues. Lakewood collects sales tax revenues from online purchases delivered within its boundaries. Shoppers who live outside Lakewood are increasingly opting to purchase online, rather than traveling to Lakewood's shopping centers. Since sales taxes are assessed at the point of delivery, the city's core revenue stream is increasingly vulnerable as online purchasing continues to accelerate. For 2020, sales taxes are expected to grow at a rate of 3.5% and 2.0% for 2021 through 2024. Estimated revenues for 2020 are \$78,621,417.



Year	Sales Taxes	% Chg
2015	\$72,920,929	
2016	\$75,341,671	3.32%
2017	\$73,968,047	-1.82%
2018	\$75,962,721	2.70%
2019	\$75,962,721	0.00%
2020	\$78,621,417	3.50%

Use Taxes - A use tax is levied as a compliment to the City sales tax at 3% and is imposed on taxable purchases where a sales tax was not legally imposed. The use tax consists of 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 on the transaction, the use tax may be paid upon issuance of a building permit, purchase/registration of a motor vehicle, or on a sales/use tax return.



REVENUE OVERVIEW (CONTINUED)

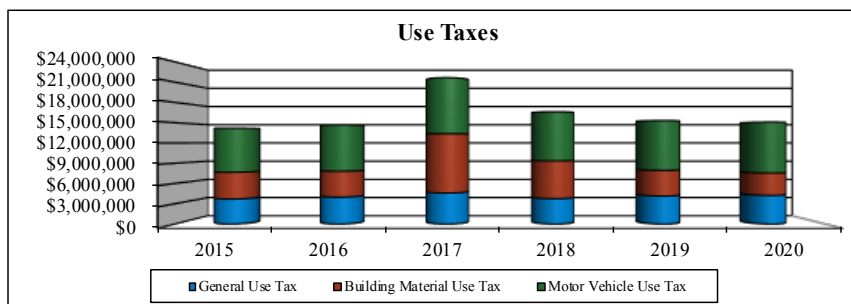
Lakewood use tax totals 3 cents on every dollar and is dispersed between the City's funds in the same manner as the sales tax. Use taxes for 2020 make up 7.6% of the City's revenues.

General Use Tax for 2019 is forecasted to increase from 2018 actual revenues collected. General Use Tax for 2020 to 2023 is forecasted to grow at 2%.

Building Materials Use Tax is expected to decrease 32.1% for 2019 revised over the 2018 actual based on current year-to-date activity. During 2018 the Lakewood community continued to reconstruct various homes and business damaged in the May 2017 hailstorm. As a result of the hailstorm, 2018 revenues were still higher than typical levels. Building material use tax for 2020 is expected to decrease 12.6% as it normalizes. The building material use tax for 2021 to 2024 is forecasted to grow at 2%.

Motor Vehicle Use Tax for 2019 is forecasted to increase 1.4% from the 2018 actual revenue based on current year-to-date activity. Motor vehicle use tax for 2020 to 2024 is forecasted to grow at 2%.

Estimated revenues of the combined 3 use taxes above for 2020 are \$15,084,609.



Year	Use Taxes	% Chg
2015	\$14,192,914	
2016	\$14,651,197	3.23%
2017	\$21,644,850	47.73%
2018	\$16,615,798	-23.23%
2019	\$15,315,892	-7.82%
2020	\$15,084,609	-1.51%

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 is forecasted to increase 82% for 2019 revised from levels actually received in 2018. This change is largely based on current year activity and the substantial change in the City's Certified Mill Levy from a reduced 2.148 mills to an increased 4.711 mills. Specific ownership tax for 2020 is expected to grow at 2.5% and at 2% from 2021 to 2024. The Specific Ownership Tax estimated for 2020 is \$879,916.



REVENUE OVERVIEW (CONTINUED)

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.

The amount received is based on the proportion of State sales tax collected in each municipality. Tobacco sales are showing a decreasing trend over the last few years. Tobacco products tax for 2019 is forecasted to be less than the 2018 actuals based on recent activity. Collections for 2020 through 2024 are expected to remain unchanged. The 2020 budgeted revenues are estimated to be \$313,015.

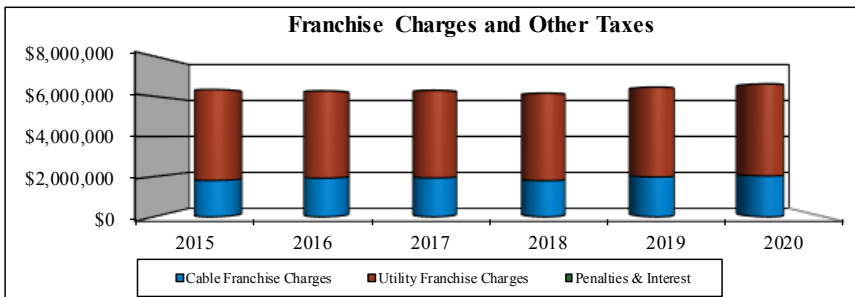
Business and Occupation Tax - The business and occupation tax is levied upon a business for providing basic local telecommunications service. The City adopted an ordinance in 1996 establishing the tax levy per line, for each business is adjusted each year thereafter based on the percentage change in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

Business and occupation tax for 2019 is forecasted to decrease 7.0% from 2018 actual collections based on current year activity. Business and Occupation tax is expected to increase 2.5% in 2020 and forecasted to grow at 2% from 2021 through 2024. Revenues for 2020 are estimated to be \$3,304,084.

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 5% of gross subscriber revenues of which the City currently has approximately 31,000 subscribers. Cable Television Franchise Charge for 2019 are forecasted to increase 10.4% over 2018 actuals based on current collections. This revenue is forecast to increase 2.5% in 2020 and 2% from 2021 through 2024. Revenues for 2020 are estimated to be \$2,034,172.

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 3% of all revenues received from the sale of natural gas and electricity. Gas/Electric Franchise Charges for 2019 is forecasted to increase 2.6% from 2018 actuals given current collections. The revenue is forecast to increase 2.5% in 2020 and 2% each year from 2021 through 2024. Revenues for 2020 are estimated to be \$4,572,842.

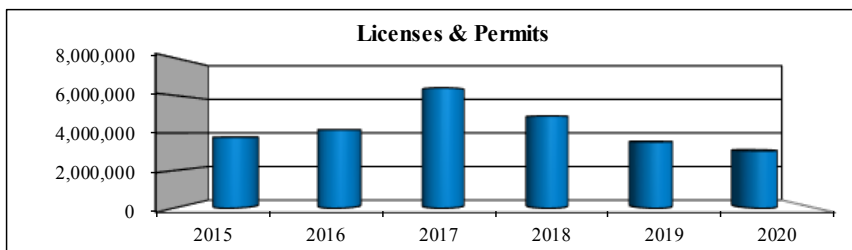
**REVENUE OVERVIEW (CONTINUED)**

Franchise		
Year	Charges	% Chg
2015	\$6,335,645	
2016	\$6,272,421	-1.00%
2017	\$6,300,349	0.45%
2018	\$6,158,515	-2.25%
2019	\$6,457,858	4.86%
2020	\$6,619,304	2.50%

Hotel Accommodation Tax - The City imposes a 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 for 2019 is forecasted to decrease slightly from 2018 Actual collections. The forecast for 2020 is expected to remain unchanged and grow at 2% from 2021-2024. Revenues for 2020 are estimated at \$1,600,000.

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.



Charges for		
Year	Services	% Chg
2015	\$3,770,886	
2016	\$4,173,666	10.68%
2017	\$6,395,758	53.24%
2018	\$4,902,432	-23.35%
2019	\$3,529,875	-28.00%
2020	\$3,051,172	-13.56%

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 2019 are expected to increase 1.3% over 2018 Actuals based on year to date collections. For 2020, revenues are expected to decrease 15% as revenues return to normalized levels following the May 2017 hailstorm. This revenue is expected to grow at 2% from 2021 through 2024. Estimated revenues for 2020 are \$338,423.

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 by the International Code Council (ICC). Permit fees are established by resolution and are budgeted based on local economic trends.



REVENUE OVERVIEW (CONTINUED)

Licenses & Permits (Continued)

Building Permit Fees (Continued)- Building permit fees for 2019 are forecasted to decrease 35.3% from 2018 actual collections. For 2020, revenues are expected to decrease 15% as revenues return to normalized levels following the May 2017 hailstorm. This revenue is expected to grow at 2% from 2021 through 2024. Estimated revenues for 2020 are \$1,629,443.

Public Way Permits – Public Way Permits are forecasted to decrease 33.1% for 2019 from the 2018 actual collections. This revenue is forecasted to grow at 2.5% in 2020 and 2% from 2021 to 2024. Estimated revenues for 2020 are \$252,174.

Intergovernmental Revenues:

Conservation Trust (Lottery) Proceeds – Municipal lottery proceeds are based on the 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, or maintenance of recreational purposes on any public site.

Lottery Proceeds are forecasted for 2019 to decrease by 13.2% compared to the 2018 receipts due to lottery activity normalizing. Revenues for 2020-2024 are forecasted to remain unchanged from the 2019 estimate of \$1,350,000.

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 for 2019 is forecasted to remain at 2018 actual collection levels. Revenues for 2020 are forecast to grow at 2.5% and at 2% from 2021 to 2024. 2020 Revenues are estimated at \$1,391,851.

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 for 2019 is forecasted to decrease 17.4% from 2018 actual revenues collected. This is primarily due to the state's errant calculation and overpayment of disbursements associated with Colorado Senate Bill 18-001 in 2018 and collection of that overpayment in 2019. From 2020 to 2024 this revenue is forecasted to normalize and remain unchanged. The 2020 Highway user's tax is estimated to be \$4,452,473.



REVENUE OVERVIEW (CONTINUED)

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 the 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 forecasted for 2019 reflect a 1.2% decrease from 2018 actuals based on current year activity and remain unchanged for 2020 through 2024 forecasts. Estimated revenues for 2020 are \$1,025,000.

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, are 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.

Jefferson County Open Space Attributable Share for 2019 is forecasted to decrease 14.3% over 2018 actuals. A 1.5 percent increase is forecasted for 2020 and 2% growth is forecast for 2021 through 2024 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 2020 is \$5,065,206.

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 2019 are expected to increase 4.5% over 2018 actuals and are forecasted to increase 2.5% in 2020 and 2% for each year from 2021 through 2024. The City anticipates \$577,621 for motor vehicle registration fees for 2020.

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 2019 has increased by 33.0% over the original 2019 budget due to the carryover of previously unspent funds. It is anticipated that it will decrease 16.9% for 2020 also due to carryovers and remain at that level through 2021. In 2022 the grant is expected to decrease in conjunction with the payoff of the 2007 Section 108 Note. The amount available for 2019 spending is \$2,319,924 (which includes carry over) and 2020 is \$1,928,952.



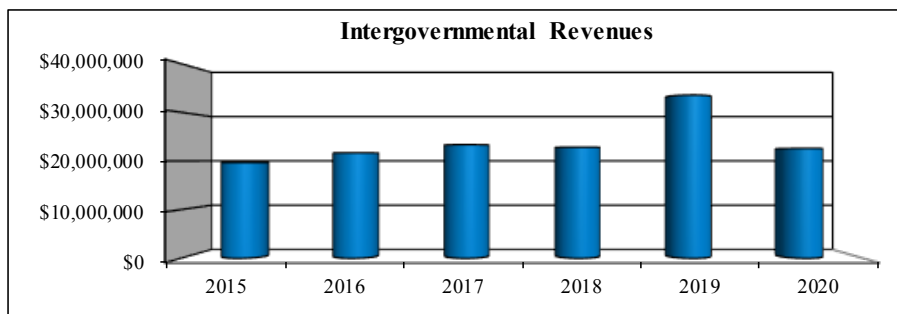
REVENUE OVERVIEW (CONTINUED)

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 for 2019 revised is forecasted to decrease 3% from 2018 actual revenues received. It is forecasted to remain unchanged through 2024. Estimated revenues for 2020 are \$1,306,462.

Auto Theft Task Force – The Auto Theft Task Force is a multi-agency task force. The Task Force performs auto theft investigations, prosecutions, and public awareness to reduce vehicle theft in Colorado. Estimated revenue for 2020 is \$2,479,386.

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 2020 amount to \$2,269,359.

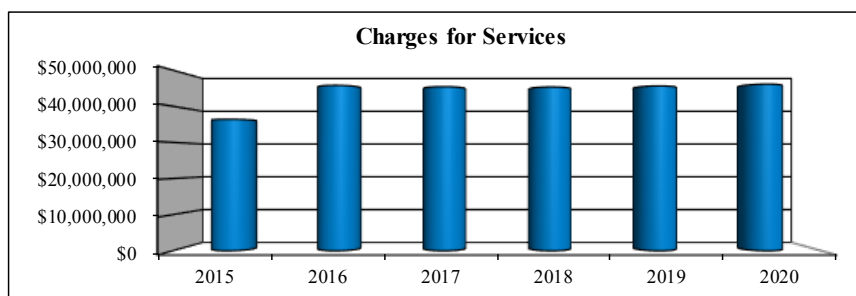


Intergovernmental

Year	Revenues	% Chg
2015	\$19,686,768	
2016	\$21,662,439	10.04%
2017	\$23,337,474	7.73%
2018	\$22,835,976	-2.15%
2019	\$33,527,999	46.82%
2020	\$22,578,210	-32.66%

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

Charges for Services are forecasted for 2019 based on the current year's activity and relevant business events. An increase of 0.6% is forecasted for 2019. Estimated revenues for 2020 are \$46,097,226. For this strategic forecast for 2020 through 2023 the City expects revenues to grow with general inflation.



Charges for

Year	Services	% Chg
2015	\$36,396,923	
2016	\$45,766,653	25.74%
2017	\$45,400,924	-0.80%
2018	\$45,310,438	-0.20%
2019	\$45,601,949	0.64%
2020	\$46,097,226	1.09%



REVENUE OVERVIEW (CONTINUED)

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 2019 based on current year activity and are forecasted to increase 17.1% over 2018 actuals. They are forecasted to grow 2.5% in years 2020 through 2024. For 2020, \$1,490,350 is budgeted as revenue from fines and forfeits.

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 2020 is \$1,016,337.

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 2019 through 2024. Estimated revenues for 2020 are \$1,478,202.



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Federal, State, and Local Grant Revenues

Grant Title	2019 Revised	2020 Budget	Source
BIKE PATHS ALAMEDA & W RAIL	1,824,563	-	Federal
COMMUNITY DEVELOPMENT BLOCK GRANT	2,359,924	1,968,952	Federal
CHILD & ADULT CARE FOOD PROGRAM	119,309	112,000	Federal
CRIME VICTIM SERVICES	21,320	21,320	Federal
EARLY HEAD START	181,661	190,993	Federal
EMERGENCY MGMT PERF GRANTS	128,692	50,000	Federal
EPA BROWNFIELDS GRANT	450,000	450,000	Federal
FEMA - BCLP	7,840	-	Federal
HEAD START PROGRAM	1,091,619	1,115,469	Federal
HIDTA GRANT	472,603	296,948	Federal
HIGH VISIBILITY ENFORCEMENT	38,000	-	Federal
INTERNET CRIMES AGAINST CHILDREN	9,361	10,000	Federal
JUVENILE ASSISTANCE GRANT 2016	4,502	-	Federal
JUVENILE ASSISTANCE GRANT 2017	58,237	-	Federal
JUVENILE ASSISTANCE GRANT 2018	99,334	-	Federal
JUVENILE ASSISTANCE GRANT 2019	-	101,000	Federal
KIPLING & COLFAX CORRIDORS	5,266	-	Federal
KIPLING MEDIAN NORTH OF HAMPDEN	520,000	-	Federal
KIPLING SIGNALS @ 8TH PL & FED CTR GATE	700,000	-	Federal
MISC. POLICE GRANTS	39,000	39,000	Federal
PENDING GRANTS-PW	1,000,000	1,000,000	Federal
POLICE MOBILE DATA COMPUTERS	266,750	-	Federal
SAFE NEIGHBORHOODS	17,941	10,000	Federal
SAFE ROUTES TO SCHOOLS	435,125	-	Federal
SEATBELT ENFORCEMENT GRANT	9,000	9,000	Federal
SHERIDAN BLVD SIDEWALKS	1,062,400	-	Federal
SPEED ENFORCEMENT	78,523	60,000	Federal
WEST COLFAX PEDESTRIAN SAFETY	100,000	-	Federal
WEST CORRIDOR TMA	276,597	-	Federal
Subtotal of Federal Grant Revenues	\$ 11,377,568	\$ 5,434,682	



Federal, State, and Local Grant Revenues (continued)

Grant Title	2019 Revised	2020 Budget	Source
AUTO THEFT TASK FORCE	2,325,103	2,349,032	State
FASTER GRANTS	860,000	-	State
PLANNING MISC GRANTS	56,730	-	State
POST GRANT	18,607	9,000	State
TONY GRAMPSAS YOUTH SERVICES	57,624	47,261	State
Subtotal of State Grant Revenues	\$ 3,318,064	\$ 2,405,293	

ARTLINE HEALTHY COMMUNITIES	100,000	-	Private
AUTO THEFT TASK FORCE	116,255	130,354	Lakewood
BIKE PATHS ALAMEDA & W RAIL	708,752	-	Lakewood
CRIME VICTIMS SERVICES	5,330	5,330	Lakewood
FASTER GRANTS	225,000	-	Lakewood
KIPLING MEDIAN NORTH OF HAMPDEN	150,000	-	Lakewood
KIPLING SIGNALS @ 8TH PL & FED CTR GATE	150,000	-	Lakewood
MISC. POLICE GRANTS	8,500	8,500	Lakewood
PLANNING MISC GRANTS	18,910	-	Lakewood
SAFE ROUTES TO SCHOOLS	164,875	-	Lakewood
SHERIDAN BLVD SIDEWALKS	200,000	-	Lakewood
WEST COLFAX PEDESTRIAN SAFETY	20,788	-	Lakewood
WEST CORRIDOR TMA	55,000	-	Lakewood
Subtotal of Local Grant Revenues	\$ 1,923,410	\$ 144,184	

Total All Grant Revenues	\$ 16,619,042	\$ 7,984,159	
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Notes:

Refer to Glossary for acronym definitions

Grants can require City matched funding.



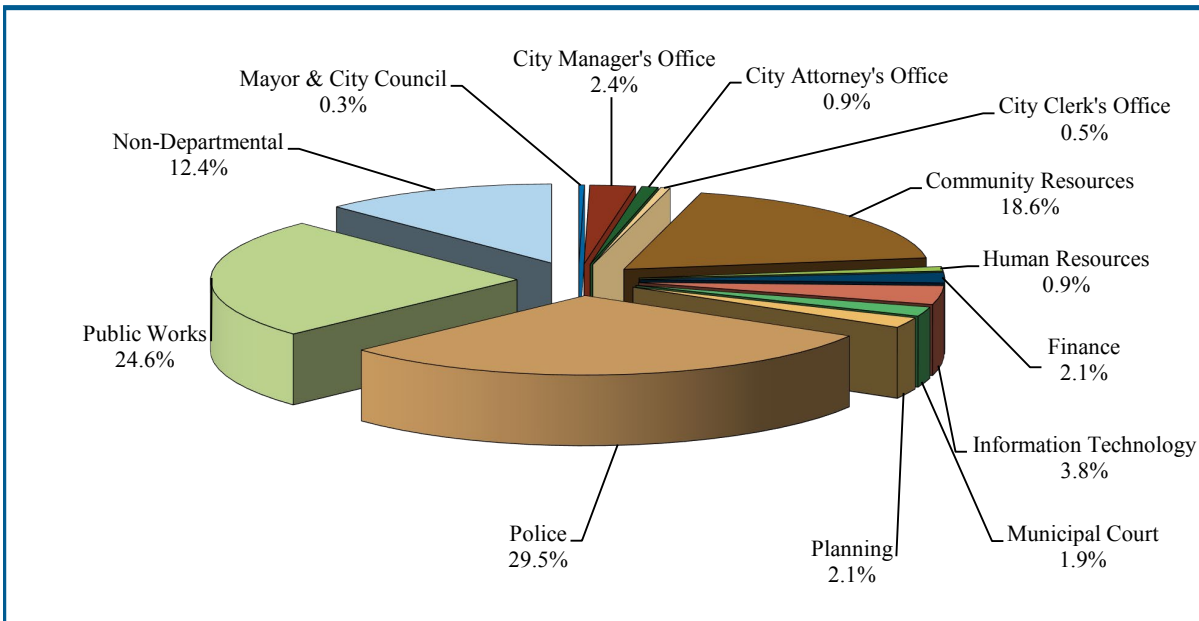
CITY BUDGET SUMMARY
BY ALL FUND TYPES, BY DEPARTMENT, AND BY PROGRAM
2020 BUDGET

City Department By Program	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Mayor and City Council	\$ 550,428	\$ -	\$ -	\$ -	\$ -	\$ 550,428
City Manager's Office	2,733,165	2,210,344	180,000	-	-	5,123,509
City Management	933,363	-	-	-	-	933,363
Communications	1,321,899	-	180,000	-	-	1,501,899
Economic Development	-	2,210,344	-	-	-	2,210,344
Strategic Initiatives	477,903	-	-	-	-	477,903
City Attorney's Office	1,818,523	-	-	-	-	1,818,523
City Clerk's Office	1,168,642	-	-	-	-	1,168,642
Community Resources	21,916,178	11,428,466	670,000	5,325,876	-	39,340,519
Community Resources Admin	1,191,377	-	-	-	-	1,191,377
Family Services	2,367,480	1,442,046	-	-	-	3,809,526
Golf Course Operations	-	-	-	5,325,876	-	5,325,876
Heritage, Culture & the Arts	-	3,577,947	-	-	-	3,577,947
Planning, Construction, & Mtce	4,916,363	2,675,258	665,000	-	-	8,256,621
Recreation	8,216,378	46,918	-	-	-	8,263,296
Park Operations	5,224,580	3,686,296	5,000	-	-	8,915,876
Finance	4,359,494	34,285	69,069	-	-	4,462,848
Finance Administration	669,871	-	-	-	-	669,871
Accounting	978,461	34,285	-	-	-	1,012,746
Property & Purchasing Services	1,332,339	-	69,069	-	-	1,401,407
Revenue	1,378,824	-	-	-	-	1,378,824
Human Resources	1,822,118	-	-	-	-	1,822,118
Information Technology	7,415,953	-	600,000	-	-	8,015,953
Municipal Court	4,128,361	-	-	-	-	4,128,361
Municipal Court Admin	400,915	-	-	-	-	400,915
Court Marshal	820,843	-	-	-	-	820,843
Judicial	680,993	-	-	-	-	680,993
Probation Services	916,607	-	-	-	-	916,607
Violations Bureau	1,309,003	-	-	-	-	1,309,003
Planning	2,341,086	1,902,659	190,000	-	-	4,433,746



**CITY BUDGET SUMMARY
BY ALL FUND TYPES, BY DEPARTMENT, AND BY PROGRAM
2020 BUDGET**

City Department By Program	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Police	59,024,746	3,523,216	-	-	-	62,547,963
Office of the Chief	4,853,719	157,500	-	-	-	5,011,219
Investigations	13,131,499	2,811,478	-	-	-	15,942,976
Patrol Services	31,436,399	193,000	-	-	-	31,629,399
Support Services	9,603,130	361,238	-	-	-	9,964,368
Public Works	18,195,186	1,450,000	18,724,914	13,819,091	-	52,189,191
Public Works Administration	416,129	1,000,000	176,448	-	-	1,592,577
Engineering	4,608,880	450,000	875,120	-	-	5,934,001
Fleet Services	4,511,264	-	5,926,353	-	-	10,437,617
Public Works Maintenance	4,130,088	-	9,869,484	-	-	13,999,571
Sewer Utility	-	-	-	6,417,843	-	6,417,843
Stormwater Management Utility	-	-	-	6,026,734	-	6,026,734
Transportation Engineering	4,528,825	-	1,877,509	-	-	6,406,333
Water Utility	-	-	-	1,374,514	-	1,374,514
Non-Departmental	7,151,592	-	2,481,139	81,669	16,511,435	26,225,835
Citywide Employee Benefits	2,493,826	-	-	81,669	220,000	2,795,495
Debt Obligations/Special Proj	3,457,766	-	2,481,139	-	-	5,938,905
Self-Insurance Funding	1,200,000	-	-	-	16,291,435	17,491,435
Total by Fund	\$132,625,473	\$20,548,970	\$22,915,122	\$19,226,637	\$16,511,435	\$211,827,636





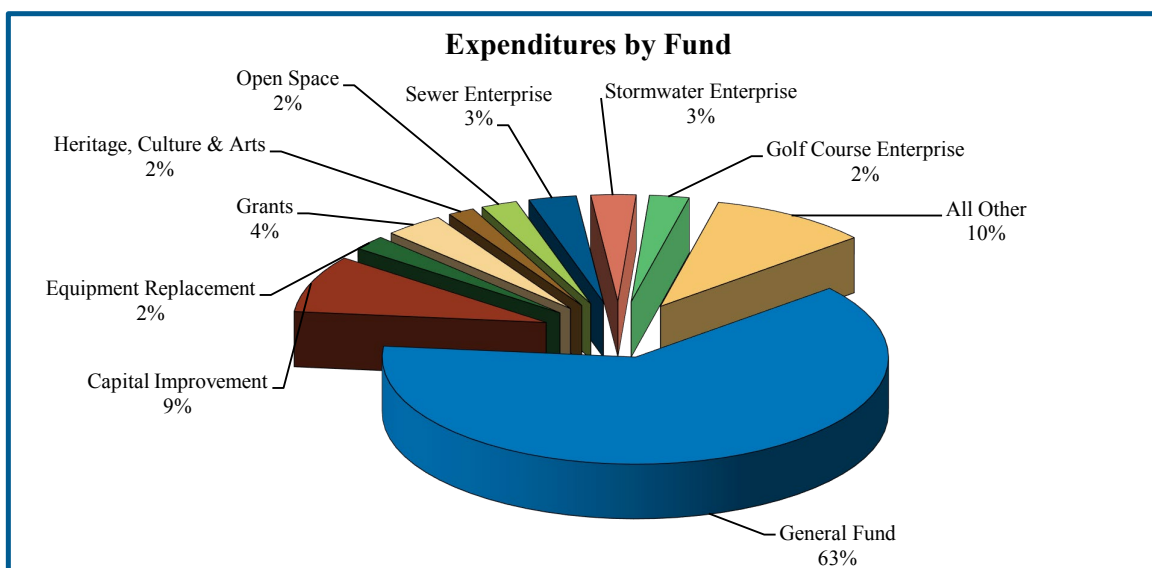
**FUNCTIONAL UNITS BY FUND
2020 BUDGET**

Department	Mayor and City Council	City Manager's Office	City Attorney's Office	City Clerk's Office	Community Resources	Finance
Fund						
General	\$ 550,428	\$ 2,733,165	\$ 1,818,523	\$ 1,168,642	\$ 21,916,178	\$ 4,359,494
Capital Improvement	-	-	-	-	670,000	69,069
Conservation Trust	-	-	-	-	1,470,600	-
Economic Development	-	2,210,344	-	-	-	-
Equipment Replacement	-	180,000	-	-	-	-
Golf Course Enterprise	-	-	-	-	5,325,876	-
Grants	-	-	-	-	1,488,964	34,285
Heritage, Culture & Arts	-	-	-	-	3,577,947	-
Medical/Dental Self-Insurance	-	-	-	-	-	-
Open Space	-	-	-	-	4,890,955	-
Property & Casualty Self-Ins	-	-	-	-	-	-
Retirees Health	-	-	-	-	-	-
Sewer Enterprise	-	-	-	-	-	-
Stormwater Enterprise	-	-	-	-	-	-
TABOR	-	-	-	-	-	-
Water Enterprise	-	-	-	-	-	-
Workers' Comp. Self-Ins	-	-	-	-	-	-
Total	\$ 550,428	\$ 5,123,509	\$ 1,818,523	\$ 1,168,642	\$ 39,340,519	\$ 4,462,848



FUNCTIONAL UNITS BY FUND 2020 BUDGET

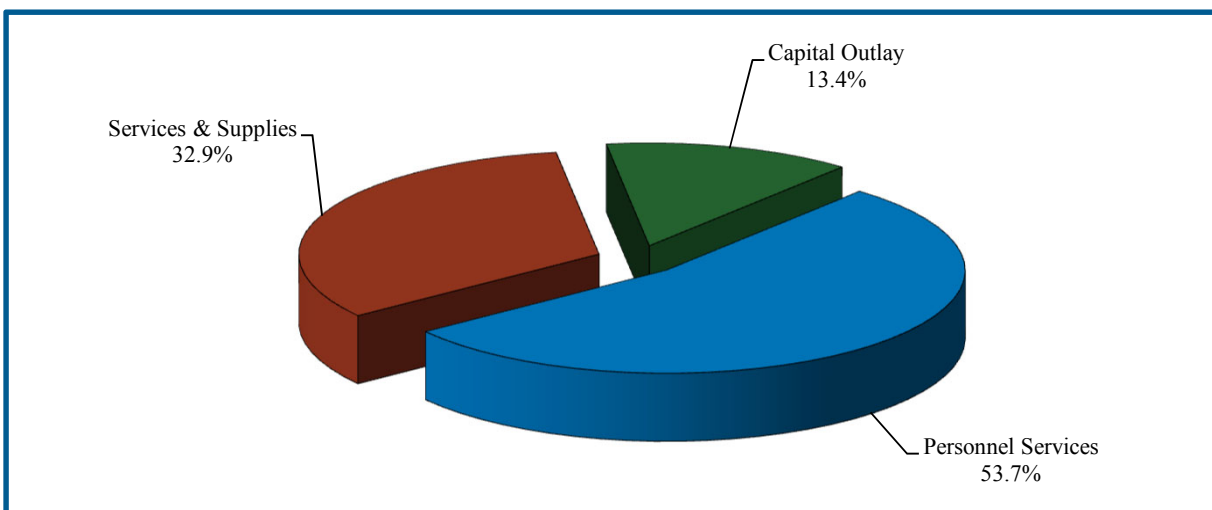
Human Resources	Information Technology	Municipal Court	Planning	Police	Public Works	Non- Departmental	Total
\$ 1,822,118	\$ 7,415,953	\$ 4,128,361	\$ 2,341,086	\$ 59,024,746	\$ 18,195,186	\$ 7,151,592	\$ 132,625,473
-	-	-	190,000	-	14,924,914	2,481,139	18,335,122
-	-	-	-	-	-	-	1,470,600
-	-	-	-	-	-	-	2,210,344
-	600,000	-	-	-	3,800,000	-	4,580,000
-	-	-	-	-	-	21,305	5,347,181
-	-	-	1,902,659	3,100,978	1,450,000	-	7,976,886
-	-	-	-	-	-	-	3,577,947
-	-	-	-	-	-	13,362,085	13,362,085
-	-	-	-	-	-	-	4,890,955
-	-	-	-	-	-	1,694,304	1,694,304
-	-	-	-	-	-	220,000	220,000
-	-	-	-	-	6,417,843	15,218	6,433,061
-	-	-	-	-	6,026,734	42,609	6,069,343
-	-	-	-	422,239	-	-	422,239
-	-	-	-	-	1,374,514	2,537	1,377,051
-	-	-	-	-	-	1,235,045	1,235,045
\$ 1,822,118	\$ 8,015,953	\$ 4,128,361	\$ 4,433,746	\$ 62,547,963	\$ 52,189,191	\$ 26,225,835	\$ 211,827,636





**ALL FUNDS - SUMMARY OF EXPENDITURES BY CLASSIFICATION
2020 BUDGET**

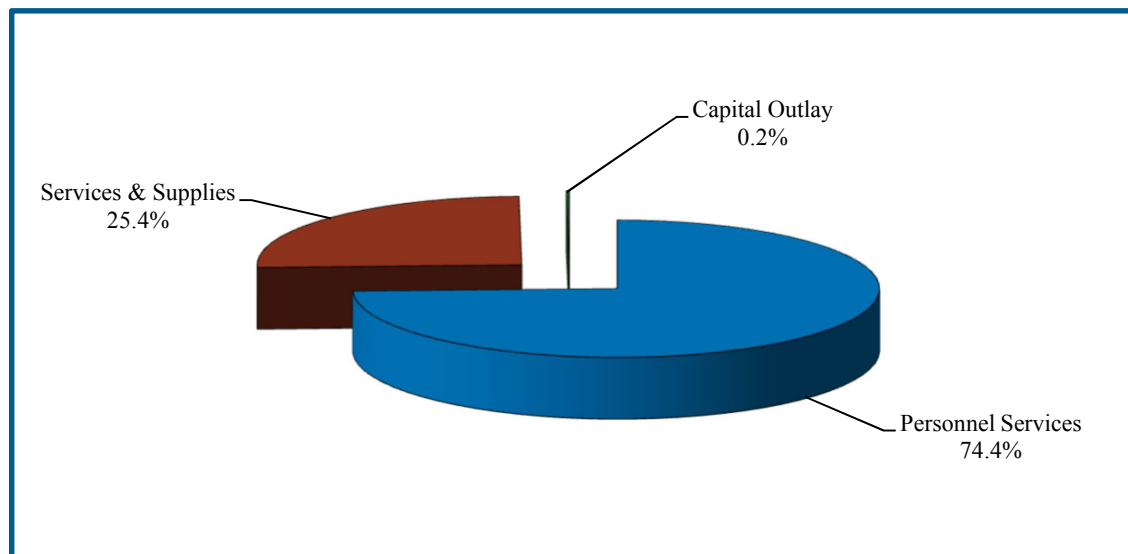
	PERSONNEL SERVICES	SERVICES & SUPPLIES	CAPITAL OUTLAY	TOTAL
MAYOR AND CITY COUNCIL	\$ 316,502	\$ 233,926	\$ -	\$ 550,428
CITY MANAGER'S OFFICE	2,829,859	2,095,650	198,000	5,123,509
CITY ATTORNEY'S OFFICE	1,287,191	531,332	-	1,818,523
CITY CLERK'S OFFICE	1,013,070	155,572	-	1,168,642
COMMUNITY RESOURCES	24,709,410	12,311,872	2,319,238	39,340,519
FINANCE	3,368,846	1,093,802	200	4,462,848
HUMAN RESOURCES	1,361,194	460,924	-	1,822,118
INFORMATION TECHNOLOGY	4,826,279	2,959,674	230,000	8,015,953
MUNICIPAL COURT	3,724,325	404,036	-	4,128,361
PLANNING	2,226,752	1,568,494	638,500	4,433,746
POLICE	53,744,422	8,529,541	274,000	62,547,963
PUBLIC WORKS	13,204,747	16,151,866	22,832,579	52,189,191
NON-DEPARTMENTAL	3,280,203	20,845,493	2,100,139	26,225,835
TOTALS	\$ 115,892,799	\$ 67,342,181	\$ 28,592,656	\$ 211,827,636





**SUMMARY OF EXPENDITURES BY CLASSIFICATION AND BY DEPARTMENT
GENERAL FUND ONLY
2020 BUDGET**

	PERSONNEL SERVICES	SERVICES & SUPPLIES	CAPITAL OUTLAY	TOTAL
MAYOR AND CITY COUNCIL	\$ 316,502	\$ 233,926	\$ -	\$ 550,428
CITY MANAGER'S OFFICE	2,186,365	526,800	20,000	2,733,165
CITY ATTORNEY'S OFFICE	1,287,191	531,332	-	1,818,523
CITY CLERK'S OFFICE	1,013,070	155,572	-	1,168,642
COMMUNITY RESOURCES	15,130,994	6,635,900	149,284	21,916,178
FINANCE	3,265,492	1,093,802	200	4,359,494
HUMAN RESOURCES	1,361,194	460,924	-	1,822,118
INFORMATION TECHNOLOGY	4,826,279	2,589,674	-	7,415,953
MUNICIPAL COURT	3,724,325	404,036	-	4,128,361
PLANNING	2,062,180	275,406	3,500	2,341,086
POLICE	52,345,429	6,626,318	53,000	59,024,746
PUBLIC WORKS	9,878,829	8,254,495	61,862	18,195,186
NON-DEPARTMENTAL	2,491,826	4,659,766	-	7,151,592
TOTAL GENERAL FUND	\$ 99,889,676	\$ 32,447,950	\$ 287,846	\$ 132,625,473



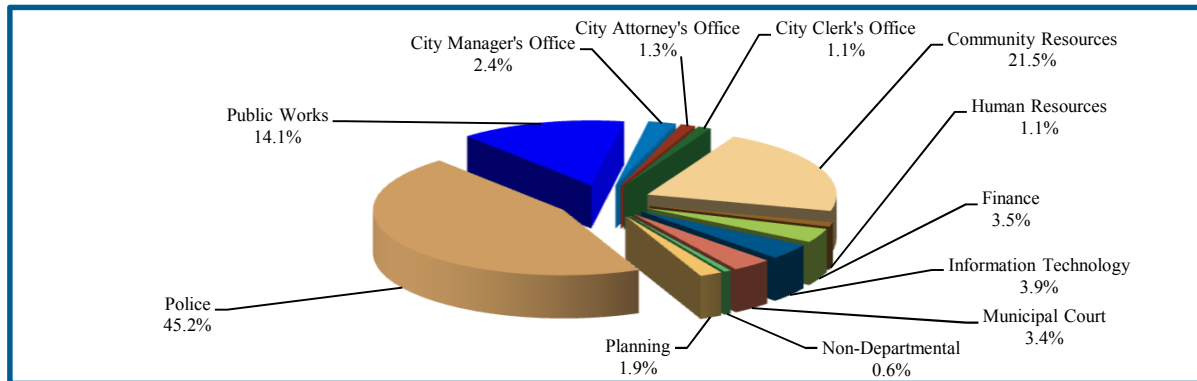
Note: The above schedule does not include any operating transfers out.



STAFFING OVERVIEW

A significant part, 74.4%, 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).

2020 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⁾	2018 Revised	2019 Budget	2019 Revised	2020 Budget
Mayor & City Council	-	-	-	-
City Manager's Office ⁽²⁾	20.75	20.75	20.75	20.75
City Attorney's Office	11.00	11.00	11.00	11.00
City Clerk's Office	10.00	10.00	10.00	10.00
Community Resources	187.65	188.00	188.00	188.00
Finance	31.04	30.69	30.69	30.69
Human Resources	9.80	9.80	9.80	9.80
Information Technology	34.00	34.00	34.00	34.00
Municipal Court	30.00	30.00	30.00	30.00
Non-Departmental	5.20	5.20	5.20	5.20
Planning	16.00	16.00	16.00	17.00
Police	393.17	393.00	393.00	395.00
Public Works	122.21	123.21	123.21	123.21
Total Full-Time Positions (FTE):	870.82	871.65	871.65	874.65
Part-Time Hours	502,386	487,672	489,818	489,818
Total Full-Time and Part-Time Positions Stated as FTE	1,112.35	1,106.11	1,107.14	1,110.14
Police Recruits	29.00	20.00	44.00	24.00

(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
2020 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	16.00	4.75			20.75
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	10.00				10.00
Part-Time Hours	1,810				1,810
Community Resources					
Full-Time Employees	117.26	51.74		19.00	188.00
Part-Time Hours	234,821	115,681		73,084	423,586
Finance					
Full-Time Employees	29.79	0.30	0.60		30.69
Part-Time Hours	6,945				6,945
Human Resources					
Full-Time Employees	9.80			5.20	15.00
Part-Time Hours	1,560			691	2,251
Information Technology					
Full-Time Employees	34.00				34.00
Part-Time Hours					-
Municipal Court					
Full-Time Employees	30.00				30.00
Part-Time Hours	8,413				8,413
Planning					
Full-Time Employees	16.00	1.00			17.00
Part-Time Hours	3,662	993			4,655
Police					
Full-Time Employees	387.00	8.00			395.00
Part-Time Hours	18,194	1,560			19,754
Public Works					
Full-Time Employees	93.86		7.25	22.10	123.21
Part-Time Hours	14,857		1,501	1,560	17,918
Total Full-Time Employees (Stated as FTE)	754.71	65.79	7.85	46.30	874.65
Total Part-Time Hours	293,625	119,357	1,501	75,335	489,818
Total FTE Employees	895.87	123.17	8.58	82.52	1,110.14



LINKING LONG-TERM AND SHORT-TERM GOALS

The Mayor and City Council take into consideration the "Council's Commitment to Citizens and Core Community Values" with each policy decision they make, thus furthering the mission of City government to provide a "Quality lifestyle fostered by a transparent government" for all Lakewood residents.

LONG-TERM GOALS 2021-2024	SHORT-TERM GOALS 2019-2020	IMPLEMENTATION DEPARTMENT
SAFE COMMUNITY		
Lakewood Municipal Probation will consistently use assessment information to match youth to appropriate levels of system involvement (i.e., immediate consequence, diversion or probation) based on a youth's risk of reoffending and specific treatment needs.	Continued collaboration with community providers such as Stout Street Recovery, Addiction Research and Treatment Services (ARTS) and others to develop a continuum of interventions to address opioid issues.	Municipal Courts
The department will develop a community policing and crime prevention approach with the goal to stem the increase in crime and quality of life concerns in parts of the city that are experiencing chronic and growing crime patterns and trends.	The Patrol Division, in collaboration with the Investigations Division, will continue to conduct directed enforcement utilizing crime data provided by the crime analysts. Working with investigations, joint operations will be conducted targeting motels and hotels on West Colfax.	Police
Utilize advancements in technology to improve customer service, expand community communication and relationships and increase police department transparency.	Increase use of social media and networking sites in an effort to increase investigative leads, solve crimes, identify threats, and educate the public. Explore the use of social media and networking, and Channel 8 to release crime analysis trending and hot spot data to the public. Target hardening tips to avoid further victimization will be provided.	Police
Maintain sign, signal and street light inventories using asset management software and global positioning devices	Inspect Lakewood traffic signals for structural adequacy	Public Works
Continue replacing crosswalks and stop bars at state highway traffic signals	Continue to maintain high level of visibility of street markings	Public Works
Facilities - ensure facilities are upgraded to provide safety and security measures for employees and visitors.	Conduct Facility Assessments of Civic Center Plaza which identify/correct future risks.	Human Resources
OPEN AND HONEST COMMUNICATION		
Develop community-wide engagement platform through Lakewood Together publication.	Increase the number of projects on Lakewood Together for community input.	City Manager's Office
Ensure City Council and Staff have ready access to legal advice and information.	Inform City Council of legal issues affecting public policy decisions. Inform Staff of legal issues impacting their work.	City Attorney's Office



LINKING LONG-TERM AND SHORT-TERM GOALS

LONG-TERM GOALS 2021-2024	SHORT-TERM GOALS 2019-2020	IMPLEMENTATION DEPARTMENT
OPEN AND HONEST COMMUNICATION (Continued)		
Practice open, respectful and direct communication recognizing that various methods are necessary. Actively solicit and value input from community and customers.	Expand the use of LakewoodTogether; Lakewood's tool to gather feedback and public engagement online.	Community Resources
Maintain a diverse range of communication channels in order to provide updates and solicit feedback on sustainability division programs and projects. Ensure that communication channels are inclusive and reach a diverse audience through the use of a range of media platforms.	Increase participation, followers, and subscription to the monthly Sustainability Newsletter, Planning, and Sustainability Facebook page, the Lakewood Sustainability Cooperative database, and Sustainable Neighborhood Program communication channels.	Planning
Market department efforts effectively to all levels of the organization.	Partner with communication in City Managers Office to market programs on Lakewood at Work and Inside Lakewood.	Human Resources

FISCAL RESPONSIBILITY

Align the City budget with City Council vision and priorities.	Present a comprehensive and balanced budget to Lakewood City Council.	Finance City Manager's Office
Educate Staff as to best legal practices, including procurement, contracting, document drafting, enforcement and procedures.	Continue training regarding proper procurement and contracting procedures. Continue providing timely review of documents and advice regarding enforcement.	City Attorney's Office
Actively manage claims through negotiations having the expertise to evaluate each event that occurs through relationship management.	Leverage data tracking to ensure trends which lead to payouts are addressed to avoid future fiscal burden if possible.	Human Resources
Manage operations and budgets of the Quail Street and Rooney Road Recycling Centers to maximize value to citizens with budget provided	Continue maintenance of compactors and facilities to manage increased quantities of recyclables	Public Works

EDUCATION AND INFORMATION

Increase the reach of the City social media accounts.	Expand the use of video on social platforms.	City Manager's Office
Be responsive to changing community and customer needs and interests	Continue to expand and improve environmental and natural areas education opportunities, outreach and partnerships.	Community Resources
Establish a feedback loop - create an environment which allows feedback from all levels of the organization to reach all levels of leadership.	Establish Employee engagement strategy. Beginning with an employee opinion survey. Rolling out information from survey to leadership team to cascade down to front line employees. Action Plans will be developed in areas needing improvement.	Human Resources
Engage with Lakewood youth through partnerships with organizations and with Jeffco Public Schools.	Continue to work with local schools to integrate sustainability education into existing curriculums.	Planning



LINKING LONG-TERM AND SHORT-TERM GOALS

LONG-TERM GOALS 2021-2024	SHORT-TERM GOALS 2019-2020	IMPLEMENTATION DEPARTMENT
QUALITY TRANSPORTATION OPTIONS		
Kipling/6th Avenue Frontage Road relocation - northwest corner	Improve safety at the ramps to 6th Avenue at Kipling	Public Works
Collaboration with Federal Center on addressing long-term transportation needs to serve Federal Center Master Plan implementation	Implement Union Area Transportation Study recommendations as opportunities arise - Sere Lane Pedestrian Crossing - Add Eastbound 6th Ave Right turn lane	Public Works
Provide support to various projects that promote mode shift from single-occupancy vehicles to shared use mobility options, and pedestrian and bicycle transportation including; the bicycle master plan update, wayfinding, bicycle and pedestrian safety campaigns, infrastructure assessments, and employee commuting programs.	Collaborate with Transportation Division of Public Works and Community Resources department to enhance multi-modal facilities across the city in support of the Comprehensive Plan and sustainability goals.	Planning
Support the City's long term transportation goals as they relate to the Department of Community Resources.	Update the Bike and Recreation Map to be more inclusive of all trail user groups. Make adjustments to the map to reflect changes to the trail network and opportunities for safe street connections and bike lanes.	Community Resources
QUALITY ECONOMIC DEVELOPMENT		
Attract and Retain innovative quality primary employers	Review building vacancies and available for sale/lease properties twice a year	City Manager's Office
Develop options to transition troubled properties to more productive uses that enhance the community	Identify areas that have the potential need for transformation and work with private owners to identify how best to accomplish those goals.	City Manager's Office
Support economic resilience and sustainability in Lakewood's business community in partnership with Lakewood Economic Development and Lakewood's business associations.	Strategic collaboration between the Planning department and the Economic Development division.	Planning Economic Development



LINKING LONG-TERM AND SHORT-TERM GOALS

LONG-TERM GOALS 2021-2024	SHORT-TERM GOALS 2019-2020	IMPLEMENTATION DEPARTMENT
PHYSICAL & TECHNOLOGICAL INFRASTRUCTURE		
Maintain and upgrade the document imaging system (Laserfiche) so that it continually serves the needs of the City; train staff to use it	Develop a plan for ensuring that all new employees understand how to manage the records and information they create & use	City Clerk's Office
Create and maintain culture of innovation and trust to support smooth and productive City operations.	Identify, train and provide growth opportunities for employees with potential management skills.	City Manager's Office
Strengthen the City's information security posture and provide businesses and citizens with assurance that their interactions with our systems are secure.	Enhance the City's information security posture to reduce the threat of data breaches and negative impacts to business operations.	Information Technology
Build a secure IT infrastructure that is scalable and flexible.	Optimize the City's technology infrastructure to support business and citizen demand for high-performing and secure operations.	Information Technology
Continue to look at new ways to use technology and update court operations.	Work with software vendor, Journal Technology, to design and implement a system friendly and efficient for the court staff and for the public.	Municipal Courts
QUALITY LIVING ENVIRONMENT		
Looks for ways to enhance the Request Lakewood program and improve customer service.	Research and evaluate citizen relationship management software to enhance customer service.	City Manager's Office
Meet the needs of the community by offering a variety of high quality and engaging programs, services and initiatives. (Imagine Lakewood! Goal 1)	Create a prioritized facility improvement list based on the 2018 building assessments of Patterson Cottages, Lasley Cottages and the Wilbur Rogers Center.	Community Resources
Seek to increase private sector financial participation in the Rooney Road Recycling Center	Participate in re-branding effort to advertise the presence of the Rooney Road Recycling Center more widely	Public Works
COMMUNITY SUSTAINABILITY		
Implement the Colfax Action Plan	Work on moving forward Action Steps including Placemaking elements, protecting historic resources, and create the desired mix of employment and housing. Continue to support implementation of the ArtLine Project.	Planning
Continue evaluation of costs and monitor the technology for Light Emitting Diode (LED) street light conversions	Replace High Pressure Sodium street lights with LED street lights at new or rebuilt signal locations	Public Works
Identify and open a new organics waste recycling center	Feasibility study for a new municipal organics recycling operation	Public Works



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 decided in the court case of Gude vs. City of Lakewood 636 P.2d 691.

The City's bond ratings are reviewed periodically 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:

S&P Review	Obligation	Rating
December 18, 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, 2018, the City has no general obligation debt outstanding. The City currently does not have any general obligation debt and does not intend to issue any at this time. The City's debt is within the legal debt limit as demonstrated by the table below:

Assessed Value	\$2,371,538,875
Actual Value	\$20,433,655,801
Debt Limit: 3 Percent of Actual Value	\$613,009,674
Less: Assets in Debt Service	\$0
Legal Debt Margin	\$613,009,674
Amount of Bonded Debt Applicable to Debt Limit	\$0



INFORMATION ON 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, 2018. As of December 31, 2018, the City has a long term note outstanding of \$999,000, capital leases outstanding of \$3,684,415, and certificates of participation outstanding of \$16,740,000.

The following table is a list of notes/lease purchases as of December 31, 2018:

Long-Term Debt / Lease Payments	Balance
2007 Section 108 Notes Payable	\$999,000
Police Facility Capital Lease	1,549,932
Community Solar Garden Capital Lease	623,629
Energy Performance Improvements Lease	1,510,854
Total	\$4,683,415

The following table is a list of outstanding Certificates of Participation in the name of the *Lakewood Public Building Authority (LPBA)* as of December 31, 2018:

Long-Term Debt	Balance
Certificates of Participation, 2006A	\$12,170,000
Certificates of Participation, 2006B	4,570,000
Total	\$16,740,000

The Lakewood Public Building Authority (LPBA) is an entity that is legally separate from the City. For financial reporting purposes, the LPBA consists of a single fund and is blended into the City's financial statements because it was formed to construct, finance and lease municipal and recreation facilities exclusively to the City. A separate budget for the LPBA is prepared and approved by that entity's board of directors and thus, the LPBA budget is not included in the remainder of this budget document.

Although these debt obligations are in the name of the Lakewood Public Building Authority they are presented in this table to fully disclose the City's responsibility for lease payments to the LPBA.

**INFORMATION ON FINANCIAL OBLIGATIONS (CONTINUED)**

The following table is a list of principal and interest payments by Fund for 2019 through to maturity from the primary sources.

Primary Source/Fund	Year	Principal	Interest	Total
General	2019	2,822,455	467,824	3,290,279
	2020	2,944,261	346,876	3,291,137
	2021	1,120,559	237,238	1,357,797
	2022	2,045,301	158,444	2,203,745
	2023	334,700	99,401	434,101
	2024	347,258	85,174	432,432
	2025	242,120	70,382	312,502
	2026	252,006	60,497	312,502
	2027	262,302	50,201	312,503
	2028	273,025	39,478	312,502
	2029	284,192	28,311	312,502
	2030	114,193	16,679	130,872
	2031	118,152	12,720	130,872
	2032	122,249	8,624	130,872
	2033	126,487	4,385	130,872
General Total		\$11,409,261	\$1,686,234	\$13,095,495
Capital Improvement	2019	361,984	24,016	386,000
	2020	376,528	9,472	386,000
Capital Improvement Total		\$738,512	\$33,488	\$772,000
Conservation Trust	2019	497,950	127,506	625,456
	2020	523,250	101,976	625,226
	2021	549,700	75,153	624,853
	2022	281,836	30,705	312,541
Conservation Trust Total		\$1,852,736	\$335,340	\$2,188,076
Equipment Replacement	2019	75,040	4,960	80,000
	2020	78,055	1,945	80,000
Equipment Replacement Total		\$153,095	\$6,905	\$160,000

**INFORMATION ON FINANCIAL OBLIGATIONS (CONTINUED)**

Primary Source/Fund (cont.)	Year	Principal	Interest	Total
Golf Course Enterprise	2019	649,500	166,312	815,812
	2020	682,500	133,012	815,512
	2021	717,000	98,024	815,024
	2022	367,612	40,050	407,662
Golf Course Enterprise Total		\$2,416,612	\$437,398	\$2,854,010
Grants	2019	320,000	49,572	369,572
	2020	335,000	33,988	368,988
	2021	344,000	17,372	361,372
Grants Total		\$999,000	\$100,932	\$1,099,932
Open Space	2019	281,450	72,069	353,519
	2020	295,750	57,639	353,389
	2021	310,700	42,478	353,177
	2022	159,299	17,355	711,555
Open Space Total		\$1,047,199	\$189,541	\$1,236,740
Total All Funds by Year	2019	5,008,379	912,259	5,920,638
	2020	5,235,344	684,908	5,920,252
	2021	3,041,959	470,265	3,512,224
	2022	2,854,048	246,554	3,100,602
	2023	334,700	99,401	434,101
	2024	347,258	85,174	432,432
	2025	242,120	70,382	312,502
	2026	252,006	60,497	312,502
	2027	262,302	50,201	312,503
	2028	273,025	39,478	312,502
	2029	284,192	28,311	312,502
	2030	114,193	16,679	130,872
	2031	118,152	12,720	130,872
	2032	122,249	8,624	130,872
	2033	126,487	4,385	130,872
Grand Total		\$18,616,415	\$2,789,838	\$21,406,253

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 of the city listed by Financial Obligation for 2019 through to maturity.

Financial Obligations	Year	Principal	Interest	Total
2006A Certificate of Participation	2019	2,165,000	554,375	2,719,375
	2020	2,275,000	443,375	2,718,375
	2021	2,390,000	326,750	2,716,750
	2022	5,340,000	133,500	5,473,500
2006A Certificate of Participation Total		\$12,170,000	\$1,458,000	\$13,628,000
2006B Certificate of Participation	2019	2,240,000	157,589	2,397,589
	2020	2,330,000	68,787	2,398,787
2006B Certificate of Participation Total		\$4,570,000	\$226,376	\$4,796,376
2007 Section 108 Notes Payable	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		\$999,000	\$100,932	\$1,099,932
Police Facility Capital Lease	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 Capital Lease Total		\$1,549,932	\$447,999	\$1,997,931

**INFORMATION ON FINANCIAL OBLIGATIONS (CONTINUED)**

Financial Obligations (cont.)	Year	Principal	Interest	Total
Community Solar Garden Capital Lease	2019	92,850	28,750	121,600
	2020	97,063	24,537	121,600
	2021	101,606	19,994	121,600
	2022	106,290	15,310	121,600
	2023	111,189	10,410	121,600
	2024	114,631	5,299	119,930
Community Solar Garden Capital Lease Total		\$623,629	\$104,300	\$727,929
Energy Performance Improvements Lease	2019	78,491	52,381	130,872
	2020	81,212	49,660	130,872
	2021	84,028	46,844	130,872
	2022	86,941	43,931	130,872
	2023	89,955	40,917	130,872
	2024	93,074	37,798	130,872
	2025	96,301	34,571	130,872
	2026	99,640	31,233	130,872
	2027	103,094	27,778	130,872
	2028	106,669	24,204	130,872
	2029	110,367	20,506	130,872
	2030	114,193	16,679	130,872
	2031	118,152	12,720	130,872
	2032	122,249	8,624	130,872
	2033	126,487	4,385	130,872
Energy Performance Improvements Lease Total		\$1,510,854	\$452,231	\$1,963,085
Total All Financial Obligations by Year	2019	5,008,379	912,259	5,920,638
	2020	5,235,344	684,908	5,920,252
	2021	3,041,959	470,265	3,512,224
	2022	5,661,048	246,554	5,907,602
	2023	334,700	99,401	434,101
	2024	347,258	85,174	432,432
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	2030	114,193	16,679	130,872
	2031	118,152	12,720	130,872
	2032	122,249	8,624	130,872
	2033	126,487	4,385	130,872
Grand Total		\$21,423,415	\$2,789,838	\$24,213,253



INFORMATION ON FINANCIAL OBLIGATIONS (CONTINUED)

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 a rate of 5.0%, payable semi-annually, and mature serially through May, 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.

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, 2018, was \$379,086. 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.



INFORMATION ON FINANCIAL OBLIGATIONS (CONTINUED)

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 March 20, 2014, the City entered into an agreement to purchase electric generating capacity in a solar garden. The agreement was funded on August 1, 2014 with a lease agreement for \$957,000. The solar power capacity is recorded as capital assets in the amount of \$933,232. A portion of the loan proceeds was used to pay issuance costs of \$23,768. Annual payments of \$121,600, including principal and interest accruing at 4.61%, are due on August 1, 2015 through 2024. For its participation, the City receives energy credits to be used against energy consumption at various City facilities.

Energy Performance Improvements Lease

On April 6, 2018, the City entered into a lease purchase agreement to purchase Energy Performance Improvements at the Carmody Recreation facility. The agreement was funded on April 6, 2018 with proceeds in the amount of \$1,510,854. The Energy Performance Improvements will be recorded as capital assets. Annual payments of \$130,872, including principal and interest accruing at 3.47% are due on each April 6, from 2019 to 2033.



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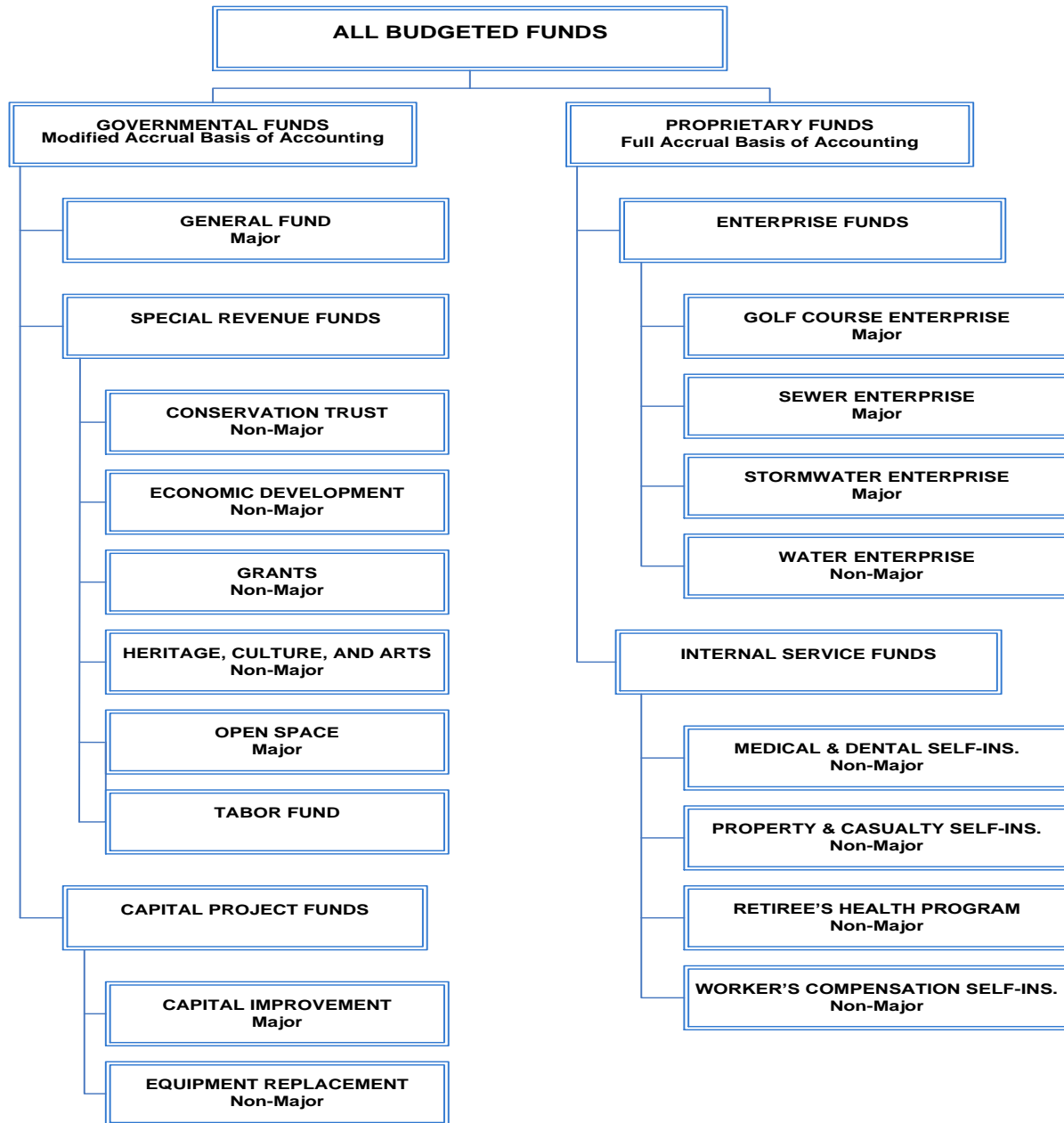


FUND SUMMARIES



CITY FUNDS

Fund Organization for the 2020 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 2019 Revised Budget and the 2020 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 Human Resources 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. Discussion pertaining to fund balance changes will be noted below within each fund type.

GOVERNMENTAL FUNDS

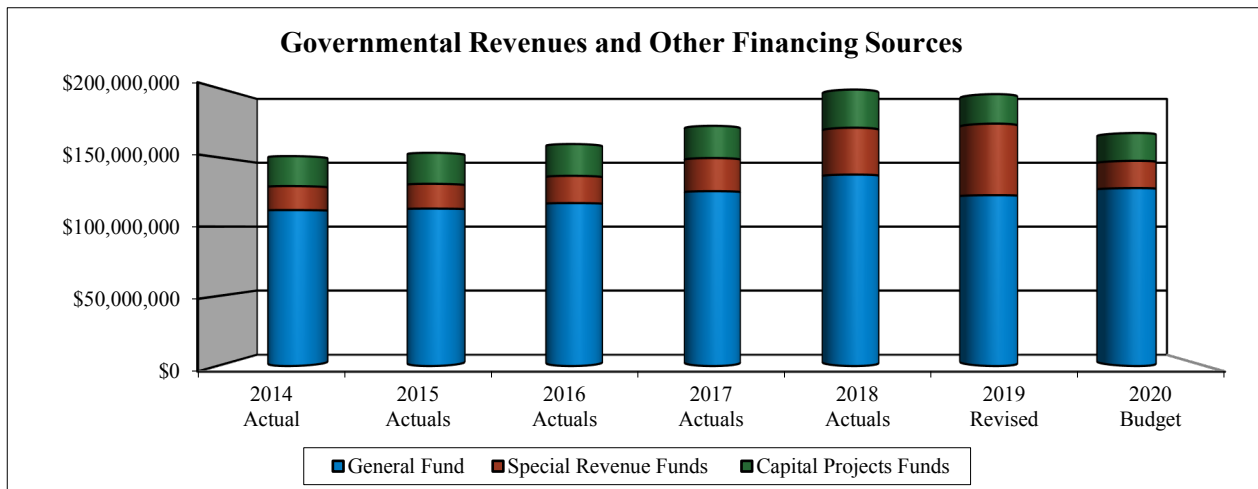
Revenues and Transfers In:

Fund	2018 Audited Revenue & Transfers In	2019 Revised Revenue & Transfers In	2020 Budgeted Revenue & Transfers In	2020 Budgeted over (under) 2019 Revised
General	\$ 137,454,924	\$ 122,620,851	\$ 127,720,250	\$ 5,099,399
Capital Improvement	22,830,545	17,589,561	17,278,309	(311,251)
Conservation Trust	1,571,758	1,537,657	1,360,907	(176,750)
Economic Development	1,945,905	1,760,000	1,735,000	(25,000)
Equipment Replacement	4,619,785	3,640,523	2,757,989	(882,534)
Grants	5,545,482	16,619,042	7,984,159	(8,634,883)
Heritage, Culture, and Arts	3,618,361	3,436,828	3,436,904	76
Open Space	21,063,203	7,549,448	5,109,254	(2,440,194)
Tabor Fund	-	20,614,190	-	(20,614,190)
Total of Revenues & Transfers In	<u>\$ 198,649,963</u>	<u>\$ 195,368,099</u>	<u>\$ 167,382,771</u>	<u>\$ (27,985,328)</u>

- ❖ The City utilized the Colorado Legislative Council's Economics Staff's "Economic and Revenue Forecast" dated June of 2019 as the primary source for forecasted Denver-Aurora-Lakewood Consumer Price Index (CPI). In conjunction with the Economics Staff's report, other methodologies used were 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.
- ❖ The General Fund and the Capital Improvement Fund sales and use tax revenues are projected for 2019 through 2024 using various methods including CPI, historical trend, and unique adjustments based on current year activity, significant events, and known retail developments. The City uses a conservative approach to forecasting that only includes revenue from new development once the new projects are highly certain.
- ❖ Base sales tax for 2019 is forecasted to remain flat over 2018 actuals based on current year activity through July. A 3.5% growth rate was used to forecast 2020 revenue and a 2.0% increase was used for 2021 through 2024.

**NOTES AND ASSUMPTIONS****GOVERNMENTAL FUNDS (continued)****Revenues and Transfers In: (continued)**

- ❖ For 2019, the City's general use tax is forecast to increase slightly from 2018 actual collections based on current year to date collections. General use tax is expected to increase 2.5% in 2020 and is forecasted to increase 2% from 2021-2024. Motor Vehicle Use Tax for 2019 is forecasted to increase 4% over 2018 actuals, it is forecasted to increase 2.5% in 2020, and 2% for each year 2021-2024. Building Use Tax is expected to decrease 32% from the actual revenues collected in 2018, based on current year-to-date activity, and due partly to the temporary increase that occurred as a result of the May 2017 hailstorm. It is expected to decrease an additional 15% in 2020, and then return to regular market growth rates of 2% from 2021-2024.
- ❖ 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 forecasted to decrease 1.5% in 2019 due mainly to an anticipated decrease in grant and open space revenues.

**Expenditures and Transfers Out:**

Fund	2018 Audited Expenditures & Transfers Out	2019 Revised Expenditures & Transfers Out	2020 Budgeted Expenditures & Transfers Out	2020 Budgeted over (under) 2019 Revised
General	\$ 131,004,183	\$ 134,193,400	\$ 134,308,672	\$ 115,272
Capital Improvement	27,318,566	33,919,002	21,668,122	(12,250,880)
Conservation Trust	979,290	2,226,600	1,470,600	(756,000)
Economic Development	657,884	4,447,514	2,210,344	(2,237,169)
Equipment Replacement	4,161,935	6,508,120	4,580,000	(1,928,120)
Grants	5,743,188	16,106,690	7,976,886	(8,129,805)
Heritage, Culture, and Arts	3,147,772	4,236,239	3,577,947	(658,292)
Open Space	16,807,493	20,031,108	4,890,955	(15,140,154)
Tabor Fund	-	18,668,704	422,239	(18,246,466)
Total of Expenditures & Transfers Out	\$ 189,820,312	\$ 240,337,377	\$ 181,105,764	\$ (59,231,614)

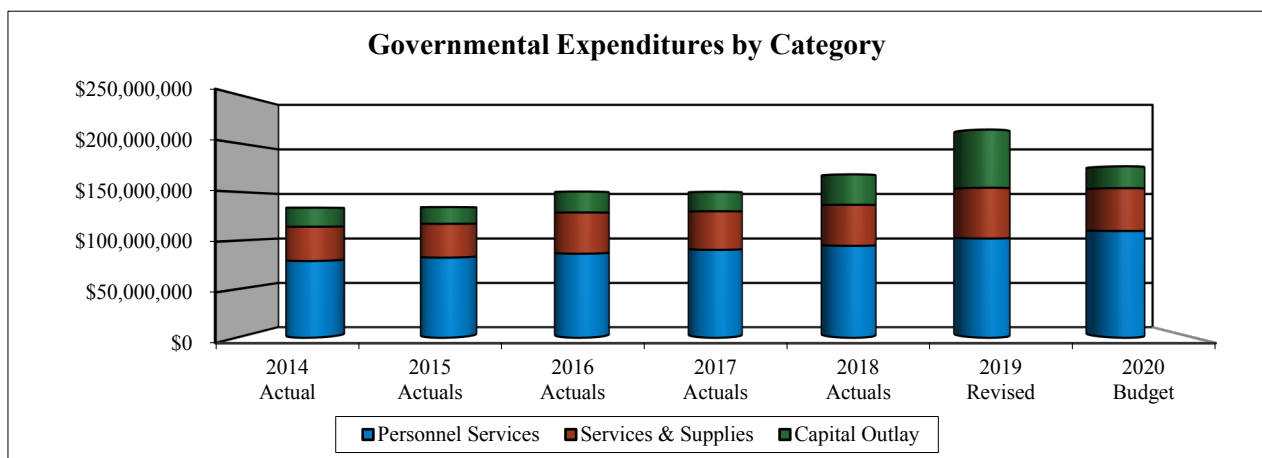


NOTES AND ASSUMPTIONS

GOVERNMENTAL FUNDS (continued)

Expenditures and Transfers Out: (continued)

- ❖ Expenditures are built from the lowest accounting level up to the fund summaries, this detail is incorporated into the financial data and reports in this budget. 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 are projected for 2020 at 3.0% for all civilian staff and sworn police agents and at 3.0% for all staff for years 2020 through 2023. Medical & Dental benefit costs are estimated to remain constant for 2020 and escalate at 2% for 2021 through 2024.
- ❖ In addition to salary and benefit increases, the Police Department experienced ordinary police agent attrition that triggers a need for a police recruit class. It is anticipated that based on attrition factors the City will have recruits in each upcoming class, which will take place every six months. This will have a stabilizing effect on police recruiting and staffing. As a result of growing community needs the Police Department will add 2 new Police Navigators in 2020.
- ❖ 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 proposed 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 the City's Leadership team to determine whether the additional request is consistent with organizational goals and if funding is available for proposal to City Council. Additional information concerning capital projects can be found under the Capital Improvement and Preservation Plan section of the budget document.



- ❖ Grants available for spending in 2019 revised are 279% more than the amount actually spent in 2018. Grants anticipated for 2020 are down 50% compared to 2019 revised; however, some of the grant amounts available for spending in 2019 will carry over into 2020.

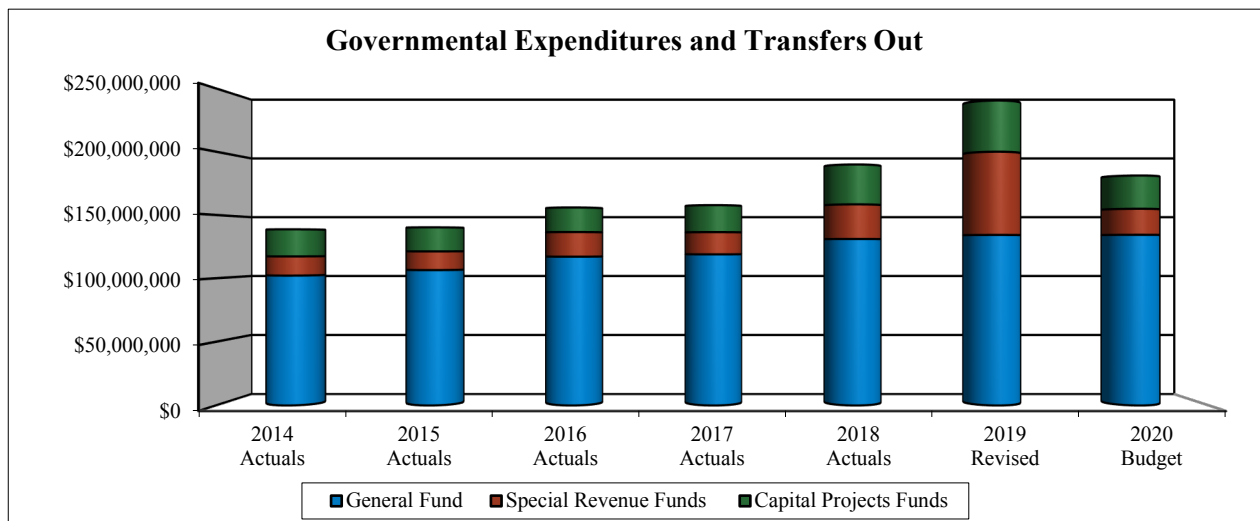


NOTES AND ASSUMPTIONS

GOVERNMENTAL FUNDS (continued)

Expenditures and Transfers Out: (continued)

- ❖ The General Fund will transfer \$120,000 in 2019 into the Capital Improvement Fund for neighborhood improvement programs. Heritage, Culture and The Arts will receive a transfer from the General Fund for program assistance of \$1,330,683 in 2019 and \$1,413,199 in 2020. The Equipment Replacement Fund will receive a transfer from the General Fund to support the City's IT Infrastructure Sustainability Program in the amount of \$250,000. The TABOR fund will receive a transfer of \$6,237,572 from the General Fund which consists of \$15,000 from the 2017 TABOR retention and \$6,222,572 from the 2018 TABOR retention.
- ❖ The Capital Improvement Fund will transfer out \$5,776,747 in 2019. The Heritage, Culture, and The Arts Fund for public art will receive \$25,172. The Equipment Replacement Fund will receive \$1,090,000 for City Mobile Radio Replacements, Radio System Site Migration, 2 CSO vehicles, a JD Edwards Update, and additional funding for the City's IT Infrastructure Sustainability Program. The General Fund will receive a transfer of \$600,000 from the Capital Improvement Fund for the return of the cancelled Police Locker Room project. The TABOR fund will receive a transfer of \$4,061,575 from the Capital Improvement Fund which consists of \$2,586,504 from the 2017 TABOR retention and \$1,475,071 from the 2018 TABOR retention.
- ❖ The Economic Development Fund will transfer \$2,000,000 to the Lakewood Reinvestment Authority (a separate entity) and \$454,923 to the TABOR fund.





NOTES AND ASSUMPTIONS

GOVERNMENTAL FUNDS (continued)

Changes in Fund Balance:

Fund	2018 Fund Balance Actual	2019 Fund Balance Revised	2020 Fund Balance Budget	2020 Budgeted over (under) 2019 Revised
General	\$ 36,602,500	\$ 25,029,951	\$ 18,441,529	\$ (6,588,422)
Capital Improvement	22,408,501	6,079,060	1,689,248	(4,389,812)
Conservation Trust	1,421,231	732,288	622,595	(109,693)
Economic Development	10,160,431	7,472,917	6,997,573	(475,344)
Equipment Replacement	5,925,346	3,057,749	1,235,738	(1,822,011)
Grants	(329,802)	182,550	189,822	7,273
Heritage, Culture, and Arts	1,098,623	299,212	158,169	(141,043)
Open Space	15,481,160	2,999,500	3,217,799	218,299
TABOR	-	1,945,486	1,523,247	(422,239)
Total of Fund Balances	<u>\$ 92,767,990</u>	<u>\$ 47,798,711</u>	<u>\$ 34,075,719</u>	<u>\$ (13,722,992)</u>
Percent Change from Prior Year		-48.47%	-28.7%	

Fund	2019 Budgeted Ending Fund Balance	2020 Budgeted Revenues & Transfers In	2020 Budgeted Expenditures & Transfers Out	2020 Budgeted Ending Fund Balance
General	\$ 25,029,951	\$ 127,720,250	\$ 134,308,672	\$ 18,441,529
Capital Improvement	6,079,060	17,278,309	21,668,122	1,689,248
Conservation Trust	732,288	1,360,907	1,470,600	622,595
Economic Development	7,472,917	1,735,000	2,210,344	6,997,573
Equipment Replacement	3,057,749	2,757,989	4,580,000	1,235,738
Grants	182,550	7,984,159	7,976,886	189,822
Heritage, Culture, and Arts	299,212	3,436,904	3,577,947	158,169
Open Space	2,999,500	5,109,254	4,890,955	3,217,799
TABOR	1,945,486	-	422,239	1,523,247
Total of Fund Balances	<u>\$ 47,798,711</u>	<u>\$ 167,382,771</u>	<u>\$ 181,105,764</u>	<u>\$ 34,075,719</u>

- ❖ The Fund Balance for the Governmental Funds shows a decrease of \$45,033,074 or 48.54% for 2019 under 2018 and a decrease of \$13,621,160 or 28.54% for 2020. The fund Balance for each Governmental Fund is expected to decrease in both 2019 and 2020.
- ❖ General Fund expenditures are expected to increase overall by 7.81% for 2019 versus 2018 actuals. Personnel costs and special projects make up the largest portions of the increase. Personnel costs increased as a result of salary and benefits increases as well as the addition of 4 Community Service Officers and 2 additional agents. For 2020, the General Fund expects to remain at the same level.
- ❖ Special Revenues, which are restricted funds, show an increase in expenditures for 2019 of approximately 103.9% primarily associated with various projects not complete in 2018 resulting in the dollars being carried over into 2019. Expenditures for 2020 versus 2019 are expected to decrease by approximately 62%. Fund Balance for 2020 shows a decrease of 6.8%.

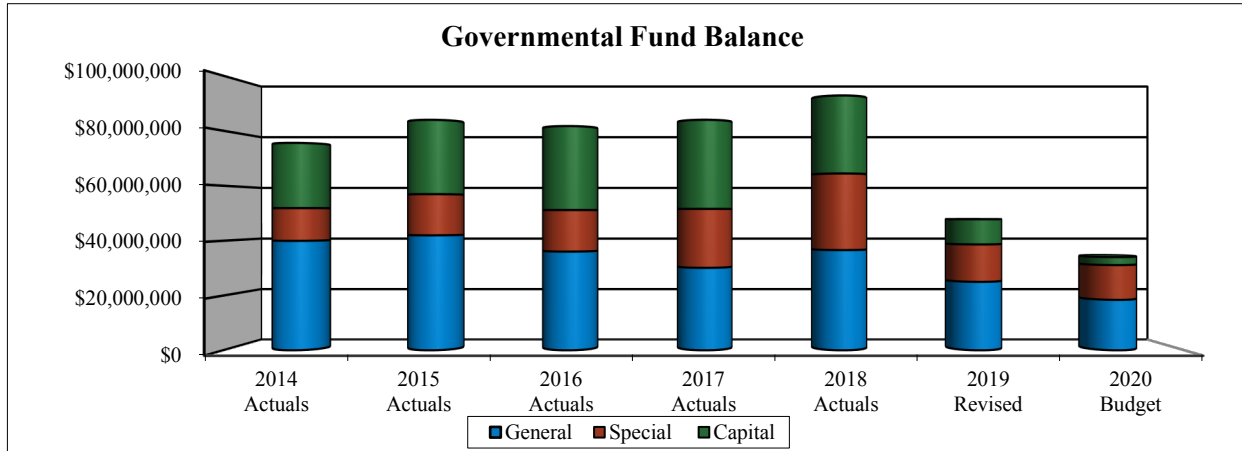


NOTES AND ASSUMPTIONS

GOVERNMENTAL FUNDS (continued)

Changes in Fund Balance: (continued)

- ❖ Capital Projects show an increase in 2019 of approximately 38.4% and a decrease of approximately 31.9% in capital spending for 2020. Capital projects are expected to be appropriated 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 68% in 2019 and decrease by 67.3% in 2020.



PROPRIETARY FUNDS

Revenues and Transfers In:

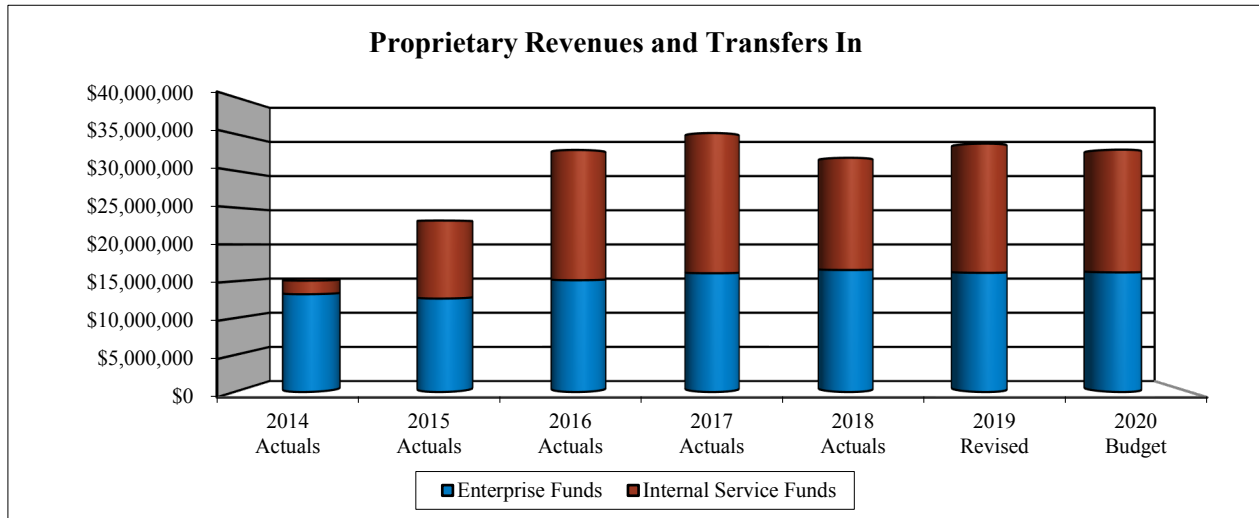
Fund	2018 Audited Revenue & Transfers In	2019 Revised Revenue & Transfers In	2020 Budgeted Revenue & Transfers In	2020 Budgeted over (under) 2019 Revised
Golf Course Enterprise	\$ 4,992,394	\$ 5,169,366	\$ 5,226,713	\$ 57,347
Sewer Enterprise	5,359,663	4,778,940	4,778,940	-
Stormwater Enterprise	4,993,058	5,009,500	5,009,500	-
Water Enterprise	1,184,773	1,189,200	1,189,200	-
Medical/Dental Self-Insurance	13,104,412	13,303,744	13,303,744	-
Property & Casualty Self-Ins	670,873	2,098,000	1,225,000	(873,000)
Retiree's Health Program	58,347	25,000	25,000	-
Worker's Compensation Self-Ins	634,519	1,233,000	1,233,000	-
Total of Revenues &	\$ 30,998,039	\$ 32,806,750	\$ 31,991,097	\$ (815,653)

- ❖ The Golf, Sewer, Stormwater, and Water Enterprise Funds are fully funded through user fees and charges. The revenues herein are based on customer demographics 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 place the 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 Medical & Dental Self-Insurance Fund is funded by user charges. Funding levels are determined through actuarial studies except for the Medical & Dental Self-Insurance Fund which is based on actual participation.



NOTES AND ASSUMPTIONS

PROPRIETARY FUNDS

Revenues and Transfers In (Continued):Expenditures and Transfers Out:

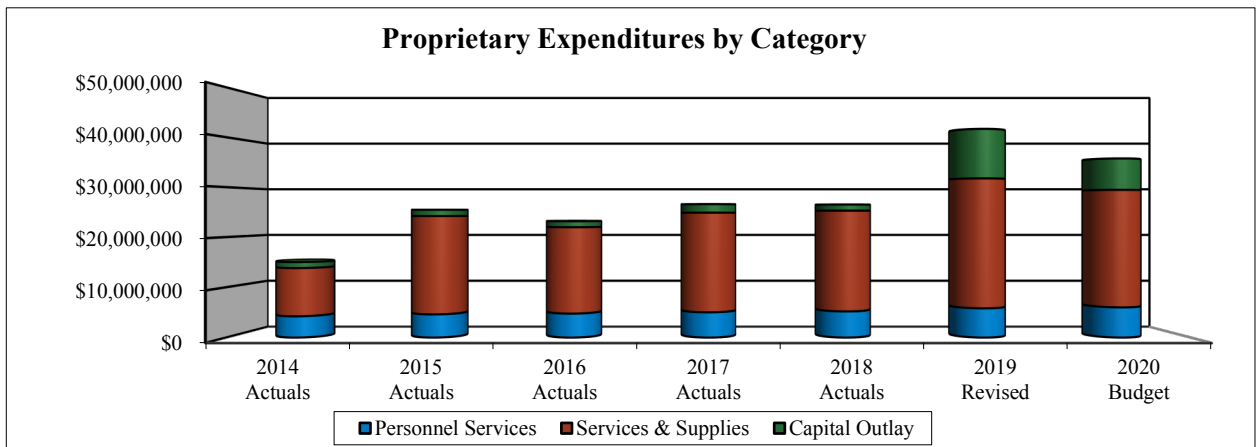
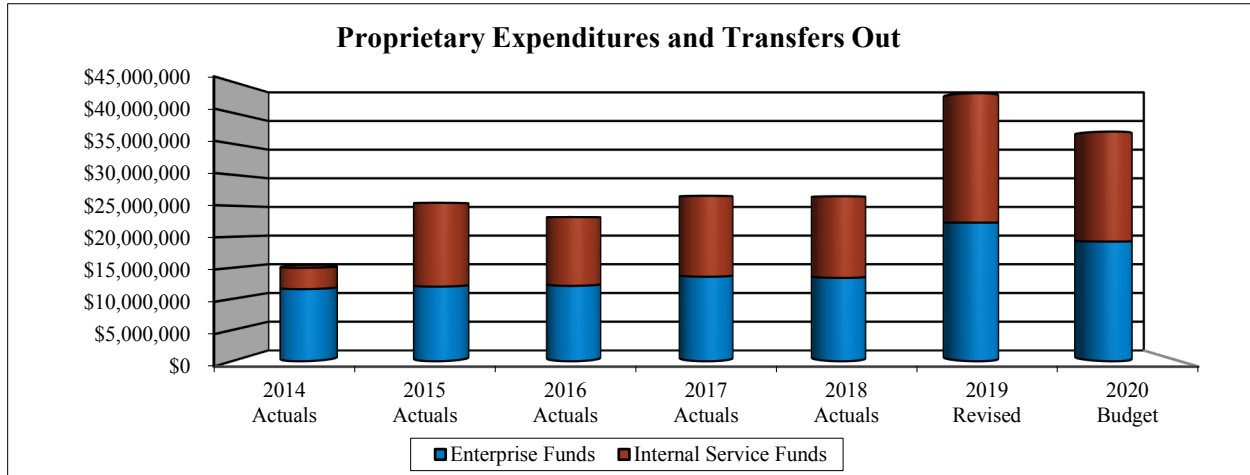
Fund	2018 Audited Expenditures & Transfers Out	2019 Revised Expenditures & Transfers Out	2020 Budgeted Expenditures & Transfers Out	2020 Budgeted over (under) 2019 Revised
Golf Course Enterprise	\$ 5,185,134	\$ 5,247,865	\$ 5,347,181	\$ 99,316
Sewer Enterprise	4,464,144	7,078,182	6,433,061	(645,122)
Stormwater Enterprise	2,683,444	7,205,781	6,069,343	(1,136,438)
Water Enterprise	1,039,641	2,744,830	1,377,051	(1,367,779)
Medical/Dental Self-Insurance	9,642,080	14,827,931	14,562,085	(265,845)
Property & Casualty Self-Ins	1,813,134	4,579,333	1,694,304	(2,885,029)
Retiree's Health Program	40,000	220,000	220,000	-
Worker's Compensation Self-Ins	1,655,180	1,227,950	1,235,045	7,096
Total of Expenditures & Transfers Out	\$ 26,522,757	\$ 43,131,872	\$ 36,938,072	\$ (6,193,800)

- ❖ 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 2019 averaged 3.75% within the Proprietary Funds. Salary increases are projected for 2020 at 3.0% and 3.0% for years 2021 through 2024. Medical & Dental benefit costs are estimated to remain flat in 2020, and increase 3% for 2021 through 2024.



NOTES AND ASSUMPTIONS

PROPRIETARY FUNDS (continued)

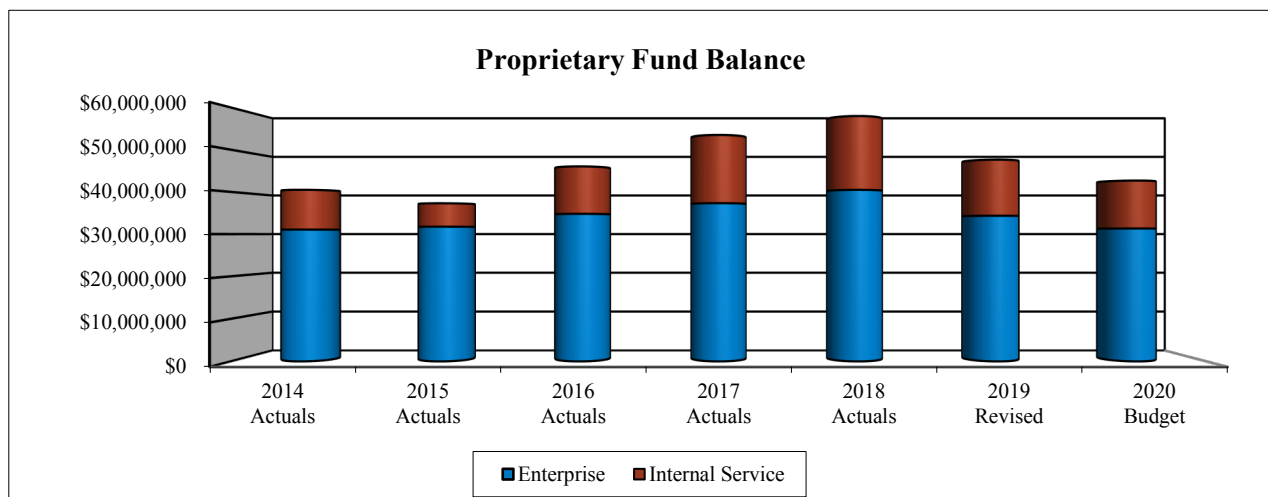
Expenditures and Transfers Out: (continued)Changes in Fund Balance:

Fund	2018 Fund Balance Actual	2019 Fund Balance Revised	2020 Fund Balance Budget	2020 Budgeted over (under) 2019 Revised
Golf Course Enterprise	\$ 9,133,149	\$ 9,054,650	\$ 8,934,182	\$ (120,468)
Sewer Enterprise	10,881,917	8,582,674	6,928,553	(1,654,121)
Stormwater Enterprise	18,115,422	15,919,141	14,859,298	(1,059,843)
Water Enterprise	2,342,091	786,461	598,610	(187,851)
Medical/Dental Self-Insurance	10,212,591	8,688,405	7,430,063	(1,258,341)
Property & Casualty Self-Ins	3,322,847	841,513	372,209	(469,304)
Retiree's Health Program	3,734,514	3,539,514	3,344,514	(195,000)
Worker's Compensation Self-Ins	194,365	199,415	197,370	(2,045)
Total of Fund Balances	\$ 57,936,895	\$ 47,611,774	\$ 42,664,799	\$ (4,946,975)

**NOTES AND ASSUMPTIONS****PROPRIETARY FUNDS (continued)****Changes in Fund Balance (Continued):**

Fund	2019 Budgeted Ending Fund Balance	2020 Budgeted Revenues & Transfers In	2020 Budgeted Expenditures & Transfers Out	2020 Budgeted Ending Fund Balance
Golf Course Enterprise	\$ 9,054,650	\$ 5,226,713	\$ 5,347,181	\$ 8,934,182
Sewer Enterprise	8,582,674	4,778,940	6,433,061	6,928,553
Stormwater Enterprise	15,919,141	5,009,500	6,069,343	14,859,298
Water Enterprise	786,461	1,189,200	1,377,051	598,610
Medical/Dental Self-Insurance	8,688,405	13,303,744	14,562,085	7,430,063
Property & Casualty Self-Ins	841,513	1,225,000	1,694,304	372,209
Retiree's Health Program	3,539,514	25,000	220,000	3,344,514
Worker's Compensation Self-Ins	199,415	1,233,000	1,235,045	197,370
Total of Fund Balances	\$ 47,611,774	\$ 31,991,097	\$ 36,938,072	\$ 42,664,799

- ❖ Revenues within the Proprietary Funds are expected to remain constant in both 2019 and 2020.
- ❖ Expenditures within the Proprietary Funds are up \$15,134,116 in 2019 or 57.1% due to carry overs and capital project costs within the Stormwater and Water Utility funds. In 2020, expenditures are projected to remain constant.
- ❖ Fund Balance within the Proprietary Funds anticipates a decrease of \$10,325,122, or 17.8%, for 2019 versus 2018. The Fund Balance for 2020 is projected to decrease \$4,946,975 or 10.4%.





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
2018 - 2020 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES

General Fund				
	2018	2019	2019	2020
	Actual	Budget	Revised	Budget
REVENUES				
Property Tax	\$ 10,599,836	\$ 9,600,614	\$ 10,599,836	\$ 11,023,829
Sales Tax	63,855,609	69,713,764	63,855,609	66,090,556
General Use Tax	3,130,410	3,494,852	3,494,852	3,582,224
Building Material Use Tax	4,664,345	3,174,936	3,174,936	2,698,696
Motor Vehicle Use Tax	6,060,979	6,084,530	6,303,418	6,461,003
Specific Ownership Tax	471,678	486,628	858,455	879,916
Tobacco Products Tax	327,965	313,014	313,015	313,015
Business & Occupation Tax	3,465,089	3,223,497	3,223,497	3,304,084
Franchise Charges & Other Taxes	6,158,515	6,457,858	6,457,858	6,619,304
Hotel Accommodation Tax	-	-	-	-
Licenses & Permits	4,902,432	3,990,860	3,529,875	3,051,172
Intergovernmental Revenue	6,200,153	5,677,091	5,604,807	5,726,872
Charges for Services	12,819,054	12,209,788	12,013,965	12,276,085
Fines & Forfeits	1,241,903	1,454,000	1,454,000	1,490,350
Investment Income	417,977	517,457	517,457	530,393
Tabor Refund	-	(4,419,315)	-	-
All Other Revenues	13,138,978	619,271	619,270	634,752
Total Revenues	137,454,924	122,598,845	122,020,851	124,682,250
EXPENDITURES				
Mayor and City Council	505,721	555,018	545,183	550,428
City Manager's Office	2,432,409	2,654,422	2,646,805	2,733,165
City Attorney's Office	1,832,332	1,852,263	1,763,380	1,818,523
City Clerk's Office	1,020,458	1,125,473	1,436,484	1,168,642
Community Resources	19,930,215	21,632,958	21,774,588	21,916,178
Finance	4,301,075	4,230,528	4,221,690	4,359,494
Human Resources	1,598,918	1,809,270	1,800,140	1,822,118
Information Technology	7,030,283	7,423,788	7,391,514	7,415,953
Municipal Court	3,624,832	3,969,755	3,971,022	4,128,361
Planning	2,038,564	2,152,771	2,139,780	2,341,086
Police	49,656,473	54,419,675	53,463,369	59,024,746
Public Works	16,335,048	18,192,115	17,974,823	18,195,186
Non-Departmental	6,799,252	7,351,357	7,126,369	7,151,592
Total Expenditures	117,105,579	127,369,393	126,255,145	132,625,473
OTHER FINANCING SOURCES (USES)				
Capital Lease	-	-	-	-
Operating Transfers In	-	-	600,000	3,038,000
Operating Transfers Out	(13,898,604)	(2,530,100)	(7,938,255)	(1,683,199)
Total Other Financing Sources (Uses)	(13,898,604)	(2,530,100)	(7,338,255)	1,354,801
Excess (Deficiency) of Financial Sources over Financial Uses	6,450,741	(7,300,648)	(11,572,549)	(6,588,422)
FUND BALANCES, BEGINNING OF YEAR				
	30,151,759	23,699,368	36,602,500	25,029,951
FUND BALANCES, END OF YEAR				
	<u>\$ 36,602,500</u>	<u>\$ 16,398,720</u>	<u>\$ 25,029,951</u>	<u>\$ 18,441,529</u>



GOVERNMENTAL FUNDS (continued)
2018 - 2020 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES

	Special Revenue Funds			
	2018	2019	2019	2020
	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	1,699,879	1,428,000	1,600,000	1,600,000
Licenses & Permits	-	-	-	-
Intergovernmental Revenue	14,272,207	15,427,782	25,859,419	14,787,565
Charges for Services	1,499,029	1,537,635	1,511,910	1,630,255
Fines & Forfeits	-	-	-	-
Investment Income	243,280	109,235	165,833	85,255
Tabor Refund	-	-	-	-
All Other Revenues	85,732	64,950	244,958	64,950
	<u>17,800,127</u>	<u>18,567,602</u>	<u>29,382,120</u>	<u>18,168,025</u>
Total Revenues	<u>17,800,127</u>	<u>18,567,602</u>	<u>29,382,120</u>	<u>18,168,025</u>
EXPENDITURES				
Mayor and City Council	-	-	-	-
City Manager's Office	657,884	1,994,008	1,992,591	2,210,344
City Attorney's Office	-	-	-	-
City Clerk's Office	-	-	-	-
Community Resources	21,608,931	12,562,445	29,802,196	11,428,466
Finance	32,197	33,463	32,901	34,285
Human Resources	-	-	-	-
Information Technology	-	-	-	-
Municipal Court	-	-	-	-
Planning	762,800	1,981,441	2,877,041	1,902,659
Police	3,010,021	2,762,185	5,677,465	3,523,216
Public Works	348,795	1,450,000	13,204,740	1,450,000
Non-Departmental	-	-	275,000	-
	<u>26,420,628</u>	<u>20,783,541</u>	<u>53,861,933</u>	<u>20,548,970</u>
Total Expenditures	<u>26,420,628</u>	<u>20,783,541</u>	<u>53,861,933</u>	<u>20,548,970</u>
OTHER FINANCING SOURCES (USES)				
Capital Lease	-	-	-	-
Operating Transfers In	15,944,582	2,205,100	22,135,045	1,458,199
Operating Transfers Out	(915,000)	(735,000)	(11,854,923)	-
	<u>15,029,582</u>	<u>1,470,100</u>	<u>10,280,122</u>	<u>1,458,199</u>
Total Other Financing Sources (Uses)	<u>15,029,582</u>	<u>1,470,100</u>	<u>10,280,122</u>	<u>1,458,199</u>
Excess (Deficiency) of Financial Sources over Financial Uses	6,409,081	(745,839)	(14,199,691)	(922,747)
FUND BALANCES, BEGINNING OF YEAR	<u>21,422,562</u>	<u>11,259,726</u>	<u>27,831,643</u>	<u>13,631,952</u>
FUND BALANCES, END OF YEAR	<u><u>\$ 27,831,643</u></u>	<u><u>\$ 10,513,887</u></u>	<u><u>\$ 13,631,952</u></u>	<u><u>\$ 12,709,205</u></u>



GOVERNMENTAL FUNDS (continued)
2018 - 2020 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES

	Capital Projects Funds			
	2018	2019	2019	2020
	Actual	Budget	Revised	Budget
REVENUES				
Property Tax	\$ -	\$ -	\$ -	\$ -
Sales Tax	12,107,112	12,709,851	12,107,112	12,530,861
General Use Tax	623,620	651,994	651,994	651,994
Building Material Use Tax	924,247	619,500	619,500	619,500
Motor Vehicle Use Tax	1,212,196	1,071,193	1,071,193	1,071,193
Specific Ownership Tax	-	-	-	-
Tobacco Products Tax	-	-	-	-
Business & Occupation Tax	-	-	-	-
Franchise Charges & Other Taxes	-	-	-	-
Hotel Accommodation Tax	-	-	-	-
Licenses & Permits	-	-	-	-
Intergovernmental Revenue	2,363,616	2,063,773	2,063,773	2,063,773
Charges for Services	2,021,061	2,100,523	2,100,523	2,157,989
Fines & Forfeits	-	-	-	-
Investment Income	467,397	217,489	217,489	217,489
Tabor Refund	-	-	-	-
All Other Revenues	168,724	203,500	203,500	203,500
	<u>19,887,972</u>	<u>19,637,823</u>	<u>19,035,084</u>	<u>19,516,298</u>
Total Revenues	<u>19,887,972</u>	<u>19,637,823</u>	<u>19,035,084</u>	<u>19,516,298</u>
EXPENDITURES				
Mayor and City Council	-	-	-	-
City Manager's Office	134,634	180,000	180,000	180,000
City Attorney's Office	-	-	-	-
City Clerk's Office	-	-	-	-
Community Resources	4,326,828	670,000	2,188,511	670,000
Finance	63,327	66,649	66,213	69,069
Human Resources	-	-	-	-
Information Technology	1,581,123	1,302,000	2,128,000	600,000
Municipal Court	-	-	-	-
Planning	405,619	190,000	386,381	190,000
Police	74,880	-	-	-
Public Works	15,301,319	17,178,331	25,705,861	18,724,914
Non-Departmental	2,410,289	2,275,908	2,910,289	2,481,139
	<u>24,298,019</u>	<u>21,862,888</u>	<u>33,565,255</u>	<u>22,915,122</u>
Total Expenditures	<u>24,298,019</u>	<u>21,862,888</u>	<u>33,565,255</u>	<u>22,915,122</u>
OTHER FINANCING SOURCES (USES)				
Capital Lease	1,510,854	-	-	-
Operating Transfers In	6,051,504	2,195,000	2,195,000	520,000
Operating Transfers Out	(7,182,482)	(1,135,000)	(6,861,867)	(3,333,000)
	<u>379,876</u>	<u>1,060,000</u>	<u>(4,666,867)</u>	<u>(2,813,000)</u>
Total Other Financing Sources (Uses)	<u>379,876</u>	<u>1,060,000</u>	<u>(4,666,867)</u>	<u>(2,813,000)</u>
Excess (Deficiency) of Financial Sources over Financial Uses	(4,030,171)	(1,165,066)	(19,197,038)	(6,211,823)
FUND BALANCES, BEGINNING OF YEAR	<u>32,364,017</u>	<u>10,661,352</u>	<u>28,333,846</u>	<u>9,136,808</u>
FUND BALANCES, END OF YEAR	<u><u>\$ 28,333,846</u></u>	<u><u>\$ 9,496,286</u></u>	<u><u>\$ 9,136,808</u></u>	<u><u>\$ 2,924,985</u></u>



GOVERNMENTAL FUNDS (continued)
2018 - 2020 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES

	Total Governmental Funds			
	2018	2019	2019	2020
	Actual	Budget	Revised	Budget
REVENUES				
Property Tax	\$ 10,599,836	\$ 9,600,614	\$ 10,599,836	\$ 11,023,829
Sales Tax	75,962,721	82,423,615	75,962,721	78,621,417
General Use Tax	3,754,031	4,146,846	4,146,846	4,234,218
Building Material Use Tax	5,588,592	3,794,436	3,794,436	3,318,195
Motor Vehicle Use Tax	7,273,175	7,155,723	7,374,611	7,532,196
Specific Ownership Tax	471,678	486,628	858,455	879,916
Tobacco Products Tax	327,965	313,014	313,015	313,015
Business & Occupation Tax	3,465,089	3,223,497	3,223,497	3,304,084
Franchise Charges & Other Taxes	6,158,515	6,457,858	6,457,858	6,619,304
Hotel Accommodation Tax	1,699,879	1,428,000	1,600,000	1,600,000
Licenses & Permits	4,902,432	3,990,860	3,529,875	3,051,172
Intergovernmental Revenue	22,835,976	23,168,647	33,527,999	22,578,210
Charges for Services	16,339,143	15,847,946	15,626,399	16,064,329
Fines & Forfeits	1,241,903	1,454,000	1,454,000	1,490,350
Investment Income	1,128,654	844,181	900,779	833,137
Tabor Refund	-	(4,419,315)	-	-
All Other Revenues	13,393,434	887,721	1,067,728	903,202
Total Revenues	175,143,023	160,804,269	170,438,054	162,366,572
EXPENDITURES				
Mayor and City Council	505,721	555,018	545,183	550,428
City Manager's Office	3,224,927	4,828,430	4,819,395	5,123,509
City Attorney's Office	1,832,332	1,852,263	1,763,380	1,818,523
City Clerk's Office	1,020,458	1,125,473	1,436,484	1,168,642
Community Resources	45,865,974	34,865,403	53,765,295	34,014,643
Finance	4,301,075	4,230,528	4,221,690	4,359,494
Human Resources	1,694,442	1,909,382	1,899,253	1,925,472
Information Technology	8,611,405	8,725,788	9,519,514	8,015,953
Municipal Court	3,624,832	3,969,755	3,971,022	4,128,361
Planning	3,206,983	4,324,211	5,403,202	4,433,746
Police	52,741,374	57,181,860	59,140,834	62,547,963
Public Works	31,985,161	36,820,446	56,885,424	38,370,100
Non-Departmental	9,209,540	9,627,265	10,311,658	9,632,731
Total Expenditures	167,824,226	170,015,822	213,682,332	176,089,565
OTHER FINANCING SOURCES (USES)				
Capital Lease	1,510,854	-	-	-
Operating Transfers In	21,996,086	4,400,100	24,930,045	5,016,199
Operating Transfers Out	(21,996,086)	(4,400,100)	(26,655,045)	(5,016,199)
Total Other Financing Sources (Uses)	1,510,854	-	(1,725,000)	-
Excess (Deficiency) of Financial Sources over Financial Uses	8,829,651	(9,211,553)	(44,969,278)	(13,722,992)
FUND BALANCES, BEGINNING OF YEAR				
	83,938,337	45,620,446	92,767,989	47,798,710
FUND BALANCES, END OF YEAR				
	<u>\$ 92,767,988</u>	<u>\$ 36,408,893</u>	<u>\$ 47,798,710</u>	<u>\$ 34,075,718</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

The Conservation Trust Fund was 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 was 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 was established to maintain a separate accounting for Federal, State, and other qualified grants.

HERITAGE, CULTURE & THE ARTS FUND

The Heritage, Culture & the Arts Fund was established to provide a full complement of heritage, cultural, and art activities to the general public on a continuing basis financed in part through user charges, intergovernmental revenues restricted to these activities, and other financial resources assigned specifically for these purposes.

OPEN SPACE FUND

The Open Space 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.

TABOR FUND

The TABOR Fund was established to maintain a separate accounting for TABOR funds received as a result of the November 2018 election that required the City to retain TABOR funds and expend them in accordance with Ordinance 2018-20.



SPECIAL REVENUE FUNDS
2018 - 2020 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES

Conservation Trust Fund				
	2018 Actual	2019 Budget	2019 Revised	2020 Budget
REVENUES				
Hotel Accommodation Tax	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenue	1,554,591	1,350,000	1,350,000	1,350,000
Charges for Services	-	-	-	-
Investment Income	17,168	16,644	22,657	10,907
All Other Revenues	-	-	165,000	-
Total Revenues	<u>1,571,758</u>	<u>1,366,644</u>	<u>1,537,657</u>	<u>1,360,907</u>
EXPENDITURES				
City Manager's Office	-	-	-	-
Community Resources	979,290	1,395,600	2,061,600	1,470,600
Finance	-	-	-	-
Municipal Court	-	-	-	-
Planning	-	-	-	-
Police	-	-	-	-
Public Works	-	-	-	-
Non-Departmental	-	-	-	-
Total Expenditures	<u>979,290</u>	<u>1,395,600</u>	<u>2,061,600</u>	<u>1,470,600</u>
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	-	-	-	-
Operating Transfers Out	-	-	(165,000)	-
Total Other Financing Sources (Uses)	<u>-</u>	<u>-</u>	<u>(165,000)</u>	<u>-</u>
Excess (Deficiency) of Financial Sources over Financial Uses	592,468	(28,956)	(688,943)	(109,693)
FUND BALANCES, BEGINNING OF YEAR				
	<u>828,763</u>	<u>947,379</u>	<u>1,421,231</u>	<u>732,288</u>
FUND BALANCES, END OF YEAR				
	<u>\$ 1,421,231</u>	<u>\$ 918,423</u>	<u>\$ 732,288</u>	<u>\$ 622,595</u>



SPECIAL REVENUE FUNDS (continued)
2018 - 2020 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES

Economic Development Fund				
	2018 Actual	2019 Budget	2019 Revised	2020 Budget
REVENUES				
Hotel Accommodation Tax	\$ 1,699,879	\$ 1,428,000	\$ 1,600,000	\$ 1,600,000
Intergovernmental Revenue	-	-	-	-
Charges for Services	81,566	91,800	85,000	85,000
Investment Income	138,913	57,120	75,000	50,000
All Other Revenues	25,547	-	-	-
Total Revenues	1,945,905	1,576,920	1,760,000	1,735,000
EXPENDITURES				
City Manager's Office	657,884	1,994,008	1,992,591	2,210,344
Community Resources	-	-	-	-
Finance	-	-	-	-
Municipal Court	-	-	-	-
Planning	-	-	-	-
Police	-	-	-	-
Public Works	-	-	-	-
Non-Departmental	-	-	-	-
Total Expenditures	657,884	1,994,008	1,992,591	2,210,344
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	-	-	-	-
Operating Transfers Out	-	-	(2,454,923)	-
Total Other Financing Sources (Uses)	-	-	(2,454,923)	-
Excess (Deficiency) of Financial Sources over Financial Uses	1,288,021	(417,088)	(2,687,514)	(475,344)
FUND BALANCES, BEGINNING OF YEAR				
	8,872,410	6,485,593	10,160,431	7,472,917
FUND BALANCES, END OF YEAR				
	\$ 10,160,431	\$ 6,068,505	\$ 7,472,917	\$ 6,997,573



SPECIAL REVENUE FUNDS (continued)
2018 - 2020 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES

Grants Fund				
	2018 Actual	2019 Budget	2019 Revised	2020 Budget
REVENUES				
Hotel Accommodation Tax	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenue	5,521,784	7,733,110	16,619,042	7,984,159
Charges for Services	-	-	-	-
Investment Income	697	-	-	-
All Other Revenues	23,000	-	-	-
Total Revenues	5,545,482	7,733,110	16,619,042	7,984,159
EXPENDITURES				
City Manager's Office	-	-	-	-
Community Resources	1,589,375	1,539,109	1,490,726	1,488,964
Finance	32,197	33,463	32,901	34,285
Municipal Court	-	-	-	-
Planning	762,800	1,981,441	2,877,041	1,902,659
Police	3,010,021	2,762,185	3,255,309	3,100,978
Public Works	348,795	1,450,000	8,450,714	1,450,000
Non-Departmental	-	-	-	-
Total Expenditures	5,743,188	7,766,197	16,106,690	7,976,886
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	-	-	-	-
Operating Transfers Out	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-
Excess (Deficiency) of Financial Sources over Financial Uses	(197,707)	(33,087)	512,351	7,273
FUND BALANCES, BEGINNING OF YEAR				
	(132,095)	132,446	(329,802)	182,550
FUND BALANCES, END OF YEAR				
	<u>\$ (329,802)</u>	<u>\$ 99,359</u>	<u>\$ 182,550</u>	<u>\$ 189,822</u>



SPECIAL REVENUE FUNDS (continued)
2018 - 2020 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES

Heritage, Culture, and Arts Fund				
	2018 Actual	2019 Budget	2019 Revised	2020 Budget
REVENUES				
Hotel Accommodation Tax	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenue	834,068	605,113	594,113	373,500
Charges for Services	1,407,526	1,440,835	1,421,910	1,540,255
Investment Income	-	-	-	-
All Other Revenues	32,185	64,950	64,950	64,950
Total Revenues	<u>2,273,779</u>	<u>2,110,898</u>	<u>2,080,973</u>	<u>1,978,705</u>
EXPENDITURES				
City Manager's Office	-	-	-	-
Community Resources	3,147,772	3,642,764	4,236,239	3,577,947
Finance	-	-	-	-
Municipal Court	-	-	-	-
Planning	-	-	-	-
Police	-	-	-	-
Public Works	-	-	-	-
Non-Departmental	-	-	-	-
Total Expenditures	<u>3,147,772</u>	<u>3,642,764</u>	<u>4,236,239</u>	<u>3,577,947</u>
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	1,344,582	1,405,100	1,355,855	1,458,199
Operating Transfers Out	-	-	-	-
Total Other Financing Sources (Uses)	<u>1,344,582</u>	<u>1,405,100</u>	<u>1,355,855</u>	<u>1,458,199</u>
Excess (Deficiency) of Financial Sources over Financial Uses	470,589	(126,766)	(799,411)	(141,043)
FUND BALANCES, BEGINNING OF YEAR				
	<u>628,034</u>	<u>237,544</u>	<u>1,098,623</u>	<u>299,212</u>
FUND BALANCES, END OF YEAR				
	<u>\$ 1,098,623</u>	<u>\$ 110,778</u>	<u>\$ 299,212</u>	<u>\$ 158,169</u>



SPECIAL REVENUE FUNDS (continued)
2018 - 2020 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES

Open Space Fund				
	2018 Actual	2019 Budget	2019 Revised	2020 Budget
REVENUES				
Hotel Accommodation Tax	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenue	6,361,764	5,739,559	7,296,264	5,079,906
Charges for Services	9,937	5,000	5,000	5,000
Investment Income	86,502	35,471	68,176	24,348
All Other Revenues	5,000	-	15,008	-
Total Revenues	6,463,203	5,780,030	7,384,448	5,109,254
EXPENDITURES				
City Manager's Office	-	-	-	-
Community Resources	15,892,493	5,984,972	10,796,108	4,890,955
Finance	-	-	-	-
Municipal Court	-	-	-	-
Planning	-	-	-	-
Police	-	-	-	-
Public Works	-	-	-	-
Non-Departmental	-	-	-	-
Total Expenditures	15,892,493	5,984,972	10,796,108	4,890,955
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	14,600,000	800,000	165,000	-
Operating Transfers Out	(915,000)	(735,000)	(9,235,000)	-
Total Other Financing Sources (Uses)	13,685,000	65,000	(9,070,000)	-
Excess (Deficiency) of Financial Sources over Financial Uses	4,255,710	(139,942)	(12,481,660)	218,299
FUND BALANCES, BEGINNING OF YEAR				
	11,225,450	3,456,765	15,481,160	2,999,500
FUND BALANCES, END OF YEAR				
	<u>\$ 15,481,160</u>	<u>\$ 3,316,823</u>	<u>\$ 2,999,500</u>	<u>\$ 3,217,799</u>



SPECIAL REVENUE FUNDS (continued)
2018 - 2020 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES

TABOR Fund				
	2018 Actual	2019 Budget	2019 Revised	2020 Budget
REVENUES				
Hotel Accommodation Tax	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenue	-	-	-	-
Charges for Services	-	-	-	-
Investment Income	-	-	-	-
All Other Revenues	-	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
Total Revenues	-	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
EXPENDITURES				
City Manager's Office	-	-	-	-
Community Resources	-	-	11,217,522	-
Finance	-	-	-	-
Municipal Court	-	-	-	-
Planning	-	-	-	-
Police	-	-	2,422,156	422,239
Public Works	-	-	4,754,026	-
Non-Departmental	-	-	275,000	-
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Total Expenditures	-	-	18,668,704	422,239
	<hr/>	<hr/>	<hr/>	<hr/>
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	-	-	20,614,190	-
Operating Transfers Out	-	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
Total Other Financing Sources (Uses)	-	-	20,614,190	-
	<hr/>	<hr/>	<hr/>	<hr/>
Excess (Deficiency) of Financial Sources over Financial Uses	-	-	1,945,486	(422,239)
	<hr/>	<hr/>	<hr/>	<hr/>
FUND BALANCES, BEGINNING OF YEAR	-	-	-	1,945,486
	<hr/>	<hr/>	<hr/>	<hr/>
FUND BALANCES, END OF YEAR	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,945,486</u>	<u>\$ 1,523,247</u>



SPECIAL REVENUE FUNDS (continued)
2018 - 2020 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES

	Total Special Revenue Funds			
	2018	2019	2019	2020
	Actual	Budget	Revised	Budget
REVENUES				
Hotel Accommodation Tax	\$ 1,699,879	\$ 1,428,000	\$ 1,600,000	\$ 1,600,000
Intergovernmental Revenue	14,272,207	15,427,782	25,859,419	14,787,565
Charges for Services	1,499,029	1,537,635	1,511,910	1,630,255
Investment Income	243,280	109,235	165,833	85,255
All Other Revenues	85,732	64,950	244,958	64,950
	<hr/>	<hr/>	<hr/>	<hr/>
Total Revenues	17,800,127	18,567,602	29,382,120	18,168,025
	<hr/>	<hr/>	<hr/>	<hr/>
EXPENDITURES				
City Manager's Office	657,884	1,994,008	1,992,591	2,210,344
Community Resources	21,608,931	12,562,445	29,802,196	11,428,466
Finance	32,197	33,463	32,901	34,285
Municipal Court	-	-	-	-
Planning	762,800	1,981,441	2,877,041	1,902,659
Police	3,010,021	2,762,185	5,677,465	3,523,216
Public Works	348,795	1,450,000	13,204,740	1,450,000
Non-Departmental	-	-	275,000	-
	<hr/>	<hr/>	<hr/>	<hr/>
Total Expenditures	26,420,628	20,783,541	53,861,933	20,548,970
	<hr/>	<hr/>	<hr/>	<hr/>
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	15,944,582	2,205,100	22,135,045	1,458,199
Operating Transfers Out	(915,000)	(735,000)	(11,854,923)	-
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Total Other Financing Sources (Uses)	15,029,582	1,470,100	10,280,122	1,458,199
	<hr/>	<hr/>	<hr/>	<hr/>
Excess (Deficiency) of Financial Sources over Financial Uses	6,409,081	(745,839)	(14,199,691)	(922,747)
	<hr/>	<hr/>	<hr/>	<hr/>
FUND BALANCES, BEGINNING OF YEAR	21,422,562	11,259,727	27,831,643	13,631,952
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FUND BALANCES, END OF YEAR	\$ 27,831,643	\$ 10,513,888	\$ 13,631,952	\$ 12,709,205
	<hr/>	<hr/>	<hr/>	<hr/>



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 was established to accumulate resources to finance the acquisition, construction, and improvements of vehicle, technology, and public, education, and government access equipment.



CAPITAL PROJECTS FUNDS
2018 - 2020 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES

Capital Improvement Fund				
	2018 Actual	2019 Budget	2019 Revised	2020 Budget
REVENUES				
Sales Tax	\$ 12,107,112	\$ 12,709,851	\$ 12,107,112	\$ 12,530,861
General Use Tax	623,620	651,994	651,994	651,994
Building Material Use Tax	924,247	619,500	619,500	619,500
Motor Vehicle Use Tax	1,212,196	1,071,193	1,071,193	1,071,193
Intergovernmental Revenue	2,363,616	2,063,773	2,063,773	2,063,773
Charges for Services	-	-	-	-
Investment Income	467,397	217,489	217,489	217,489
All Other Revenues	-	3,500	3,500	3,500
Total Revenues	<u>17,698,187</u>	<u>17,337,300</u>	<u>16,734,561</u>	<u>17,158,309</u>
EXPENDITURES				
City Manager's Office	-	-	-	-
Community Resources	4,326,828	670,000	2,188,511	670,000
Finance	63,327	66,649	66,213	69,069
Information Technology	-	-	-	-
Planning	405,619	190,000	386,381	190,000
Police	-	-	-	-
Public Works	12,930,020	14,338,331	22,590,861	14,924,914
Non-Departmental	<u>2,410,289</u>	<u>2,275,908</u>	<u>2,910,289</u>	<u>2,481,139</u>
Total Expenditures	<u>20,136,084</u>	<u>17,540,888</u>	<u>28,142,255</u>	<u>18,335,122</u>
OTHER FINANCING SOURCES (USES)				
Capital Contributions In (Out)	1,510,854	-	-	-
Operating Transfers In	3,621,504	855,000	855,000	120,000
Operating Transfers Out	<u>(7,182,482)</u>	<u>(1,135,000)</u>	<u>(5,776,747)</u>	<u>(3,333,000)</u>
Total Other Financing Sources (Uses)	<u>(2,050,124)</u>	<u>(280,000)</u>	<u>(4,921,747)</u>	<u>(3,213,000)</u>
Excess (Deficiency) of Financial Sources over Financial Uses	(4,488,021)	(483,589)	(16,329,441)	(4,389,812)
FUND BALANCES, BEGINNING OF YEAR				
	<u>26,896,522</u>	<u>6,970,126</u>	<u>22,408,501</u>	<u>6,079,060</u>
FUND BALANCES, END OF YEAR				
	<u>\$ 22,408,501</u>	<u>\$ 6,486,537</u>	<u>\$ 6,079,060</u>	<u>\$ 1,689,248</u>



CAPITAL PROJECTS FUNDS
2018 - 2020 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES

Equipment Replacement Fund				
	2018 Actual	2019 Budget	2019 Revised	2020 Budget
REVENUES				
Sales Tax	\$ -	\$ -	\$ -	\$ -
General Use Tax	-	-	-	-
Building Material Use Tax	-	-	-	-
Motor Vehicle Use Tax	-	-	-	-
Intergovernmental Revenue	-	-	-	-
Charges for Services	2,021,061	2,100,523	2,100,523	2,157,989
Investment Income	-	-	-	-
All Other Revenues	168,724	200,000	200,000	200,000
Total Revenues	2,189,785	2,300,523	2,300,523	2,357,989
EXPENDITURES				
City Manager's Office	134,634	180,000	180,000	180,000
Community Resources	-	-	-	-
Finance	-	-	-	-
Information Technology	1,581,123	1,302,000	2,128,000	600,000
Planning	-	-	-	-
Police	74,880	-	-	-
Public Works	2,371,299	2,840,000	3,115,000	3,800,000
Non-Departmental	-	-	-	-
Total Expenditures	4,161,935	4,322,000	5,423,000	4,580,000
OTHER FINANCING SOURCES (USES)				
Capital Contributions In (Out)				
Operating Transfers In	2,430,000	1,340,000	1,340,000	400,000
Operating Transfers Out	-	-	(1,085,120)	-
Total Other Financing Sources (Uses)	2,430,000	1,340,000	254,880	400,000
Excess (Deficiency) of Financial Sources over Financial Uses	457,850	(681,477)	(2,867,597)	(1,822,011)
FUND BALANCES, BEGINNING OF YEAR				
	5,467,496	3,691,227	5,925,346	3,057,749
FUND BALANCES, END OF YEAR				
	\$ 5,925,346	\$ 3,009,750	\$ 3,057,749	\$ 1,235,738



CAPITAL PROJECTS FUNDS
2018 - 2020 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES

Total Capital Projects Funds				
	2018 Actual	2019 Budget	2019 Revised	2020 Budget
REVENUES				
Sales Tax	\$ 12,107,112	\$ 12,709,851	\$ 12,107,112	\$ 12,530,861
General Use Tax	623,620	651,994	651,994	651,994
Building Material Use Tax	924,247	619,500	619,500	619,500
Motor Vehicle Use Tax	1,212,196	1,071,193	1,071,193	1,071,193
Intergovernmental Revenue	2,363,616	2,063,773	2,063,773	2,063,773
Charges for Services	2,021,061	2,100,523	2,100,523	2,157,989
Investment Income	467,397	217,489	217,489	217,489
All Other Revenues	168,724	203,500	203,500	203,500
Total Revenues	19,887,972	19,637,823	19,035,084	19,516,298
EXPENDITURES				
City Manager's Office	134,634	180,000	180,000	180,000
Community Resources	4,326,828	670,000	2,188,511	670,000
Finance	63,327	66,649	66,213	69,069
Information Technology	1,581,123	1,302,000	2,128,000	600,000
Planning	405,619	190,000	386,381	190,000
Police	74,881	-	-	-
Public Works	15,301,319	17,178,331	25,705,861	18,724,914
Non-Departmental	2,410,289	2,275,908	2,910,289	2,481,139
Total Expenditures	24,298,020	21,862,888	33,565,255	22,915,122
OTHER FINANCING SOURCES (USES)				
Capital Contributions In (Out)	1,510,854	-	-	-
Operating Transfers In	6,051,504	2,195,000	2,195,000	520,000
Operating Transfers Out	(7,182,482)	(1,135,000)	(6,861,867)	(3,333,000)
Total Other Financing Sources (Uses)	379,876	1,060,000	(4,666,867)	(2,813,000)
Excess (Deficiency) of Financial Sources over Financial Uses	(4,030,172)	(1,165,066)	(19,197,038)	(6,211,823)
FUND BALANCES, BEGINNING OF YEAR				
	32,364,017	10,661,353	28,333,845	9,136,807
FUND BALANCES, END OF YEAR				
	\$ 28,333,845	\$ 9,496,287	\$ 9,136,807	\$ 2,924,984



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: 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: Medical & Dental Self-Insurance Fund, Property & Casualty Self-Insurance Fund, Retiree's Health Program Fund, and the Worker's Compensation Self-Insurance Fund.



PROPRIETARY FUNDS
2018 - 2020 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES

	Enterprise Funds			
	2018 Actual	2019 Budget	2019 Revised	2020 Budget
REVENUES				
Charges for Services	\$ 15,283,013	\$ 15,507,171	\$ 15,541,806	\$ 15,599,153
Investment Income	239,265	80,200	80,200	80,200
Other Income	<u>1,007,610</u>	<u>525,000</u>	<u>525,000</u>	<u>525,000</u>
Total Revenues	<u>16,529,888</u>	<u>16,112,371</u>	<u>16,147,006</u>	<u>16,204,353</u>
EXPENDITURES				
Community Resources	5,185,134	5,261,381	5,226,560	5,325,876
Public Works	8,173,255	13,733,034	16,068,429	13,819,091
Non-Departmental	<u>13,974</u>	<u>81,669</u>	<u>981,669</u>	<u>81,669</u>
Total Expenditures	<u>13,372,363</u>	<u>19,076,084</u>	<u>22,276,658</u>	<u>19,226,637</u>
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	-	-	-	-
Operating Transfers Out	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Other Financing Sources (Uses)	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Excess (Deficiency) of Financial Sources over Financial Uses	3,157,526	(2,963,713)	(6,129,652)	(3,022,284)
NET POSITION, BEGINNING OF YEAR	<u>37,315,053</u>	<u>31,923,221</u>	<u>40,472,579</u>	<u>34,342,927</u>
NET POSITION, END OF YEAR	<u><u>\$ 40,472,579</u></u>	<u><u>\$ 28,959,508</u></u>	<u><u>\$ 34,342,927</u></u>	<u><u>\$ 31,320,643</u></u>



PROPRIETARY FUNDS
2018 - 2020 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES

	Internal Service Funds			
	2018 Actual	2019 Budget	2019 Revised	2020 Budget
REVENUES				
Charges for Services	\$ 13,688,282	\$ 14,433,744	\$ 14,433,744	\$ 14,433,744
Investment Income	304,086	103,000	103,000	103,000
Other Income	<u>\$ 475,783</u>	<u>923,000</u>	<u>923,000</u>	<u>50,000</u>
Total Revenues	<u>14,468,151</u>	<u>15,459,744</u>	<u>15,459,744</u>	<u>14,586,744</u>
EXPENDITURES				
Community Resources	-	-	-	-
Public Works	-	-	-	-
Non-Departmental	<u>13,150,393</u>	<u>16,430,191</u>	<u>19,380,213</u>	<u>16,511,435</u>
Total Expenditures	<u>13,150,393</u>	<u>16,430,191</u>	<u>19,380,213</u>	<u>16,511,435</u>
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	-	-	1,200,000	1,200,000
Operating Transfers Out	<u>-</u>	<u>-</u>	<u>(1,475,000)</u>	<u>(1,200,000)</u>
Total Other Financing Sources (Uses)	<u>-</u>	<u>-</u>	<u>(275,000)</u>	<u>-</u>
Excess (Deficiency) of Financial Sources over Financial Uses	1,317,757	(970,447)	(4,195,469)	(1,924,691)
NET POSITION, BEGINNING OF YEAR	<u>16,146,560</u>	<u>9,700,427</u>	<u>17,464,317</u>	<u>13,268,848</u>
NET POSITION, END OF YEAR	<u>\$ 17,464,317</u>	<u>\$ 8,729,980</u>	<u>\$ 13,268,848</u>	<u>\$ 11,344,157</u>



PROPRIETARY FUNDS
2018 - 2020 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES

	Total Proprietary Funds			
	2018 Actual	2019 Budget	2019 Revised	2020 Budget
REVENUES				
Charges for Services	\$ 28,971,295	\$ 29,940,915	\$ 29,975,550	\$ 30,032,897
Investment Income	543,352	183,200	183,200	183,200
Other Income	1,483,393	1,448,000	1,448,000	575,000
Total Revenues	30,998,039	31,572,115	31,606,750	30,791,097
EXPENDITURES				
Community Resources	5,185,134	5,261,381	5,226,560	5,325,876
Public Works	8,173,255	13,733,034	16,068,429	13,819,091
Non-Departmental	13,164,367	16,511,860	20,361,882	16,593,104
Total Expenditures	26,522,756	35,506,275	41,656,872	35,738,072
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	-	-	1,200,000	1,200,000
Operating Transfers Out	-	-	(1,475,000)	(1,200,000)
Total Other Financing Sources (Uses)	-	-	(275,000)	-
Excess (Deficiency) of Financial Sources over Financial Uses	4,475,283	(3,934,160)	(10,325,122)	(4,946,975)
NET POSITION, BEGINNING OF YEAR	53,461,613	41,623,648	57,936,896	47,611,775
NET POSITION, END OF YEAR	\$ 57,936,896	\$ 37,689,488	\$ 47,611,775	\$ 42,664,800



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 the summer of 2002.

SEWER ENTERPRISE FUND

The Lakewood Board of Water and Sewer established the Sewer Enterprise Fund 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 established the Water Enterprise Fund 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
2018 - 2020 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES

Golf Course Fund				
	2018	2019	2019	2020
	Actual	Budget	Revised	Budget
REVENUES				
Charges for Services	\$ 4,988,439	\$ 5,169,366	\$ 5,169,366	\$ 5,226,713
Investment Income	3,856	-	-	-
Other Income	100	-	-	-
Total Revenues	<u>4,992,394</u>	<u>5,169,366</u>	<u>5,169,366</u>	<u>5,226,713</u>
EXPENDITURES				
Community Resources	5,185,134	5,261,381	5,226,560	5,325,876
Public Works	-	-	-	-
Non-Departmental	-	21,305	21,305	21,305
Total Expenditures	<u>5,185,134</u>	<u>5,282,686</u>	<u>5,247,865</u>	<u>5,347,181</u>
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	-	-	-	-
Operating Transfers Out	-	-	-	-
Total Other Financing Sources (Uses)	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Excess (Deficiency) of Financial Sources over Financial Uses	(192,739)	(113,320)	(78,499)	(120,468)
NET POSITION, BEGINNING OF YEAR	<u>9,325,888</u>	<u>9,339,394</u>	<u>9,133,149</u>	<u>9,054,650</u>
NET POSITION, END OF YEAR	<u><u>\$ 9,133,149</u></u>	<u><u>\$ 9,226,074</u></u>	<u><u>\$ 9,054,650</u></u>	<u><u>\$ 8,934,182</u></u>



ENTERPRISE FUNDS
2018 - 2020 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES

	Sewer Fund			
	2018 Actual	2019 Budget	2019 Revised	2020 Budget
REVENUES				
Charges for Services	\$ 4,244,838	\$ 4,298,640	\$ 4,237,240	\$ 4,237,240
Investment Income	108,615	41,700	41,700	41,700
Other Income	<u>1,006,210</u>	<u>500,000</u>	<u>500,000</u>	<u>500,000</u>
Total Revenues	<u>5,359,663</u>	<u>4,840,340</u>	<u>4,778,940</u>	<u>4,778,940</u>
EXPENDITURES				
Community Resources	-	-	-	-
Public Works	4,464,144	6,481,026	6,762,964	6,417,843
Non-Departmental	<u>-</u>	<u>15,218</u>	<u>315,218</u>	<u>15,218</u>
Total Expenditures	<u>4,464,144</u>	<u>6,496,244</u>	<u>7,078,182</u>	<u>6,433,061</u>
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	-	-	-	-
Operating Transfers Out	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Other Financing Sources (Uses)	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Excess (Deficiency) of Financial Sources over Financial Uses	895,519	(1,655,904)	(2,299,242)	(1,654,121)
NET POSITION, BEGINNING OF YEAR	<u>9,986,398</u>	<u>7,550,787</u>	<u>10,881,917</u>	<u>8,582,674</u>
NET POSITION, END OF YEAR	<u><u>\$ 10,881,917</u></u>	<u><u>\$ 5,894,883</u></u>	<u><u>\$ 8,582,674</u></u>	<u><u>\$ 6,928,553</u></u>



ENTERPRISE FUNDS
2018 - 2020 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES

	Stormwater Fund			
	2018	2019	2019	2020
	Actual	Budget	Revised	Budget
REVENUES				
Charges for Services	\$ 4,897,992	\$ 4,888,965	\$ 4,985,000	\$ 4,985,000
Investment Income	95,066	24,500	24,500	24,500
Other Income	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Revenues	<u>4,993,058</u>	<u>4,913,465</u>	<u>5,009,500</u>	<u>5,009,500</u>
EXPENDITURES				
Community Resources	-	-	-	-
Public Works	2,669,470	5,895,755	6,963,172	6,026,734
Non-Departmental	<u>13,974</u>	<u>42,609</u>	<u>242,609</u>	<u>42,609</u>
Total Expenditures	<u>2,683,444</u>	<u>5,938,364</u>	<u>7,205,781</u>	<u>6,069,343</u>
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	-	-	-	-
Operating Transfers Out	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Other Financing Sources (Uses)	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Excess (Deficiency) of Financial Sources over Financial Uses	2,309,614	(1,024,899)	(2,196,281)	(1,059,843)
NET POSITION, BEGINNING OF YEAR	<u>15,805,808</u>	<u>13,833,487</u>	<u>18,115,422</u>	<u>15,919,141</u>
NET POSITION, END OF YEAR	<u><u>\$ 18,115,422</u></u>	<u><u>\$ 12,808,588</u></u>	<u><u>\$ 15,919,141</u></u>	<u><u>\$ 14,859,298</u></u>



ENTERPRISE FUNDS (continued)
2018 - 2020 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES

	Water Fund			
	2018 Actual	2019 Budget	2019 Revised	2020 Budget
REVENUES				
Charges for Services	\$ 1,151,744	\$ 1,150,200	\$ 1,150,200	\$ 1,150,200
Investment Income	31,728	14,000	14,000	14,000
Other Income	1,300	25,000	25,000	25,000
Total Revenues	1,184,773	1,189,200	1,189,200	1,189,200
EXPENDITURES				
Community Resources	-	-	-	-
Public Works	1,039,641	1,356,252	2,342,293	1,374,514
Non-Departmental	-	2,537	402,537	2,537
Total Expenditures	1,039,641	1,358,789	2,744,830	1,377,051
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	-	-	-	-
Operating Transfers Out	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-
Excess (Deficiency) of Financial Sources over Financial Uses	145,132	(169,589)	(1,555,630)	(187,851)
NET POSITION, BEGINNING OF YEAR	2,196,959	1,199,553	2,342,091	786,461
NET POSITION, END OF YEAR	\$ 2,342,091	\$ 1,029,964	\$ 786,461	\$ 598,610



ENTERPRISE FUNDS (continued)
2018 - 2020 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES

	Total Enterprise Funds			
	2018 Actual	2019 Budget	2019 Revised	2020 Budget
REVENUES				
Charges for Services	\$ 15,283,013	\$ 15,507,171	\$ 15,541,806	\$ 15,599,153
Investment Income	239,265	80,200	80,200	80,200
Other Income	1,007,610	525,000	525,000	525,000
Total Revenues	16,529,888	16,112,371	16,147,006	16,204,353
EXPENDITURES				
Community Resources	5,185,134	5,261,381	5,226,560	5,325,876
Public Works	8,173,255	13,733,034	16,068,429	13,819,091
Non-Departmental	13,974	81,669	981,669	81,669
Total Expenditures	13,372,363	19,076,084	22,276,658	19,226,637
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	-	-	-	-
Operating Transfers Out	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-
Excess (Deficiency) of Financial Sources over Financial Uses	3,157,526	(2,963,713)	(6,129,652)	(3,022,284)
NET POSITION, BEGINNING OF YEAR	37,315,053	31,923,221	40,472,579	34,342,927
NET POSITION, END OF YEAR	<u>\$ 40,472,579</u>	<u>\$ 28,959,508</u>	<u>\$ 34,342,927</u>	<u>\$ 31,320,643</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.

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
2018 - 2020 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES

Medical & Dental Self-Insurance Fund				
	2018 Actual	2019 Budget	2019 Revised	2020 Budget
REVENUES				
Charges for Services	\$ 12,488,282	\$ 13,233,744	\$ 13,233,744	\$ 13,233,744
Investment Income	140,348	20,000	20,000	20,000
All Other Revenues	475,783	50,000	50,000	50,000
Total Revenues	<u>13,104,412</u>	<u>13,303,744</u>	<u>13,303,744</u>	<u>13,303,744</u>
EXPENDITURES				
Non-Departmental	<u>9,642,080</u>	<u>13,351,607</u>	<u>13,352,931</u>	<u>13,362,085</u>
Total Expenditures	<u>9,642,080</u>	<u>13,351,607</u>	<u>13,352,931</u>	<u>13,362,085</u>
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	-	-	-	-
Operating Transfers Out	<u>-</u>	<u>-</u>	<u>(1,475,000)</u>	<u>(1,200,000)</u>
Total Other Financing Sources (Uses)	<u>-</u>	<u>-</u>	<u>(1,475,000)</u>	<u>(1,200,000)</u>
Excess (Deficiency) of Financial Sources over Financial Uses	3,462,332	(47,863)	(1,524,187)	(1,258,341)
NET POSITION,				
BEGINNING OF YEAR	<u>6,750,259</u>	<u>5,385,834</u>	<u>10,212,591</u>	<u>8,688,405</u>
NET POSITION,				
END OF YEAR	<u>\$ 10,212,591</u>	<u>\$ 5,337,971</u>	<u>\$ 8,688,405</u>	<u>\$ 7,430,063</u>



INTERNAL SERVICE FUNDS (continued)
2018 - 2020 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES

Property & Casualty Self-Insurance Fund				
	2018 Actual	2019 Budget	2019 Revised	2020 Budget
REVENUES				
Charges for Services	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000
Investment Income	70,873	25,000	25,000	25,000
All Other Revenues	-	873,000	873,000	-
Total Revenues	<u>670,873</u>	<u>1,498,000</u>	<u>1,498,000</u>	<u>625,000</u>
EXPENDITURES				
Non-Departmental	<u>1,813,134</u>	<u>1,640,178</u>	<u>4,579,333</u>	<u>1,694,304</u>
Total Expenditures	<u>1,813,134</u>	<u>1,640,178</u>	<u>4,579,333</u>	<u>1,694,304</u>
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	-	-	600,000	600,000
Operating Transfers Out	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Other Financing Sources (Uses)	<u>-</u>	<u>-</u>	<u>600,000</u>	<u>600,000</u>
Excess (Deficiency) of Financial Sources over Financial Uses	(1,142,261)	(142,178)	(2,481,333)	(469,304)
NET POSITION,				
BEGINNING OF YEAR	<u>4,465,108</u>	<u>154,838</u>	<u>3,322,847</u>	<u>841,513</u>
NET POSITION,				
END OF YEAR	<u>\$ 3,322,847</u>	<u>\$ 12,660</u>	<u>\$ 841,513</u>	<u>\$ 372,209</u>



INTERNAL SERVICE FUNDS (continued)
2018 - 2020 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES

Retiree's Health Program Fund				
	2018 Actual	2019 Budget	2019 Revised	2020 Budget
REVENUES				
Charges for Services	\$ -	\$ -	\$ -	\$ -
Investment Income	58,347	25,000	25,000	25,000
All Other Revenues	-	-	-	-
Total Revenues	<u>58,347</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>
EXPENDITURES				
Non-Departmental	<u>40,000</u>	<u>220,000</u>	<u>220,000</u>	<u>220,000</u>
Total Expenditures	<u>40,000</u>	<u>220,000</u>	<u>220,000</u>	<u>220,000</u>
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	-	-	-	-
Operating Transfers Out	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Other Financing Sources (Uses)	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Excess (Deficiency) of Financial Sources over Financial Uses	18,347	(195,000)	(195,000)	(195,000)
NET POSITION, BEGINNING OF YEAR	<u>3,716,167</u>	<u>3,521,167</u>	<u>3,734,514</u>	<u>3,539,514</u>
NET POSITION, END OF YEAR	<u>\$ 3,734,514</u>	<u>\$ 3,326,167</u>	<u>\$ 3,539,514</u>	<u>\$ 3,344,514</u>



INTERNAL SERVICE FUNDS (continued)
2018 - 2020 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES

Worker's Compensation Self-Insurance Fund				
	2018 Actual	2019 Budget	2019 Revised	2020 Budget
REVENUES				
Charges for Services	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000
Investment Income	34,519	33,000	33,000	33,000
All Other Revenues	-	-	-	-
Total Revenues	<u>634,519</u>	<u>633,000</u>	<u>633,000</u>	<u>633,000</u>
EXPENDITURES				
Non-Departmental	<u>1,655,180</u>	<u>1,218,406</u>	<u>1,227,950</u>	<u>1,235,045</u>
Total Expenditures	<u>1,655,180</u>	<u>1,218,406</u>	<u>1,227,950</u>	<u>1,235,045</u>
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	-	-	600,000	600,000
Operating Transfers Out	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Other Financing Sources (Uses)	<u>-</u>	<u>-</u>	<u>600,000</u>	<u>600,000</u>
Excess (Deficiency) of Financial Sources over Financial Uses	(1,020,661)	(585,406)	5,050	(2,045)
NET POSITION, BEGINNING OF YEAR	<u>1,215,026</u>	<u>638,588</u>	<u>194,365</u>	<u>199,415</u>
NET POSITION, END OF YEAR	<u>\$ 194,365</u>	<u>\$ 53,182</u>	<u>\$ 199,415</u>	<u>\$ 197,370</u>



INTERNAL SERVICE FUNDS (continued)
2018 - 2020 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES

	Total Internal Service Funds			
	2018 Actual	2019 Budget	2019 Revised	2020 Budget
REVENUES				
Charges for Services	\$ 13,688,282	\$ 14,433,744	\$ 14,433,744	\$ 14,433,744
Investment Income	304,086	103,000	103,000	103,000
All Other Revenues	475,783	923,000	923,000	50,000
Total Revenues	<u>14,468,151</u>	<u>15,459,744</u>	<u>15,459,744</u>	<u>14,586,744</u>
EXPENDITURES				
Non-Departmental	<u>13,150,393</u>	<u>16,430,191</u>	<u>19,380,213</u>	<u>16,511,435</u>
Total Expenditures	<u>13,150,393</u>	<u>16,430,191</u>	<u>19,380,213</u>	<u>16,511,435</u>
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	-	-	1,200,000	1,200,000
Operating Transfers Out	<u>-</u>	<u>-</u>	<u>(1,475,000)</u>	<u>(1,200,000)</u>
Total Other Financing Sources (Uses)	<u>-</u>	<u>-</u>	<u>(275,000)</u>	<u>-</u>
Excess (Deficiency) of Financial Sources over Financial Uses	1,317,757	(970,447)	(4,195,469)	(1,924,691)
NET POSITION, BEGINNING OF YEAR	<u>16,146,560</u>	<u>9,700,427</u>	<u>17,464,317</u>	<u>13,268,848</u>
NET POSITION, END OF YEAR	<u>\$ 17,464,317</u>	<u>\$ 8,729,980</u>	<u>\$ 13,268,848</u>	<u>\$ 11,344,157</u>



STRATEGIC PLAN



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 Leadership 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 (2020-2024)

GENERAL ASSUMPTIONS

- ❖ City Council has directed staff to work with no less than 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 2019 through 2023 indicate that given revenue estimates and current spending levels, the City will maintain a fund balance above 10 percent (10%) through 2023. 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, Environmental Protection Agency, High Intensity Drug Trafficking Area, 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 2020 through 2024.

LONG-TERM PLANS (2020-2024)

- ❖ The following is a list of some of the significant plans for 2020-2024.
 - Implement priorities, goals, and objectives of the Imagine Lakewood! Community Resources Master Plan.
 - 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
 - Implement the regionalizing of certain public safety operations.
 - Implementing the next phase of workforce total compensation planning, whereby we will evaluate business effectiveness and plan for workforce succession.



FIVE-YEAR ASSUMPTIONS (2020-2024) (continued)

REVENUE ASSUMPTIONS

- ❖ Overall, the City of Lakewood continues to experience a strong economy. Revenue projections for 2020 assume a reasonable increase to sales and use tax revenues. Conservative forecasts were established using either the Denver-Aurora-Lakewood 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.
- ❖ 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. 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. In November 2018, voters required the City to retain TABOR refunds from 2017-2025 to be used for specific purposes.
- ❖ The City's property tax mill levy is 4.711 mills. Gross property tax revenue is projected to remain constant in 2019. Bi-annual reassessments of property are conducted during odd years and payable during the following even years. A 4% increase in property tax revenues is anticipated for 2020. Lakewood and the Denver Metro region continue to experience strong job growth and an increasing population resulting in higher demand for housing and increasing property values.
- ❖ In the Special Revenue Funds, a diversity of sources make up fund revenues which include hotel accommodation tax, lottery proceeds, and grant revenues. Grant revenues can be large and unpredictable from year to year and that is reflected in our strategic plan. Other special revenues generally increase with overall inflation. The Enterprise Funds for 2020 through 2024 reflect modest increases in revenue with a decrease in overall fund balance due to expenditures being slightly higher than revenues. Internal service revenues are expected to be consistent and generally increase with overall inflation. 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.



FIVE-YEAR ASSUMPTIONS (2020-2024) (continued)

EXPENDITURE ASSUMPTIONS

- ❖ The City's primary increase in expenditures is in the cost of personnel. A salary increase of 3% for all staff is included in this 2020 budget and an increase of 3% for all staff for 2021 through 2024.
- ❖ 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 in the amount of \$1,413,199 will be transferred to the Heritage, Culture, and The Arts fund for its operating activities in 2020. Additionally, \$120,000 will be transferred from the General Fund to fund the neighborhood improvement program. Finally, \$150,000 will be transferred from the General Fund to the Equipment Replacement Fund for technology capital infrastructure.
- ❖ 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

	2015 Actual	2016 Actual	2017 Actual	2018 Actual
REVENUES				
Property Tax	\$ 7,737,330	\$ 9,152,158	\$ 9,150,515	\$ 10,599,836
Sales Tax	61,284,762	63,352,134	62,301,202	63,855,609
General Use Tax	3,083,538	3,320,325	3,837,791	3,130,410
Building Material Use Tax	3,303,625	3,182,694	7,320,037	4,664,345
Motor Vehicle Use Tax	5,445,350	5,707,814	6,904,949	6,060,979
Specific Ownership Tax	681,173	298,613	474,759	471,678
Tobacco Products Tax	343,229	354,754	321,768	327,965
Business & Occupation Tax	2,278,208	3,144,875	3,299,605	3,465,089
Franchise Charges & Other Taxes	6,335,645	6,272,421	6,300,349	6,158,515
Licenses & Permits	3,770,886	4,173,666	6,395,758	4,902,432
Intergovernmental Revenue	4,811,419	4,941,270	5,207,080	6,200,153
Charges for Services	11,175,210	11,449,150	11,872,741	12,819,054
Fines & Forfeits	1,599,055	1,348,190	1,200,775	1,241,903
Investment Income	367,987	(367,368)	279,080	417,977
TABOR Refund	(4,535,650)	(5,823,934)	(12,536,504)	-
All Other Revenues	735,325	586,733	617,021	13,138,978
Total Revenues	108,417,092	111,093,495	112,946,925	137,454,924
EXPENDITURES				
Mayor and City Council	489,541	495,033	501,017	505,721
City Manager's Office	2,169,891	2,402,007	2,202,030	2,432,409
City Attorney's Office	1,509,512	1,801,547	1,893,859	1,832,332
City Clerk's Office	780,199	785,134	981,146	1,020,458
Community Resources	17,515,996	18,718,839	19,349,719	19,930,215
Finance	3,361,974	3,575,522	3,414,604	4,301,075
Human Resources	1,355,034	1,467,681	1,450,640	1,598,918
Information Technology	5,302,483	6,131,760	5,872,398	7,030,283
Municipal Court	2,992,629	3,172,100	3,335,115	3,624,832
Planning	1,632,771	1,772,977	1,844,360	2,038,564
Police	42,691,237	44,717,820	46,796,820	49,656,473
Public Works	14,523,228	14,625,484	15,575,708	16,335,048
Non-Departmental	6,233,368	11,750,333	8,220,460	6,799,252
Total Expenditures	100,557,863	111,416,237	111,437,876	117,105,579
OTHER FINANCING SOURCES (USES)				
Capital Lease	-	-	-	-
Operating Transfers In	-	-	-	-
Operating Transfers Out	(5,839,800)	(5,594,100)	(7,413,200)	(13,898,604)
Total Other Financing Sources (Uses)	(5,839,800)	(5,594,100)	(7,413,200)	(13,898,604)
Excess (Deficiency) of Financial Sources over Financial Uses	2,019,429	(5,916,842)	(5,904,151)	6,450,741
FUND BALANCES, BEGINNING OF YEAR	39,953,323	41,972,752	36,055,910	30,151,759
FUND BALANCES, END OF YEAR	\$ 41,972,752	\$ 36,055,910	\$ 30,151,759	\$ 36,602,500



GENERAL FUND (continued)

2019 Revised	2020 Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast
\$ 10,599,836	\$ 11,023,829	\$ 11,023,829	\$ 11,464,782	\$ 11,464,782	\$ 11,923,373
63,855,609	66,090,556	66,761,039	68,096,260	69,458,185	70,847,349
3,494,852	3,582,224	3,671,779	3,763,574	3,857,663	3,954,105
3,174,936	2,698,696	2,752,670	2,807,723	2,863,877	2,921,155
6,303,418	6,461,003	6,590,224	6,722,028	6,856,469	6,993,598
858,455	879,916	897,514	915,464	933,774	952,449
313,015	313,015	313,015	313,015	313,015	313,015
3,223,497	3,304,084	3,370,166	3,437,569	3,506,320	3,576,446
6,457,858	6,619,304	6,751,690	6,886,724	7,024,459	7,164,949
3,529,875	3,051,172	3,111,874	3,173,793	3,236,949	3,303,242
5,604,807	5,726,872	5,835,966	5,947,241	6,060,743	6,176,515
12,013,965	12,276,085	12,665,312	12,891,661	13,122,662	13,358,401
1,454,000	1,490,350	1,527,609	1,565,798	1,604,944	1,645,068
517,457	530,393	543,653	557,244	571,175	585,454
-	-	-	-	-	-
619,270	634,752	647,449	660,397	673,606	687,079
<u>122,020,851</u>	<u>124,682,250</u>	<u>126,463,789</u>	<u>129,203,273</u>	<u>131,548,623</u>	<u>134,402,198</u>
545,183	550,428	559,923	569,703	579,777	590,153
2,646,805	2,733,165	2,798,438	2,865,698	2,935,013	3,006,445
1,763,380	1,818,523	1,857,317	1,897,302	1,938,514	1,980,994
1,436,484	1,168,642	1,199,137	1,230,569	1,262,970	1,296,373
21,774,588	21,916,178	22,272,182	22,742,211	23,226,714	23,724,503
4,221,690	4,359,494	4,460,079	4,563,737	4,670,575	4,780,695
1,800,140	1,822,118	1,862,890	1,904,906	1,948,208	1,992,837
7,391,514	7,415,953	7,561,459	7,711,427	7,780,994	7,940,311
3,971,022	4,128,361	4,226,467	4,342,014	4,461,111	4,583,872
2,139,780	2,341,086	2,403,244	2,467,321	2,533,384	2,601,493
53,463,369	59,024,746	60,344,618	61,822,803	63,449,841	65,127,338
17,974,823	18,195,186	18,512,957	18,840,379	19,177,769	19,525,448
7,126,369	7,151,592	5,257,457	5,322,559	4,465,390	4,535,686
<u>126,255,145</u>	<u>132,625,473</u>	<u>133,316,168</u>	<u>136,280,629</u>	<u>138,430,260</u>	<u>141,686,148</u>
-	-	-	-	-	-
600,000	3,038,000	-	-	-	-
<u>(7,938,255)</u>	<u>(1,683,199)</u>	<u>(1,783,199)</u>	<u>(1,783,199)</u>	<u>(1,783,199)</u>	<u>(1,783,199)</u>
<u>(7,338,255)</u>	<u>1,354,801</u>	<u>(1,783,199)</u>	<u>(1,783,199)</u>	<u>(1,783,199)</u>	<u>(1,783,199)</u>
(11,572,549)	(6,588,422)	(8,635,578)	(8,860,555)	(8,664,836)	(9,067,149)
<u>36,602,500</u>	<u>25,029,951</u>	<u>18,441,529</u>	<u>9,805,951</u>	<u>945,396</u>	<u>(7,719,440)</u>
<u>\$ 25,029,951</u>	<u>\$ 18,441,529</u>	<u>\$ 9,805,951</u>	<u>\$ 945,396</u>	<u>\$ (7,719,440)</u>	<u>\$ (16,786,589)</u>

**SPECIAL REVENUE FUNDS**

	2015 Actual	2016 Actual	2017 Actual	2018 Actual
REVENUES				
Hotel Accommodation Tax	\$ 1,614,899	\$ 1,711,517	\$ 1,772,462	\$ 1,699,879
Intergovernmental Revenue	12,721,632	14,684,710	16,014,744	14,272,207
Charges for Services	1,181,799	1,269,366	1,389,620	1,499,029
Investment Income	129,530	194,352	224,994	243,280
All Other Revenues	38,145	58,681	24,843	85,732
Total Revenues	15,686,005	17,918,626	19,426,663	17,800,127
EXPENDITURES				
City Manager's Office	940,120	580,093	733,622	657,884
Community Resources	9,757,363	13,128,561	11,974,780	21,608,931
Finance	38,360	29,607	30,870	32,197
Municipal Court	-	-	-	-
Planning	755,816	659,449	772,326	762,800
Police	2,350,371	3,436,008	3,174,300	3,010,021
Public Works	963,825	1,644,523	881,949	348,795
Non-Departmental	-	-	-	-
Total Expenditures	14,805,855	19,478,241	17,567,847	26,420,628
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	2,148,964	1,716,231	4,455,096	15,944,582
Operating Transfers Out	-	-	-	(915,000)
Total Other Financing Sources (Uses)	2,148,964	1,716,231	4,455,096	15,029,582
Excess (Deficiency) of Financial Sources over Financial Uses	3,029,114	156,616	6,313,912	6,409,081
FUND BALANCES, BEGINNING OF YEAR	11,922,919	14,952,033	15,108,649	21,422,561
FUND BALANCES, END OF YEAR	\$ 14,952,033	\$ 15,108,649	\$ 21,422,561	\$ 27,831,642



SPECIAL REVENUE FUNDS (continued)

2019 Revised	2020 Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast
\$ 1,600,000	\$ 1,600,000	\$ 1,632,000	\$ 1,664,640	\$ 1,697,933	\$ 1,731,892
25,859,419	14,787,565	14,531,565	14,333,308	14,479,623	14,629,348
1,511,910	1,630,255	1,532,535	1,534,269	1,536,038	1,537,842
165,833	85,255	85,822	69,737	71,190	86,314
244,958	64,950	64,950	64,950	64,950	64,950
<u>29,382,120</u>	<u>18,168,025</u>	<u>17,846,872</u>	<u>17,666,904</u>	<u>17,849,734</u>	<u>18,050,346</u>
1,992,591	2,210,344	2,229,429	2,249,097	2,269,370	2,290,264
29,802,196	11,428,466	12,421,960	11,644,209	10,894,376	11,130,934
32,901	34,285	35,332	36,409	37,520	38,666
-	-	-	-	-	-
2,877,041	1,902,659	1,902,560	1,561,231	1,561,125	1,561,018
5,677,465	3,523,216	3,415,924	3,440,096	3,464,659	2,932,477
13,204,740	1,450,000	1,000,000	1,000,000	1,000,000	1,000,000
275,000	-	-	-	-	-
<u>53,861,933</u>	<u>20,548,970</u>	<u>21,005,205</u>	<u>19,931,042</u>	<u>19,227,050</u>	<u>18,953,359</u>
22,135,045	1,458,199	1,458,199	1,458,199	1,458,199	1,458,199
(11,854,923)	-	-	-	-	-
<u>10,280,122</u>	<u>1,458,199</u>	<u>1,458,199</u>	<u>1,458,199</u>	<u>1,458,199</u>	<u>1,458,199</u>
(14,199,691)	(922,747)	(1,700,134)	(805,939)	80,883	555,186
<u>27,831,642</u>	<u>13,631,950</u>	<u>12,709,203</u>	<u>11,009,069</u>	<u>10,203,130</u>	<u>10,284,013</u>
<u>\$ 13,631,950</u>	<u>\$ 12,709,203</u>	<u>\$ 11,009,069</u>	<u>\$ 10,203,130</u>	<u>\$ 10,284,013</u>	<u>\$ 10,839,199</u>



CAPITAL PROJECTS FUNDS

	2015 Actual	2016 Actual	2017 Actual	2018 Actual
REVENUES				
Sales Tax	\$ 11,636,167	\$ 11,989,537	\$ 11,666,845	\$ 12,107,112
General Use Tax	614,672	663,479	758,989	623,620
Building Material Use Tax	656,659	635,322	1,442,083	924,247
Motor Vehicle Use Tax	1,089,070	1,141,563	1,381,002	1,212,196
Intergovernmental Revenue	2,153,717	2,036,459	2,115,650	2,363,616
Charges for Services	2,072,871	2,065,035	2,055,646	2,021,061
Investment Income	239,007	316,819	424,303	467,397
All Other Revenues	148,591	112,123	65,443	168,724
Total Revenues	18,610,754	18,960,337	19,909,960	19,887,972
EXPENDITURES				
City Manager's Office	241,797	173,131	127,233	134,634
Community Resources	2,140,275	2,277,761	3,065,607	4,326,828
Finance	54,249	56,481	58,530	63,327
Information Technology	552,056	719,863	259,553	1,581,123
Planning	208,240	158,498	179,145	405,619
Police	-	-	-	74,880
Public Works	13,099,442	13,281,392	14,678,501	15,301,319
Non-Departmental	2,678,362	2,688,439	2,620,815	2,410,289
Total Expenditures	18,974,421	19,355,565	20,989,384	24,298,019
OTHER FINANCING SOURCES (USES)				
Capital Lease/Loan Proceeds	-	-	-	1,510,854
Operating Transfers In	3,720,000	3,920,000	3,265,000	6,051,504
Operating Transfers Out	(29,164)	(42,131)	(306,896)	(7,182,482)
Total Other Financing Sources (Uses)	3,690,836	3,877,869	2,958,104	379,876
Excess (Deficiency) of Financial Sources over Financial Uses	3,327,169	3,482,641	1,878,680	(4,030,171)
FUND BALANCES, BEGINNING OF YEAR				
	23,675,527	27,002,696	30,485,337	32,364,017
FUND BALANCES, END OF YEAR				
	\$ 27,002,696	\$ 30,485,337	\$ 32,364,017	\$ 28,333,845



CAPITAL PROJECTS FUNDS (continued)

2019 Revised	2020 Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast
\$ 12,107,112	\$ 12,530,861	\$ 12,781,478	\$ 13,037,108	\$ 13,297,851	\$ 13,563,808
651,994	651,994	651,994	651,994	651,994	651,994
619,500	619,500	619,500	619,500	619,500	619,500
1,071,193	1,071,193	1,071,193	1,071,193	1,071,193	1,071,193
2,063,773	2,063,773	2,063,773	2,063,773	2,063,773	2,063,773
2,100,523	2,157,989	2,026,676	2,063,509	2,101,079	2,139,401
217,489	217,489	217,489	217,489	217,489	217,489
203,500	203,500	203,500	203,500	203,500	203,500
<u>19,035,084</u>	<u>19,516,298</u>	<u>19,635,603</u>	<u>19,928,066</u>	<u>20,226,379</u>	<u>20,530,658</u>
180,000	180,000	180,000	180,000	180,000	180,000
2,188,511	670,000	670,000	670,000	670,000	670,000
66,213	69,069	71,165	73,328	75,557	77,855
2,128,000	600,000	530,000	530,000	530,000	530,000
386,381	190,000	190,000	190,000	190,000	190,000
-	-	-	-	-	-
25,705,861	18,724,914	17,757,366	18,425,753	19,132,178	19,878,877
2,910,289	2,481,139	2,137,042	2,179,783	2,223,379	2,267,847
<u>33,565,255</u>	<u>22,915,122</u>	<u>21,535,573</u>	<u>22,248,864</u>	<u>23,001,114</u>	<u>23,794,579</u>
-	-	-	-	-	-
2,195,000	520,000	620,000	620,000	620,000	620,000
(6,861,867)	(3,333,000)	(295,000)	(295,000)	(295,000)	(295,000)
<u>(4,666,867)</u>	<u>(2,813,000)</u>	<u>325,000</u>	<u>325,000</u>	<u>325,000</u>	<u>325,000</u>
(19,197,038)	(6,211,823)	(1,574,970)	(1,995,798)	(2,449,735)	(2,938,921)
<u>28,333,845</u>	<u>9,136,808</u>	<u>2,924,984</u>	<u>1,350,014</u>	<u>(645,784)</u>	<u>(3,095,519)</u>
<u>\$ 9,136,808</u>	<u>\$ 2,924,984</u>	<u>\$ 1,350,014</u>	<u>\$ (645,784)</u>	<u>\$ (3,095,519)</u>	<u>\$ (6,034,440)</u>



ENTERPRISE FUNDS

	2015 Actual	2016 Actual	2017 Actual	2018 Actual
REVENUES				
Charges for Services	\$ 12,474,792	\$ 14,484,700	\$ 14,871,729	\$ 15,283,013
Investment Income	98,058	135,819	199,145	239,265
All Other Revenues	<u>86,657</u>	<u>524,730</u>	<u>1,018,568</u>	<u>1,007,610</u>
Total Revenues	<u>12,659,507</u>	<u>15,145,249</u>	<u>16,089,442</u>	<u>16,529,888</u>
EXPENDITURES				
Community Resources	4,754,963	4,808,316	5,098,965	5,185,134
Public Works	77,222	7,269,410	8,467,284	8,173,255
Non-Departmental	<u>7,143,820</u>	<u>26,522</u>	<u>-</u>	<u>13,974</u>
Total Expenditures	<u>11,976,005</u>	<u>12,104,248</u>	<u>13,566,248</u>	<u>13,372,363</u>
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	-	-	-	-
Operating Transfers Out	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Other Financing Sources (Uses)	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Excess (Deficiency) of Financial Sources over Financial Uses	683,502	3,041,001	2,523,193	3,157,526
NET POSITION, BEGINNING OF YEAR	<u>31,067,358</u>	<u>31,750,860</u>	<u>34,791,861</u>	<u>37,315,054</u>
NET POSITION, END OF YEAR	<u>\$ 31,750,860</u>	<u>\$ 34,791,861</u>	<u>\$ 37,315,054</u>	<u>\$ 40,472,580</u>



ENTERPRISE FUNDS (continued)

2019 Revised	2020 Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast
\$ 15,541,806	\$ 15,599,153	\$ 15,854,241	\$ 16,116,218	\$ 16,385,277	\$ 16,661,612
80,200	80,200	80,200	80,200	80,200	80,200
<u>525,000</u>	<u>525,000</u>	<u>525,000</u>	<u>525,000</u>	<u>525,000</u>	<u>525,000</u>
<u>16,147,006</u>	<u>16,204,353</u>	<u>16,459,441</u>	<u>16,721,418</u>	<u>16,990,477</u>	<u>17,266,812</u>
5,226,560	5,325,876	5,413,252	5,503,311	5,596,132	5,691,809
16,068,429	13,819,091	12,908,224	13,102,815	13,303,022	13,509,018
<u>981,669</u>	<u>81,669</u>	<u>84,119</u>	<u>86,643</u>	<u>89,242</u>	<u>91,919</u>
<u>22,276,658</u>	<u>19,226,637</u>	<u>18,405,595</u>	<u>18,692,769</u>	<u>18,988,396</u>	<u>19,292,746</u>
-	-	-	-	-	-
<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
(6,129,652)	(3,022,284)	(1,946,154)	(1,971,351)	(1,997,919)	(2,025,934)
<u>40,472,580</u>	<u>34,342,928</u>	<u>31,320,644</u>	<u>29,374,490</u>	<u>27,403,139</u>	<u>25,405,220</u>
<u>\$ 34,342,928</u>	<u>\$ 31,320,644</u>	<u>\$ 29,374,490</u>	<u>\$ 27,403,139</u>	<u>\$ 25,405,220</u>	<u>\$ 23,379,286</u>



INTERNAL SERVICE FUNDS

	2015 Actual	2016 Actual	2017 Actual	2018 Actual
REVENUES				
Charges for Services	\$ 9,492,251	\$ 16,498,402	\$ 15,211,189	\$ 13,688,282
Investment Income	122,646	143,428	221,612	304,086
All Other Revenues	<u>2,420</u>	<u>105,470</u>	<u>2,521,837</u>	<u>475,783</u>
Total Revenues	<u>9,617,317</u>	<u>16,747,300</u>	<u>17,954,639</u>	<u>14,468,151</u>
EXPENDITURES				
Non-Departmental	<u>13,495,052</u>	<u>11,060,635</u>	<u>13,031,205</u>	<u>13,150,394</u>
Total Expenditures	<u>13,495,052</u>	<u>11,060,635</u>	<u>13,031,205</u>	<u>13,150,394</u>
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	-	-	-	-
Operating Transfers Out	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Other Financing Sources (Uses)	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Excess (Deficiency) of Financial Sources over Financial Uses	(3,877,735)	5,686,665	4,923,434	1,317,756
NET POSITION, BEGINNING OF YEAR	<u>9,414,197</u>	<u>5,536,462</u>	<u>11,223,127</u>	<u>16,146,561</u>
NET POSITION, END OF YEAR	<u>\$ 5,536,462</u>	<u>\$ 11,223,127</u>	<u>\$ 16,146,561</u>	<u>\$ 17,464,317</u>



INTERNAL SERVICE FUNDS (continued)

2019 Revised	2020 Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast
\$ 14,433,744	\$ 14,433,744	\$ 15,658,334	\$ 17,002,833	\$ 18,479,179	\$ 20,100,506
103,000	103,000	104,560	106,151	107,774	109,429
923,000	50,000	50,000	50,000	50,000	50,000
15,459,744	14,586,744	15,812,894	17,158,984	18,636,953	20,259,935
19,380,213	16,511,435	16,532,682	16,552,473	16,575,033	16,598,280
19,380,213	16,511,435	16,532,682	16,552,473	16,575,033	16,598,280
1,200,000	1,200,000	-	-	-	-
(1,475,000)	(1,200,000)	-	-	-	-
(275,000)	-	-	-	-	-
(4,195,469)	(1,924,691)	(719,788)	606,511	2,061,920	3,661,655
17,464,317	13,268,848	11,344,157	10,624,369	11,230,880	13,292,800
\$ 13,268,848	\$ 11,344,157	\$ 10,624,369	\$ 11,230,880	\$ 13,292,800	\$ 16,954,455



ALL FUNDS SUMMARY

	2015 Actual	2016 Actual	2017 Actual	2018 Actual
REVENUES				
Property Tax	\$ 7,737,330	\$ 9,152,158	\$ 9,150,515	\$ 10,599,836
Sales Tax	72,920,929	75,341,671	73,968,047	75,962,721
General Use Tax	3,698,210	3,983,804	4,596,780	3,754,031
Building Material Use Tax	3,960,284	3,818,016	8,762,119	5,588,592
Motor Vehicle Use Tax	6,534,420	6,849,377	8,285,951	7,273,175
Specific Ownership Tax	681,173	298,613	474,759	471,678
Tobacco Products Tax	343,229	354,754	321,768	327,965
Business & Occupation Tax	2,278,208	3,144,875	3,299,605	3,465,089
Franchise Charges & Other Taxes	6,335,645	6,272,421	6,300,349	6,158,515
Hotel Accommodation Tax	1,614,899	1,711,517	1,772,462	1,699,879
Licenses & Permits	3,770,886	4,173,666	6,395,758	4,902,432
Intergovernmental Revenue	19,686,768	21,662,439	23,337,474	22,835,976
Charges for Services	36,396,923	45,766,653	45,400,924	45,310,438
Fines & Forfeits	1,599,055	1,348,190	1,200,775	1,241,903
Investment Income	957,228	423,050	1,349,133	1,672,005
TABOR Refund	(4,535,650)	(5,823,934)	(12,536,504)	-
All Other Revenues	1,011,138	1,387,737	4,247,713	14,876,827
Total Revenues	164,990,675	179,865,007	186,327,628	206,141,062
EXPENDITURES				
Mayor and City Council	489,541	495,033	501,017	505,721
City Manager's Office	3,351,808	3,155,231	3,062,884	3,224,927
City Attorney's Office	1,509,512	1,801,547	1,893,859	1,832,332
City Clerk's Office	780,199	785,134	981,146	1,020,458
Community Resources	34,168,597	38,933,466	39,489,071	51,051,108
Finance	3,454,583	3,661,610	3,504,004	4,396,599
Human Resources	1,355,034	1,467,681	1,450,640	1,598,918
Information Technology	5,854,539	6,851,623	6,131,951	8,611,405
Municipal Court	2,992,629	3,172,100	3,335,115	3,624,832
Planning	2,596,827	2,590,924	2,795,832	3,206,983
Police	45,041,608	48,153,828	49,971,120	52,741,374
Public Works	35,730,315	36,820,809	39,603,442	40,158,417
Non-Departmental	22,484,004	25,525,936	23,872,479	22,373,908
Total Expenditures	159,809,196	173,414,922	176,592,560	194,346,983
OTHER FINANCING SOURCES (USES)				
Capital Lease	-	-	-	1,510,854
Operating Transfers In	5,868,964	5,636,231	7,720,096	21,996,086
Operating Transfers Out	(5,868,964)	(5,636,231)	(7,720,096)	(21,996,086)
Total Other Financing Sources (Uses)	-	-	-	1,510,854
Excess (Deficiency) of Financial Sources over Financial Uses	5,181,479	6,450,085	9,735,068	13,304,933
FUND BALANCES/NET POSITION, BEGINNING OF YEAR	116,033,324	121,214,803	127,664,888	137,399,956
FUND BALANCES/NET POSITION, END OF YEAR	\$ 121,214,803	\$ 127,664,888	\$ 137,399,956	\$ 150,704,889



ALL FUNDS SUMMARY (continued)

2019 Revised	2020 Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast
\$ 10,599,836	\$ 11,023,829	\$ 11,023,829	\$ 11,464,782	\$ 11,464,782	\$ 11,923,373
75,962,721	78,621,417	79,542,517	81,133,368	82,756,036	84,411,157
4,146,846	4,234,218	4,323,773	4,415,568	4,509,657	4,606,099
3,794,436	3,318,195	3,372,170	3,427,223	3,483,377	3,540,655
7,374,611	7,532,196	7,661,417	7,793,221	7,927,662	8,064,791
858,455	879,916	897,514	915,464	933,774	952,449
313,015	313,015	313,015	313,015	313,015	313,015
3,223,497	3,304,084	3,370,166	3,437,569	3,506,320	3,576,446
6,457,858	6,619,304	6,751,690	6,886,724	7,024,459	7,164,949
1,600,000	1,600,000	1,632,000	1,664,640	1,697,933	1,731,892
3,529,875	3,051,172	3,111,874	3,173,793	3,236,949	3,303,242
33,527,999	22,578,210	22,431,304	22,344,322	22,604,139	22,869,636
45,601,949	46,097,226	47,737,098	49,608,490	51,624,235	53,797,762
1,454,000	1,490,350	1,527,609	1,565,798	1,604,944	1,645,068
1,083,979	1,016,337	1,031,724	1,030,821	1,047,828	1,078,886
-	-	-	-	-	-
2,515,728	1,478,202	1,490,899	1,503,847	1,517,056	1,530,529
202,044,804	193,157,669	196,218,599	200,678,645	205,252,166	210,509,949
545,183	550,428	559,923	569,703	579,777	590,153
4,819,395	5,123,509	5,207,867	5,294,795	5,384,383	5,476,709
1,763,380	1,818,523	1,857,317	1,897,302	1,938,514	1,980,994
1,436,484	1,168,642	1,199,137	1,230,569	1,262,970	1,296,373
58,991,854	39,340,519	40,777,394	40,559,731	40,387,222	41,217,246
4,320,803	4,462,848	4,566,576	4,673,474	4,783,652	4,897,216
1,800,140	1,822,118	1,862,890	1,904,906	1,948,208	1,992,837
9,519,514	8,015,953	8,091,459	8,241,427	8,310,994	8,470,311
3,971,022	4,128,361	4,226,467	4,342,014	4,461,111	4,583,872
5,403,202	4,433,746	4,495,804	4,218,552	4,284,509	4,352,511
59,140,834	62,547,963	63,760,542	65,262,899	66,914,500	68,059,815
72,953,853	52,189,191	50,178,547	51,368,947	52,612,969	53,913,343
30,673,540	26,225,835	24,011,300	24,141,458	23,353,044	23,493,732
255,339,204	211,827,636	210,795,223	213,705,777	216,221,853	220,325,112
-	-	-	-	-	-
26,130,045	6,216,199	2,078,199	2,078,199	2,078,199	2,078,199
(28,130,045)	(6,216,199)	(2,078,199)	(2,078,199)	(2,078,199)	(2,078,199)
(2,000,000)	-	-	-	-	-
(55,294,400)	(18,669,967)	(14,576,624)	(13,027,131)	(10,969,687)	(9,815,163)
150,704,889	95,410,489	76,740,522	62,163,898	49,136,767	38,167,080
\$ 95,410,489	\$ 76,740,522	\$ 62,163,898	\$ 49,136,767	\$ 38,167,080	\$ 28,351,917



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OPERATING SUMMARIES

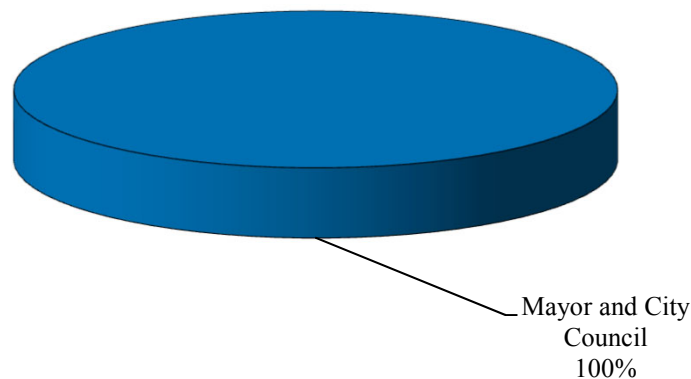


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MAYOR AND CITY COUNCIL

2020 Department Overview



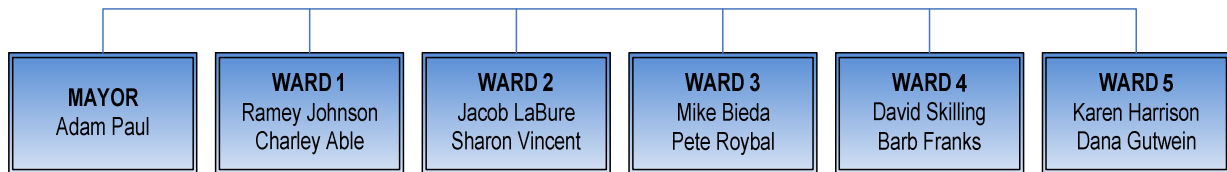
	2018 Actuals	2019 Budget	2019 Revised	2020 Budget
Mayor and City Council	\$ 505,721	\$ 555,018	\$ 545,183	\$ 550,428
TOTAL:	\$ 505,721	\$ 555,018	\$ 545,183	\$ 550,428
Percent to All Funds	0.26%	0.27%	0.21%	0.26%



MAYOR AND CITY COUNCIL

(303) 987-7040

www.lakewood.org/CityCouncil/



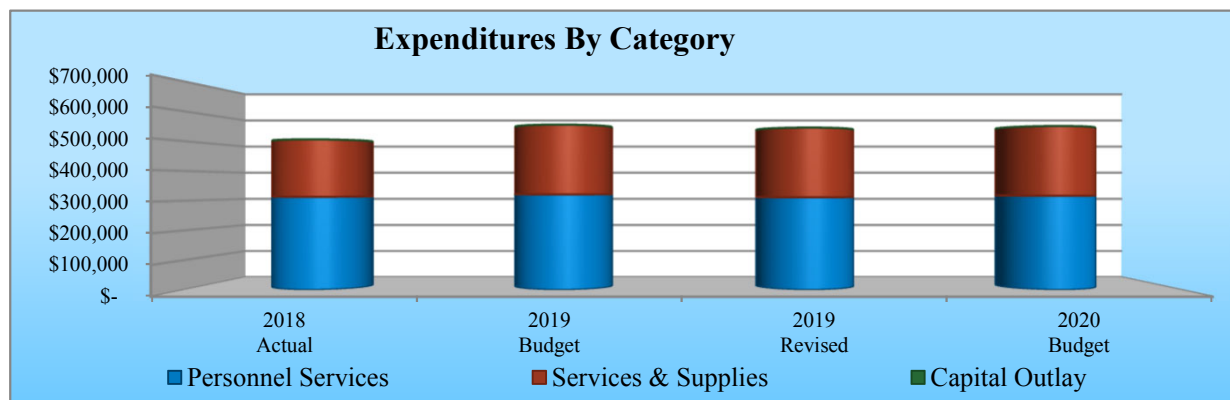


Department: Mayor and City Council

Mission Statement: Quality lifestyle fostered by a transparent government.

Expenditures By Category

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Personnel Services	\$ 313,068	\$ 321,092	\$ 311,257	\$ 316,502
Services & Supplies	192,652	233,926	233,926	233,926
Capital Outlay	-	-	-	-
TOTAL:	\$ 505,721	\$ 555,018	\$ 545,183	\$ 550,428



Expenditures By Fund

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
General Fund	\$ 505,721	\$ 555,018	\$ 545,183	\$ 550,428
TOTAL:	\$ 505,721	\$ 555,018	\$ 545,183	\$ 550,428



Full-Time Positions

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

	2018 Revised	2019 Budget	2019 Revised	2020 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 a Regular City Council Meeting. 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

- ♦ City Council meets annually, in a retreat format, to discuss/prioritize key initiatives/opportunities 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.

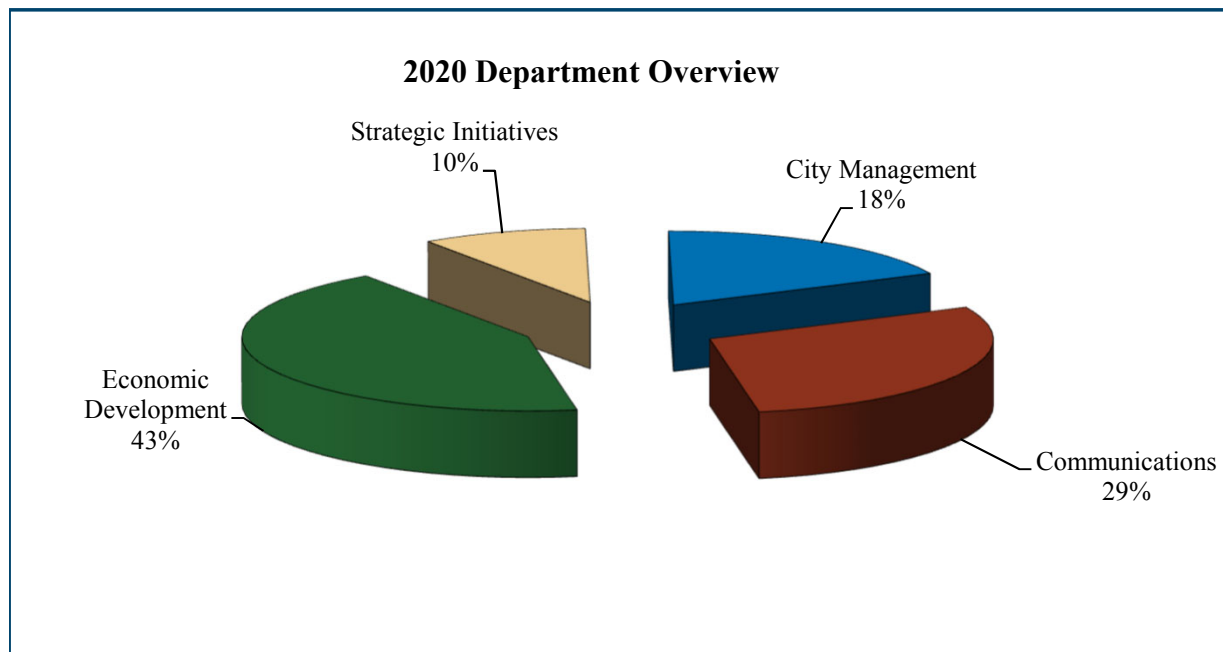


Mayor Paul

- ♦ City Council is responsible for reviewing and approving the City's budget, on an annual basis, for the upcoming year.



CITY MANAGER'S OFFICE



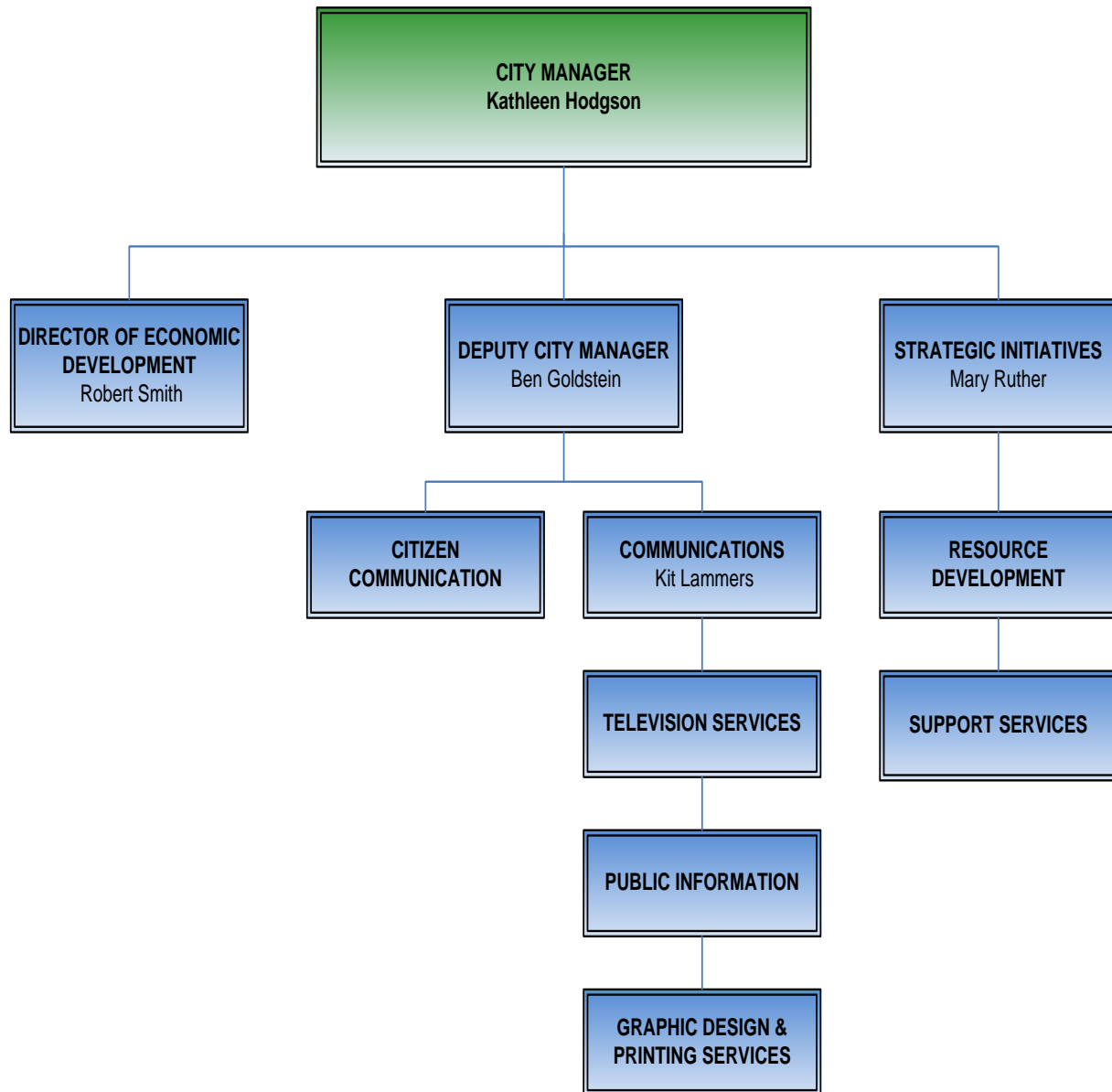
	2018 Actual	2019 Budget	2019 Revised	2020 Budget
City Management	\$ 842,475	\$ 914,166	\$ 902,604	\$ 933,363
Communications	1,289,528	1,454,822	1,467,073	1,501,899
Economic Development	657,884	1,994,008	1,992,591	2,210,344
Strategic Initiatives	435,041	465,434	457,128	477,903
TOTAL:	\$ 3,224,927	\$ 4,828,430	\$ 4,819,395	\$ 5,123,509
Percent to All Funds	1.66%	2.35%	1.88%	2.41%



CITY MANAGER'S OFFICE

(303) 987-7050

www.lakewood.org/CMO/



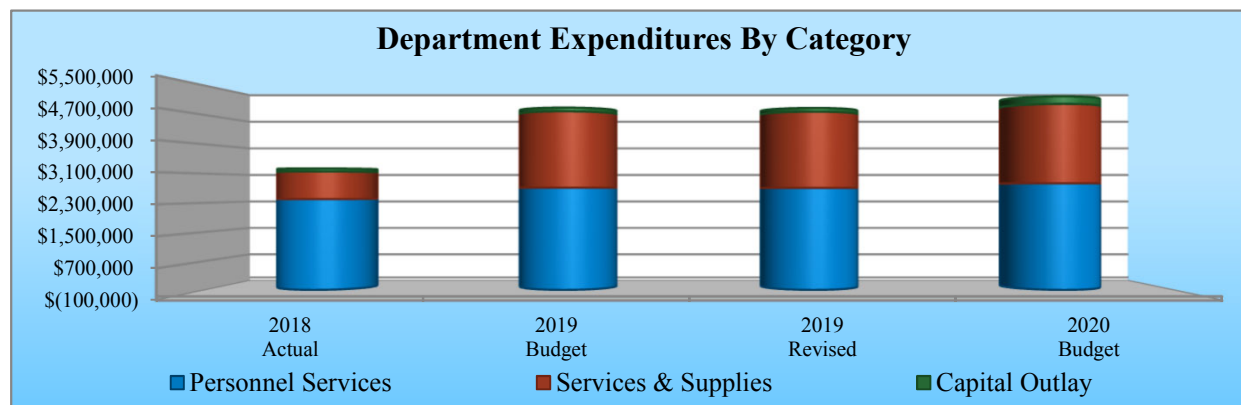


Department: City Manager's Office

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

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Personnel Services	\$ 2,410,474	\$ 2,716,030	\$ 2,706,745	\$ 2,829,859
Services & Supplies	732,844	2,014,400	2,014,650	2,095,650
Capital Outlay	81,610	98,000	98,000	198,000
TOTAL:	\$ 3,224,927	\$ 4,828,430	\$ 4,819,395	\$ 5,123,509



Department Expenditures By Fund

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
General Fund	\$ 2,432,409	\$ 2,654,422	\$ 2,646,805	\$ 2,733,165
Economic Development	657,884	1,994,008	1,992,591	2,210,344
Equipment Replacement	134,634	180,000	180,000	180,000
TOTAL:	\$ 3,224,927	\$ 4,828,430	\$ 4,819,395	\$ 5,123,509

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

	2018 Revised	2019 Budget	2019 Revised	2020 Budget
City Manager	1.00	1.00	1.00	1.00
Deputy City Manager	1.00	1.00	1.00	1.00
Director of Economic Development	0.75	0.75	0.75	0.75
Business Specialist III	2.00	2.00	1.00	1.00
Digital Content Manager	1.00	1.00	1.00	1.00
Digital Content Specialist	1.00	1.00	1.00	1.00
Economic Developmt Manager	1.00	1.00	-	-
Economic Development Specialist I	-	-	2.00	2.00
Economic Development Specialist II	1.00	1.00	1.00	1.00
Economic Development Specialist III	-	-	1.00	1.00
Economic Developmt Research Asst	1.00	1.00	-	-
Exec Asst to Mayor & CM	1.00	1.00	1.00	1.00
Internal Communications Manager	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
Print Shop Operator	1.00	1.00	1.00	1.00
Public Information Officer I	2.00	2.00	2.00	2.00
Public Information Officer II	1.00	1.00	1.00	1.00
Resource Development Supervisor	1.00	1.00	1.00	1.00
Sr. Resource Development Specialist	2.00	2.00	2.00	2.00
Total Full-Time Positions (FTE):	20.75	20.75	20.75	20.75
Part-Time Hours	3,447	3,447	3,447	3,447
Total Full-Time and Part-Time Positions Stated as FTE	22.41	22.41	22.41	22.41

Budget Variances❖ **Personnel Services**

- ♦ The 2019 Original Budget is up \$305,556 over 2018 Actuals due to reclassification of positions in the Economic Development Division; vacancies; and increases in benefits and compensations costs.

❖ **Services & Supplies**

- ♦ The 2019 Original Budget is up \$1,281,556 over 2018 Actuals due to Economic Development not using all of the economic incentive budget and other general cost savings in 2018.

❖ **Capital Outlay**

- ♦ None.



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

❖ QUALITY TRANSPORTATION OPTIONS

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

❖ PHYSICAL & TECHNOLOGICAL INFRASTRUCTURE

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

❖ QUALITY LIVING ENVIRONMENT

- ♦ **GOAL:** Implement policies adopted by the City Council that are all encompassing and each one contributing to the overall quality of living in Lakewood
- ♦ **GOAL:** Develop, implement, and manage new or special initiatives and programs

❖ COMMUNITY SUSTAINABILITY

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

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.



Program: City Management

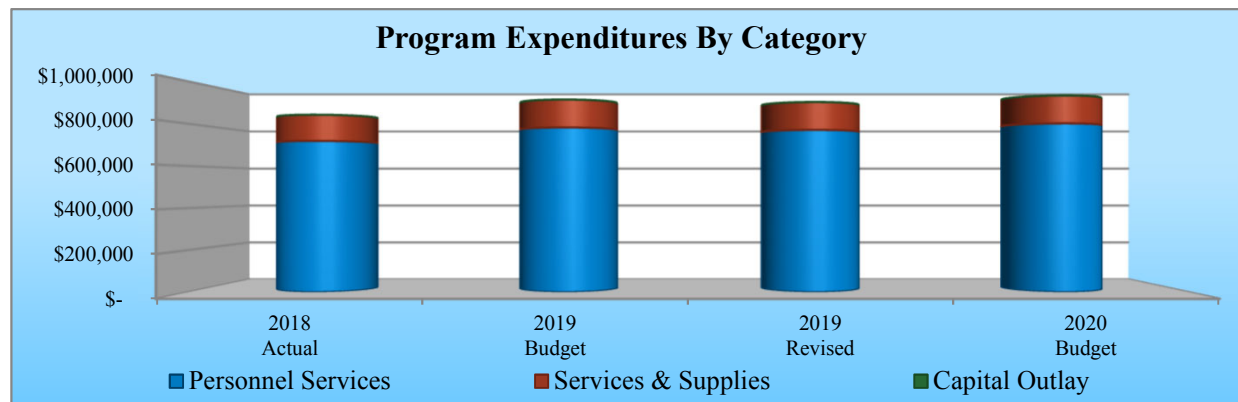
Department: City Manager's Office

Division: City Management

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

Program Expenditures By Category

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Personnel Services	\$ 718,520	\$ 782,216	\$ 770,654	\$ 801,413
Services & Supplies	123,955	131,950	131,950	131,950
Capital Outlay	-	-	-	-
TOTAL:	\$ 842,475	\$ 914,166	\$ 902,604	\$ 933,363



Program Expenditures By Fund

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
General Fund	\$ 842,475	\$ 914,166	\$ 902,604	\$ 933,363
TOTAL:	\$ 842,475	\$ 914,166	\$ 902,604	\$ 933,363

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

	2018 Revised	2019 Budget	2019 Revised	2020 Budget
City Manager	1.00	1.00	1.00	1.00
Deputy City Manager	1.00	1.00	1.00	1.00
Business Specialist III	1.00	1.00	1.00	1.00
Exec Asst to Mayor & CM	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❖ **Personnel Services**

- ♦ None.

❖ **Services & Supplies**

- ♦ None.

❖ **Capital Outlay**

- ♦ None.

Goals / Activities / Expectations / Results-Benefits

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

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

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

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



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

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

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.

Activity: Establish new avenues for community engagement and information sharing.

Expectation: Utilize the Lakewood Together engagement platform.

Result-Benefit: Increased participation and engagement of Lakewood residents.

- ♦ **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.

- ♦ **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 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)

- ♦ **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: Oversee the implementation of the IT Governance Strategy.

Expectation: Routine evaluation is completed on the performance of the IT Governance framework and its alignment with City operation needs that support City Council core values.

Result-Benefit: Information technology strategies create efficiencies that streamline, support and adapt to ongoing and changing business requirements of the City.

- ♦ **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: A 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 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 are 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.

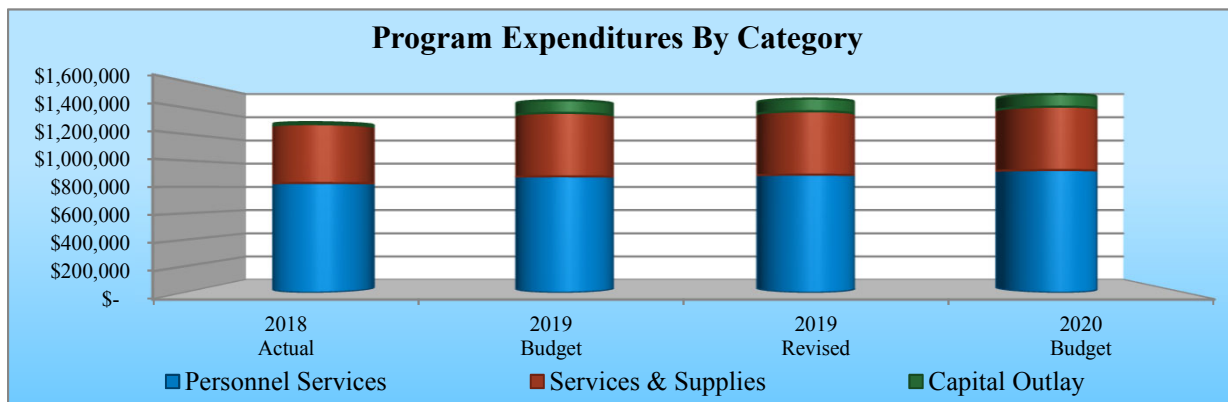


Program: Communications
Department: City Manager's Office
Division: Communications

Purpose: The Communications Division in the City Manager's Office is responsible for public information through a variety of avenues including our website, social media, print, video and electronic publications. The division also oversees media relations with local and national media and it manages Request Lakewood. Cable franchise management and the in-house print shop also fall under communications. The division continues to look for ways to engage residents such as with the Lakewood Together digital platform.

Program Expenditures By Category

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Personnel Services	\$ 828,598	\$ 879,972	\$ 892,223	\$ 927,049
Services & Supplies	445,677	479,850	479,850	479,850
Capital Outlay	15,253	95,000	95,000	95,000
TOTAL:	\$ 1,289,528	\$ 1,454,822	\$ 1,467,073	\$ 1,501,899



Program Expenditures By Fund

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
General Fund	\$ 1,154,894	\$ 1,274,822	\$ 1,287,073	\$ 1,321,899
Equipment Replacement	134,634	180,000	180,000	180,000
TOTAL:	\$ 1,289,528	\$ 1,454,822	\$ 1,467,073	\$ 1,501,899

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

	2018 Revised	2019 Budget	2019 Revised	2020 Budget
Manager of Communications	1.00	1.00	1.00	1.00
Digital Content Manager	1.00	1.00	1.00	1.00
Digital Content Specialist	1.00	1.00	1.00	1.00
Internal Communications Manager	1.00	1.00	1.00	1.00
Print Shop Operator	1.00	1.00	1.00	1.00
Public Information Officer I	2.00	2.00	2.00	2.00
Public Information Officer II	1.00	1.00	1.00	1.00
Total Full-Time Positions (FTE):	8.00	8.00	8.00	8.00
Part-Time Hours	2,324	2,324	2,324	2,324
Total Full-Time and Part-Time Positions Stated as FTE	9.12	9.12	9.12	9.12

Budget Variances

❖ None

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 79,000+ addresses in the City; the 24-hour-a-day programming on LAKEWOOD8; multiple e-newsletters and social media platforms; on-demand information available anytime on Lakewood.org and the Lakewood Civics Academy for residents.

*Looking @ Lakewood*



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

♦ 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 Communications staff works daily with news media in providing information regarding City operations and City Council policy decisions.

Expectation: The Communication 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 are provided to all departments in the City organization.

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

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



Program: Economic Development

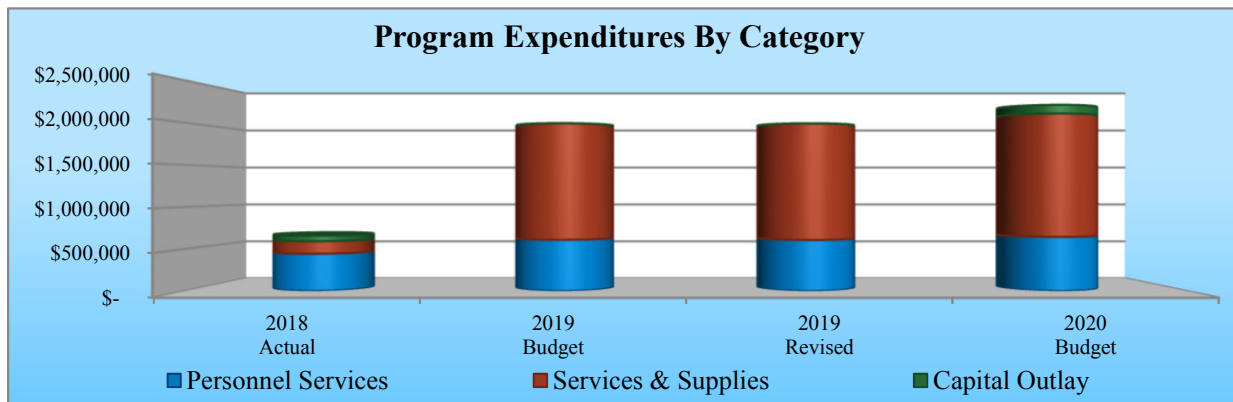
Department: City Manager's Office

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 funded through revenues generated by a voter-approved hotel accommodation tax, not funded by the City's General Fund.

Program Expenditures By Category

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Personnel Services	\$ 442,130	\$ 608,408	\$ 606,741	\$ 643,494
Services & Supplies	149,397	1,382,600	1,382,850	1,463,850
Capital Outlay	66,357	3,000	3,000	103,000
TOTAL:	\$ 657,884	\$ 1,994,008	\$ 1,992,591	\$ 2,210,344



Program Expenditures By Fund

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Economic Development	\$ 657,884	\$ 1,994,008	\$ 1,992,591	\$ 2,210,344
TOTAL:	\$ 657,884	\$ 1,994,008	\$ 1,992,591	\$ 2,210,344

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

	2018 Revised	2019 Budget	2019 Revised	2020 Budget
Economic Development Director	0.75	0.75	0.75	0.75
Business Support Specialist	1.00	1.00	-	-
Economic Development Manager	1.00	1.00	-	-
Economic Development Specialist I	-	-	2.00	2.00
Economic Development Specialist II	1.00	1.00	1.00	1.00
Economic Development Specialist III	-	-	1.00	1.00
Economic Dev Research Asst	1.00	1.00	-	-
Total Full-Time Positions (FTE):	4.75	4.75	4.75	4.75
Part-Time Hours	1,123	1,123	1,123	1,123
Total Full-Time and Part-Time Positions Stated as FTE	5.29	5.29	5.29	5.29

Budget Variances❖ **Personnel Services**

- ♦ The 2019 Original Budget is up \$166,278 over 2018 Actuals due to vacancy savings and anticipated salary & benefit increases.

❖ **Services & Supplies**

- ♦ The 2019 Original Budget is up \$1,233,203 over 2018 Actuals because not all of the economic incentive budget was utilized in 2018. Using the best practices of the Commercial Reinvestment Improvement Pilot Program to retool for 2019, it should provide a more effective use of resources. The ED Team is proposing implementing five new programs to better utilize incentive dollars for augmenting Economic Development efforts.

❖ **Capital Outlay**

- ♦ The 2020 Budget is up \$100,000 over the 2019 Revised budget due to a Development Infrastructure Gap Reimbursement Program to be implemented in 2020.

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, relevant legislation, and individual projects. Data is provided through the City's website, social media and other customized on-demand reports.

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

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



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

♦ **GOAL: Proactively retain, expand, and attract/recruit businesses within the City**

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

Expectation: As a core component of economic development, the ED team will continue to implement its BR&E program to gather business intelligence assisting 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.



CCU has expanded their campus, increased students and added jobs.

Activity: Generate and implement strategies for more investment in the West Colfax Corridor that provide activated areas including restaurants and retail establishments that encourage community gathering.

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 facilitate 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: Develop close working relationships with our regional partners to further Lakewood's Economic Development Objectives.

Result-Benefit: Leveraging regional partnerships greatly enhances primary job growth within our region.

Activity: Economic Development will augment retail analysis and strategies to assist in developing quality retail throughout the City.

Expectation: Identify strategies and how they will align with the changes in the retail market over the next five to ten years.

Result-Benefit: Successful retail development across the City.

Activity: Economic Development will continue to engage in the City's retail opportunities by facilitating recruitment and investment. Additionally, implement the Commercial Business Façade Program.

Expectation: Identify successful retailers for strategic areas of the City.

Result-Benefit: Diverse retailers and lower vacancies and/or transition to diverse neighborhood serving activity centers.



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

♦ **GOAL: Support small businesses**

Activity: ED will continue to help small business owners obtain knowledge and skills helping to establish and grow sustainable local businesses. From initial start-up consultations to business visits, ED will gather feedback from business owners, improve information sharing, and support our locally owned and operated businesses.

Expectation: Enhanced 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, improved two way communication with City policymakers, and will leverage existing small business resources.

♦ **GOAL: Advocate on behalf of the local business community**

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

Expectation: The ED team will continue to advocate for the business community by expanding opportunities to increase benefits and services available to businesses.

Result-Benefit: The connections ED staff facilitates utilizing limited resources, will result in stronger more sustainable Lakewood businesses.

♦ **GOAL: Build relationships to support the City's economic development goals**

Activity: The ED team focuses on building and leveraging relationships with commercial real estate professionals, developers, property managers, primary employers, small businesses, 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 on the forefront of economic activity.

Result-Benefit: Diversify retail base and facilitate capital investment while lowering vacancies as commercial areas transition to effective retail centers.



EconDev works closely with our partners to further Economic Development goals



General Comments

The Economic Development Office includes a team of dedicated individuals carrying out a series of strategic initiatives directly related to four basic areas of Economic Development practice: 1.) Attraction of new commercial enterprises to the City; 2.) Retention and Expansion of business enterprises currently within Lakewood; 3.) Workforce Development and Entrepreneurialism within the City; 4.) Marketing and Communications efforts publicizing Lakewood as a great location for business.

Many of Economic Development's strategic initiatives are aligned with the efforts of Lakewood's two business improvement districts, our strategic partners and the Lakewood Reinvestment Authority (LRA). By leveraging these organizations, we extend resources, bolster efforts and enhance opportunities throughout the community. Our partners include 40West Arts District, Alameda Business Improvement District (BID), Alameda Gateway Community Association, Applewood Business Association, Colorado Office of Economic Development and International Trade, Jefferson County Business & Workforce Center, Jefferson County Economic Development Corporation, Lakewood West Colfax BID, Metro Denver Economic Development Corporation, South Lakewood Business Association, Small Business Administration, West Colfax Community Association, West Metro Chamber, Union Corridor Professionals, and several others.

Lakewood is home to more than 76,000 jobs and six out of ten jobs in our community are within our top five sectors: Healthcare and Social Assistance (13,000 or about 17.2%); Retail workers (9,200 or 12.2%); Public Administration (8,500 or 11.3%); Accommodation and Food Services (8,000 or 10.5%); and Professional, Technical & Scientific Services (7,200 or 9.6%). Economic Development efforts include attracting and expanding the number of jobs, diversifying our employment base, and providing an environment where Lakewood residents reach their full employment and entrepreneurial potential.

Lakewood is the fifth largest city in Colorado, currently holding a population of over 155,000. As Lakewood continues to grow, we continue to see success in growing the number of businesses, wages and incomes. There are over 7,000 businesses in Lakewood, with over 85% of these businesses having at least one employee. Total wages paid out in Lakewood has increased nearly 20% over the past year and average household income has increased to \$79,540 (up 5.4% from the past year). This is due in part to the advanced education level within the City where 38% of citizens hold at least a bachelor's degree or higher education.

Lakewood continues to see economic growth and prosperity. Retail vacancy rates have declined as new retailers move into the city and provide amenities for citizens. Private employers continue to add to the workforce, creating additional high paying jobs and circulating revenue back into the community. The primary focus of the economic development team continues to be working with property owners, brokers and businesses to revitalize commercial corridors across the city and encourage smart development.



Program: Strategic Initiatives

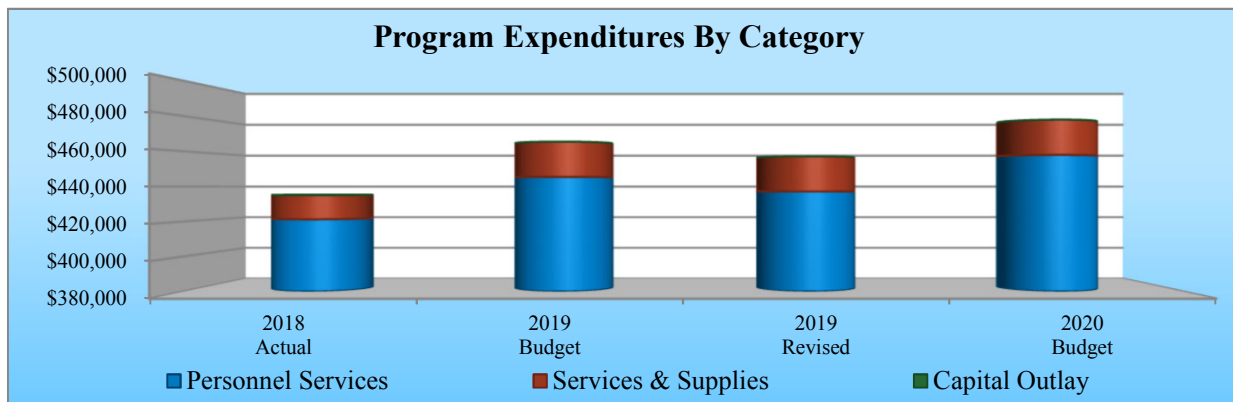
Department: City Manager's Office

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 and funding strategies.

Program Expenditures By Category

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Personnel Services	\$ 421,226	\$ 445,434	\$ 437,128	\$ 457,903
Services & Supplies	13,815	20,000	20,000	20,000
Capital Outlay	-	-	-	-
TOTAL:	\$ 435,041	\$ 465,434	\$ 457,128	\$ 477,903



Program Expenditures By Fund

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
General Fund	\$ 435,041	\$ 465,434	\$ 457,128	\$ 477,903
TOTAL:	\$ 435,041	\$ 465,434	\$ 457,128	\$ 477,903

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

	2018 Revised	2019 Budget	2019 Revised	2020 Budget
Manager of Strategic Initiatives	1.00	1.00	1.00	1.00
Resource Development Supervisor	1.00	1.00	1.00	1.00
Sr. Resource Development Specialist	2.00	2.00	2.00	2.00
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❖ **Personnel Services**

- ♦ None.

❖ **Services & Supplies**

- ♦ None.

❖ **Capital Outlay**

- ♦ 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.



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

Activity: Partnerships with corporations, small businesses, foundations, schools, local nonprofits, and community organizations are facilitated.

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

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 for coordination with community organizations will be held throughout the year.

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



Activity: Division will continue to support collaborative efforts in the community.

Expectation: Continued networking and community engagement will be encouraged through the Lakewood Faith Coalition and the Lakewood Service Organization Coalition.

Result-Benefit: Collaborative community projects will result in positive impacts in addressing needs and priorities.

Activity: Division will continue to support the Coalition to End Hunger in Lakewood.

Expectation: Food Resource providers will be engaged to determine efforts already occurring in Lakewood, to understand the underlying issues related to hunger, and identify gaps in services.

Result-Benefit: A collaborative effort among stakeholders will result in positive steps taken to address the hunger issues in Lakewood.



General Comments



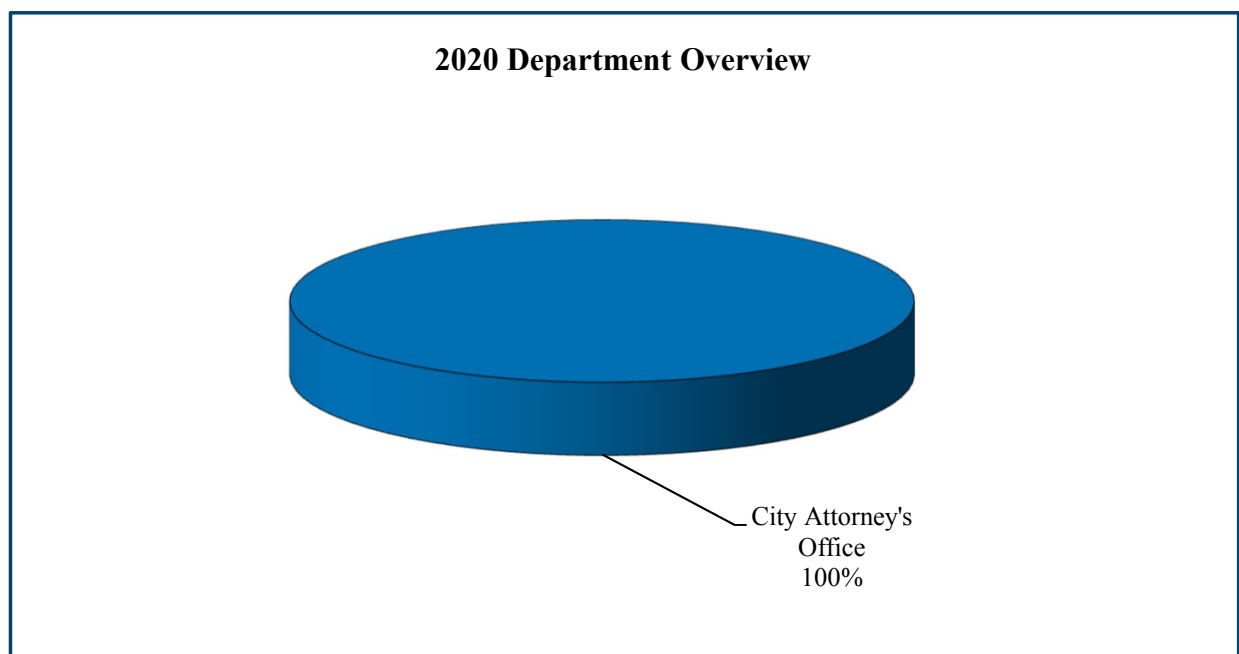
The Resource Development team oversees the coordination, research and procurement of alternative funding sources in support of City of Lakewood programming. This support is often through grants and sponsorships, and can include the development of community-based partnerships and interdepartmental program development. The core of Resource Development is to provide City-wide coordination of funding activities in order to facilitate a more strategic and successful approach for securing resources.



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CITY ATTORNEY'S OFFICE



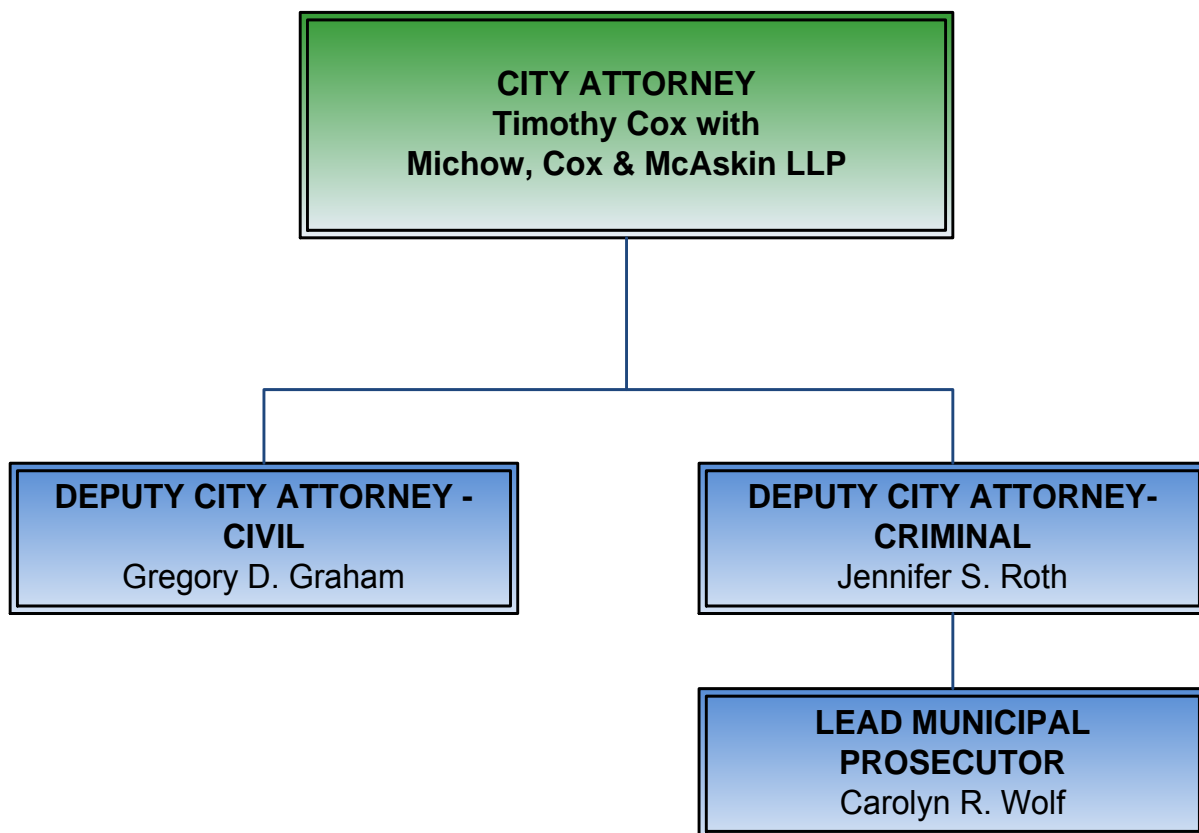
	2018 Actual	2019 Budget	2019 Revised	2020 Budget
City Attorney's Office	\$ 1,832,332	\$ 1,852,263	\$ 1,763,380	\$ 1,818,523
TOTAL:	\$ 1,832,332	\$ 1,852,263	\$ 1,763,380	\$ 1,818,523
Percent to All Funds	0.94%	0.90%	0.69%	0.86%



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.

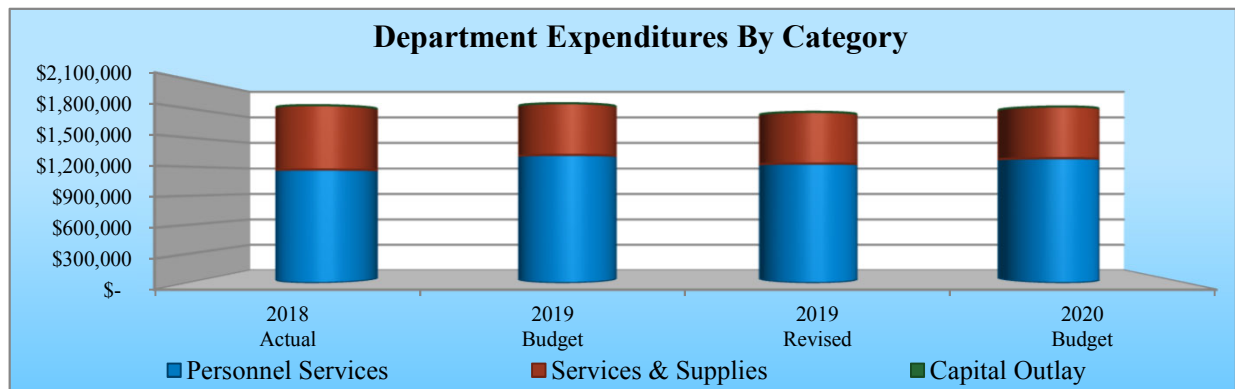
Purpose--General Legal/Civil: The City Attorney's Office serves as legal counsel for the City, providing legal services to the City Council, the City Manager, all City Departments and all City Boards and Commissions. The City Attorney's Office represents the City in all civil litigation matters, including matters assigned to outside counsel. All outside legal services, to the extent necessary, are assigned by and coordinated through the City Attorney's Office.

Purpose--Police Legal Advisor: The Police Legal Advisor provides legal advice to the Police Department on such matters as police contracts, ordinances, release of criminal justice records, police employee training, police policies, personnel matters, sealing of records and legal issues pertaining to the enforcement of the Colorado Criminal Code and the Lakewood Municipal Code. Additionally, the Police Legal Advisor represents the City in responses to subpoenas duces tecum.

Purpose--Prosecution: The Municipal Prosecutors' Office is responsible for prosecuting Lakewood Municipal Code violations in Municipal Court, including performing arraignments and conducting trials. Daily cases include traffic violations, 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

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Personnel Services	\$ 1,170,104	\$ 1,320,931	\$ 1,232,048	\$ 1,287,191
Services & Supplies	662,228	531,332	531,332	531,332
Capital Outlay	-	-	-	-
TOTAL:	\$ 1,832,332	\$ 1,852,263	\$ 1,763,380	\$ 1,818,523



**Department Expenditures By Fund**

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
General Fund	\$ 1,832,332	\$ 1,852,263	\$ 1,763,380	\$ 1,818,523
TOTAL:	\$ 1,832,332	\$ 1,852,263	\$ 1,763,380	\$ 1,818,523

Full-Time Positions

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

	2018 Revised	2019 Budget	2019 Revised	2020 Budget
Deputy City Attorney	2.00	2.00	2.00	2.00
Asst City Attorney/Muni Prosecutor	-	-	1.00	1.00
Chief Municipal Prosecutor	1.00	1.00	-	-
Lead 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 I	2.00	2.00	2.00	2.00
Municipal Prosecutor II	1.00	1.00	1.00	1.00
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**

- ♦ The 2019 Original Budget is up \$150,828 over 2018 Actuals due to vacancy savings in 2018 and anticipated salary and benefit increases.

❖ **Services & Supplies**

- ♦ The 2019 Original Budget is down \$130,896 from 2018 Actuals due to outside and general legal costs which can fluctuate significantly from year to year depending on the number and magnitude of lawsuits filed against the City in a given year.

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

Activity: All traffic and penal cases will 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.

Result-Benefit:

The Municipal Prosecutors processed the following:

	<u>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Estimate</u>
Traffic Tickets	12,554	12,345	9,294	9,000
Penal Tickets	4,631	4,596	5,916	6,400
Traffic & Penal Trials Set	696	735	696	650
Traffic & Penal Trials Held	100	115	82	125

♦ **GOAL: Continue training and educating police personnel on legal issues**

Activity: The Police Legal Advisor teaches legal courses to City police recruits on 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 Police Legal Advisor implements training of police personnel, Police Department policy changes and ordinance updates necessitated by new court rulings and changes in state law.

Result-Benefit: The Police 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: Provide necessary legal services to the City Council, City Manager, City Staff and City Boards & Commissions**

Activity: The City Attorney's Office will provide legal services to the City Council, the City Manager, all City Departments and City Boards & Commissions, as necessary, by drafting ordinances, resolutions, public improvement agreements, contracts for services, intergovernmental agreements and a variety of other documents.

Expectation: The CAO will, in a timely manner, draft or review, and make recommendations regarding, various legal documents for the City Council, City Manager, City Departments and City Boards & Commissions.

Result-Benefit: The CAO's work will provide the most legally sound documents for the organization based on the risk tolerance for the particular project being advanced by such legal documents.



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

❖ 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 CAO assigns litigation to outside attorneys based on their expertise with the given subject matter. The City Attorney or the Risk Manager review all invoices to protect against mistakes or overbilling.

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:** *Further enhance the organization's knowledge and understanding of existing and newly created law to allow City Council, the City Manager and staff to make the most informed decisions possible regarding legislation, projects, goals and aspirations.*

Activity: The City's attorneys will attend various legal education classes and seminars on a variety of legal topics specifically directed toward advising municipal clients.

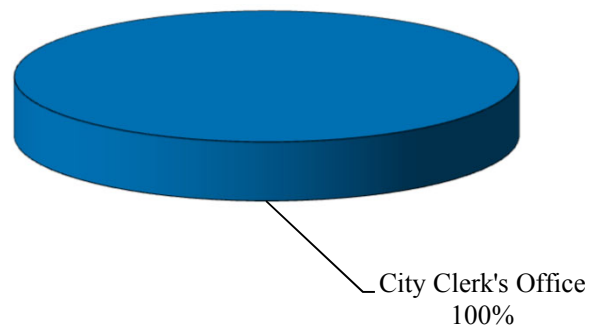
Expectation: The CAO will stay abreast of changes in the law impacting the City in order to educate, advise and guide the City Council, City Manager and staff.

Result-Benefit: The City Council, the City Manager and staff will be better educated as to legal issues impacting their work, allowing them to make informed decisions.



CITY CLERK'S OFFICE

2020 Department Overview



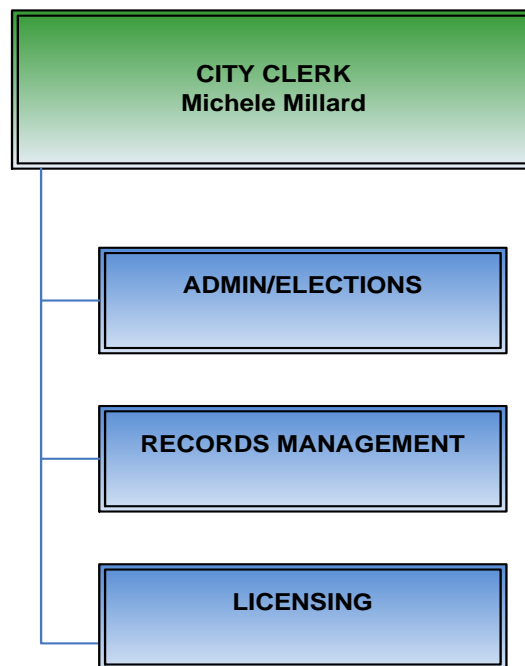
	2018 Actual	2019 Budget	2019 Revised	2020 Budget
City Clerk's Office	\$ 1,020,458	\$ 1,125,473	\$ 1,436,484	\$ 1,168,642
TOTAL:	\$ 1,020,458	\$ 1,125,473	\$ 1,436,484	\$ 1,168,642
Percent to All Funds	0.52%	0.55%	0.56%	0.55%



CITY CLERK'S OFFICE

(303) 987-7080

www.lakewood.org/CityClerk/





Department: City Clerk's Office

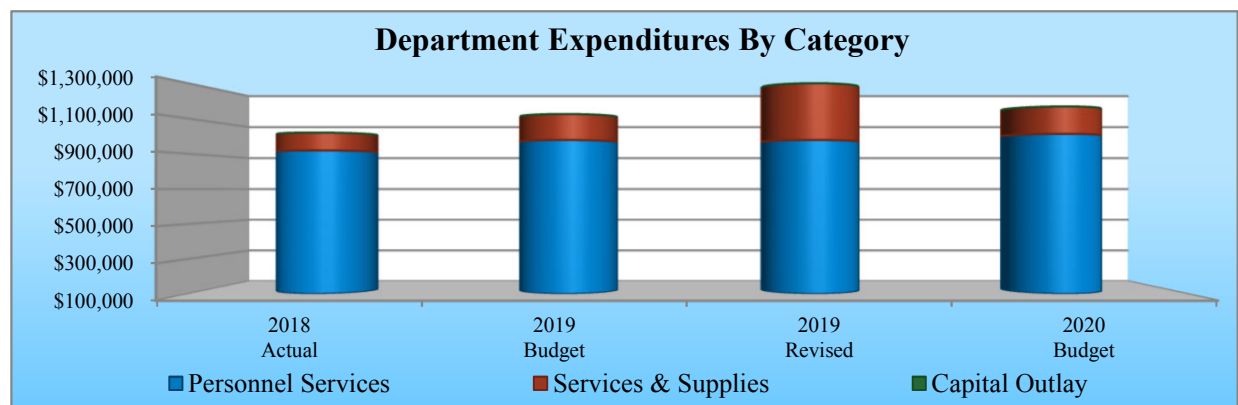
Mission Statement: The Lakewood City Clerk's Office will provide the highest quality of service by maintaining excellent professional standards, competence and expertise in the administration of elections, voter registration, licensing, permitting, management of public records, and service to City Council,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

Purpose: The City Clerk's Office has the primary responsibility of 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 residents of Lakewood and support to City departments. Areas of service include being the primary receptionist for the City, providing passport acceptance service, 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, lodging facility, non-cigarette tobacco retailers, medical marijuana business, nonalcoholic dance club, pawnbroker, commercial waste haulers, 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, setting meeting agendas, inspections and training.

Department Expenditures By Category

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Personnel Services	\$ 919,143	\$ 977,924	\$ 977,934	\$ 1,013,070
Services & Supplies	101,316	147,549	458,549	155,572
Capital Outlay	-	-	-	-
TOTAL:	\$ 1,020,458	\$ 1,125,473	\$ 1,436,484	\$ 1,168,642



**Department Expenditures By Fund**

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
General Fund	\$ 1,020,458	\$ 1,125,473	\$ 1,436,484	\$ 1,168,642
TOTAL:	\$ 1,020,458	\$ 1,125,473	\$ 1,436,484	\$ 1,168,642

Full-Time Positions

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

	2018 Revised	2019 Budget	2019 Revised	2020 Budget
City Clerk	1.00	1.00	1.00	1.00
Deputy City Clerk	1.00	1.00	1.00	1.00
Business Specialist II	2.00	2.00	2.00	2.00
Records Manager	1.00	1.00	1.00	1.00
Records Analyst II	1.00	1.00	1.00	1.00
Liquor Licensing Specialist	1.00	1.00	1.00	1.00
Passport Administrator	1.00	1.00	1.00	1.00
Business Specialist III	1.00	1.00	1.00	1.00
Records Analyst I	1.00	1.00	1.00	1.00
Total Full-Time Positions (FTE):	10.00	10.00	10.00	10.00
Part-Time Hours	1,810	1,810	1,810	1,810
Total Full-Time and Part-Time Positions Stated as FTE	10.87	10.87	10.87	10.87

Budget Variances❖ **Services & Supplies**

- ♦ 2019 Revised Budget is up \$311,000 over the 2019 Original Budget for a supplemental appropriation for a July 2019 Special Election.
- ♦ 2020 Budget is down \$302,977 from the 2019 Revised Budget due to a supplemental appropriation for a July 2019 Special Election.

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 20 ordinances are adopted each year and posted on the website. An average of 7 of these ordinances are codified within the municipal code.



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

♦ **GOAL: Provide licensing, permitting, and passport acceptance services**

Activity: The City Clerk's Office administers the licensing process for liquor establishments, lodging facilities, non-cigarette tobacco retailers, medical marijuana businesses, 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.

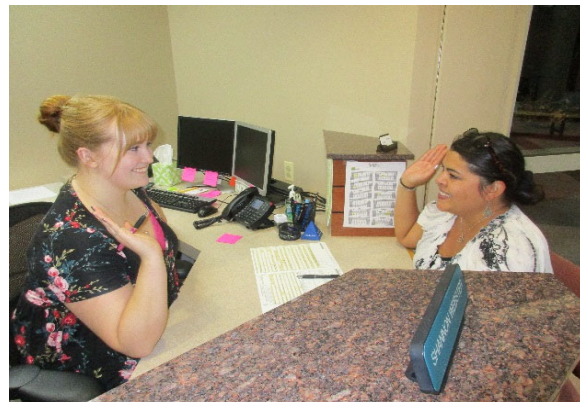
Expectation: Accurate licensing/permitting and passport application information will be provided to the public.

Result-Benefit: There are approximately 300 liquor establishments licensed each year by the City Clerk's Office. There are 23 new liquor licenses, 30 transfers of ownership, 10 modifications of premises, 11 changes of corporate structure, 4 trade name changes, 0 changes in location, 51 manager registrations and 40 special events permits are processed annually. Other licenses issued annually: 3 adult businesses, 268 dogs, 14 pawnbrokers, 11 medical marijuana businesses, 24 commercial waste haulers and 1 Christmas tree lot. Permits issued annually: 26 block party, 21 parade, 11 oversize moving, and 1 fireworks display. Passport applications received annually: 2,376.

♦ **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.

Expectation: Active contracts/agreements and recorded documents are indexed, filed, and easily retrievable. Lawful presence affidavits are retained per the City's retention schedule.



Result-Benefit: Approximately 2,029 active or permanent contracts/agreements and 15,095 recorded documents are maintained and protected by the City Clerk's Office. Lawful presence affidavits of contractors are collected and retained per state law and the City's retention schedule.



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

❖ 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, inactive or permanent. The program maintains file plans for all City records, retrieves records per staff or public requests and schedules destruction of records 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 or destroyed in accordance with the adopted State Municipal retention schedule. Historical documents are maintained and preserved.

Result-Benefit: City records are retained and protected as required by state law; historical documents are preserved. Forty departmental records liaisons participate in a regular training program regarding procedures for maintaining and protecting records in their departments. All records of the City, regardless of format or media, will be protected and maintained according to the approved records retention schedule. City employees will understand their responsibilities regarding management of City records.

◆ 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 the Colorado Open Records Act.

Result-Benefit: Documents are retrieved for the public and staff in the time period required by state law. Approximately 350 citizen-initiated public records requests are fulfilled annually. The City increases the number of public records available on the Lakewood.org website every year, reducing the need for the public to make formal requests to view records.



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

♦ **GOAL: Provide service to City Council and the residents; 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, and other committees, as needed. The City Clerk is a director 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, residents, 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.



Result-Benefit: Questions are answered, services are provided, and direction is given to approximately 9,800 customers per year at the front counter. In addition, annually, an estimated 17,000 phone calls are answered and directed to the appropriate department or agency. Accurate agenda packets and minutes are produced and retained for approximately 50 City Council meetings, Study Sessions and Work Shops. There were 11 Lakewood Liquor and Fermented Malt Beverage Licensing Authority meetings, 65 Lakewood Advisory Commission meetings, 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 residents and City departments.

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

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

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



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

♦ **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 54 members serving on the City's 10 regulatory boards and commissions and the 30 members of the City's advisory commission. Historical data is preserved.

♦ **GOAL: Effectively support the members of the Advisory Commission for an Inclusive Community**

Activity: City Clerk's Office provides advice, guidance, and administrative support to the "LAC". Administrative support includes coordinating LAC activities such as speakers, meetings, work flow, minutes, and communication to and from City Council and/or staff.

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

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

♦ **GOAL: Image selected documents for faster and easier access by staff and the public; maintain and protect vital records in an electronic format**

Activity: Laserfiche imaging technology is utilized to organize and scan records. All employees are trained on the use of Laserfiche. Backups are maintained by the IT Department

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 3.09 terabytes (TB) of data, including over 16 million files. Approximately 800-900 gigabytes (GB) of data are added each year.





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

❖ 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 as changes occur.

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 the public and City employees.

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

Activity: Technology solutions are continually evaluated and developed to improve customer service. Processes for achieving an electronic meeting/agenda packet have been developed and implemented. Electronic processes have been implemented 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. New scanners will need to be purchased to maintain the records program activities.

Result-Benefit: Customer service will be improved, streamlined, and when possible, be made available online to the public 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, lodging facilities, non-cigarette tobacco retailers, medical marijuana businesses, commercial waste haulers, nonalcoholic dance clubs, pawnbrokers, adult businesses, Christmas tree lots, parades, oversize moving permits, noise permits, massage parlors, fireworks displays, and block parties.



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

Expectation: All licensees will be well-educated and adhere to state and municipal codes.

Result-Benefit: An average of 5 show-cause hearings are conducted before the Liquor Authority each year. Liquor establishments are inspected every year, resulting in over 383 inspections, and their employees are educated in the area of responsible service. In addition, 4 inspections of adult businesses are carried out annually. 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 and confidential records through secure shredding services.

Activity: The City Clerk's Office administers the in-house shredding program for City offices, recreation and community centers, and the Regional Training Academy.

Expectation: Paper records are destroyed through a secure system and kept from the landfill.

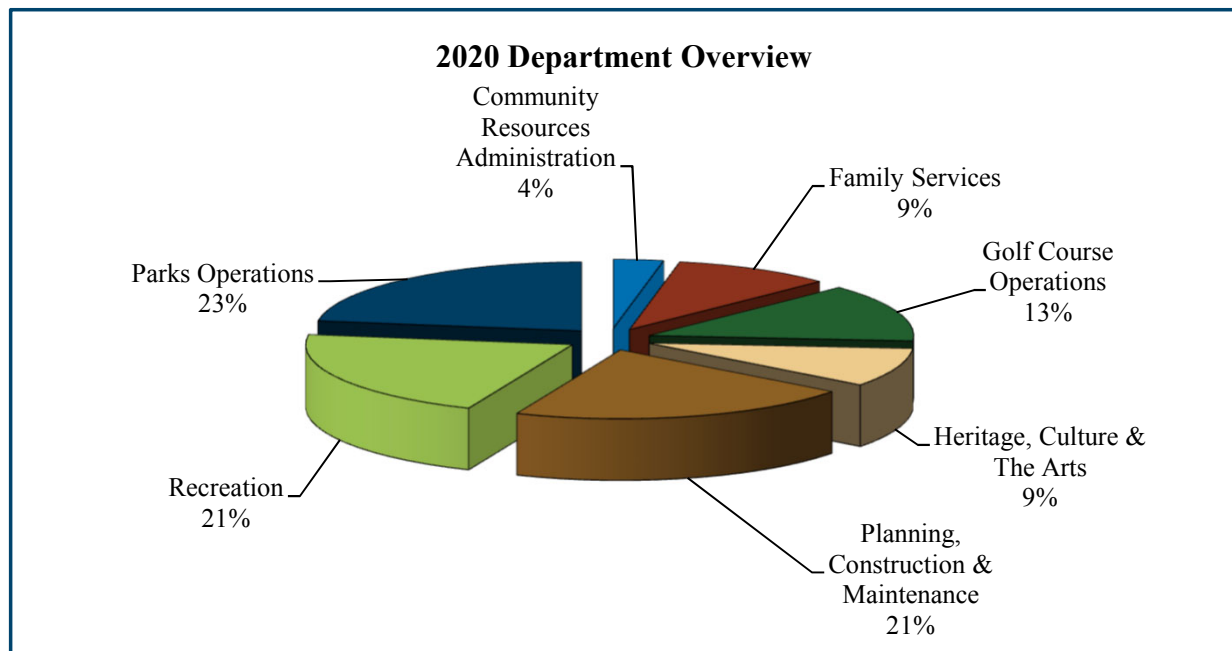
Result-Benefit: There are nearly 54 shredding consoles throughout City offices for collection and future destruction of confidential materials.

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.



COMMUNITY RESOURCES



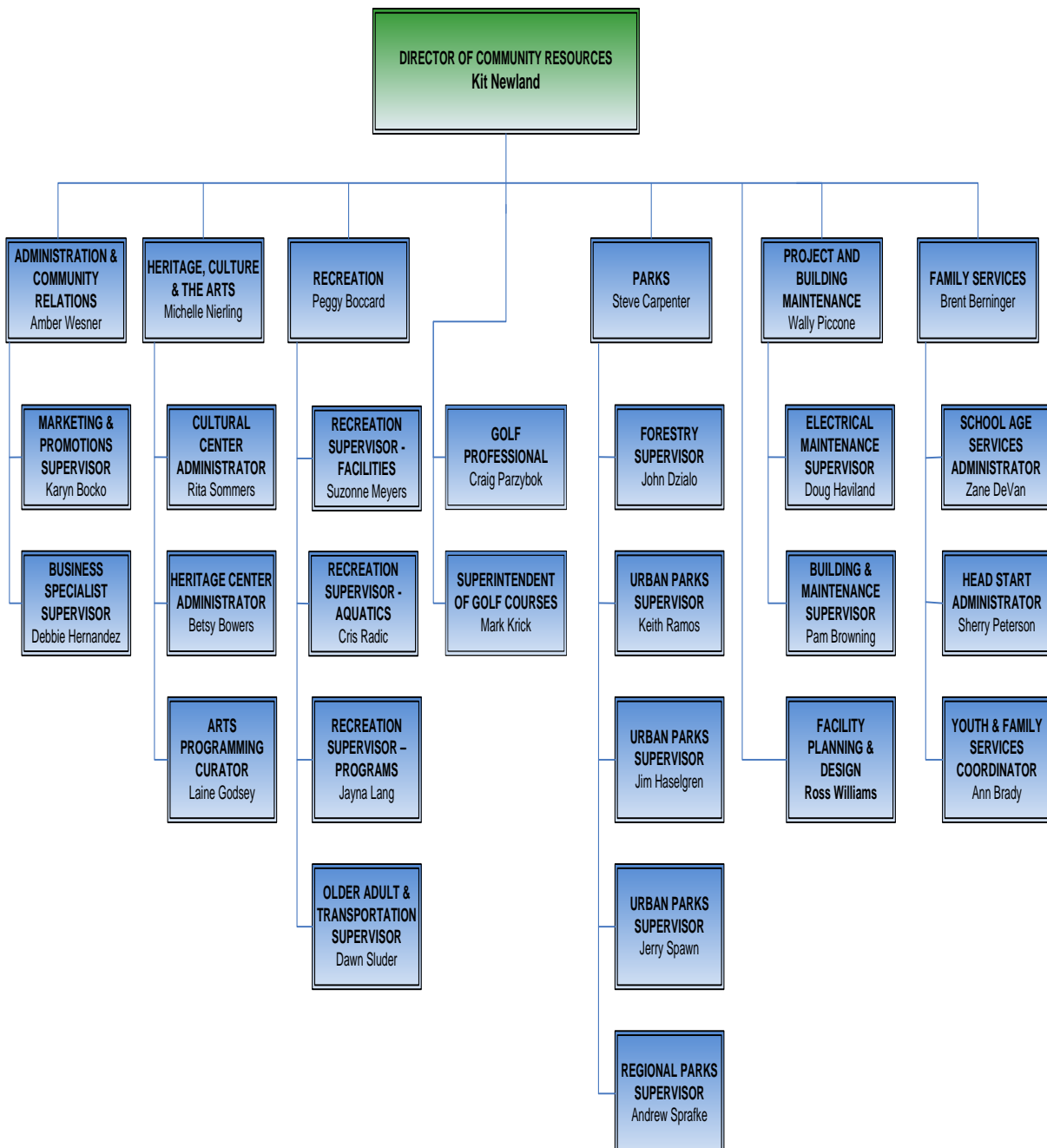
	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Community Resources Administration	\$ 1,173,196	\$ 1,197,543	\$ 1,422,650	\$ 1,191,377
Family Services	3,680,121	3,879,454	3,756,778	3,809,526
Golf Course Operations	5,185,134	5,261,381	5,226,560	5,325,876
Heritage, Culture & The Arts	3,147,772	3,642,764	4,236,239	3,577,947
Planning, Construction & Maintenance	20,459,283	9,204,052	27,121,689	8,256,621
Recreation	7,494,846	8,207,373	8,154,057	8,263,296
Parks Operations	9,910,756	8,734,216	9,073,881	8,915,876
TOTAL:	\$ 51,051,108	\$ 40,126,784	\$ 58,991,854	\$ 39,340,519
Percent to All Funds	26.23%	19.50%	23.07%	18.54%



COMMUNITY RESOURCES

(303) 987-7800

www.lakewood.org/CommunityResources/



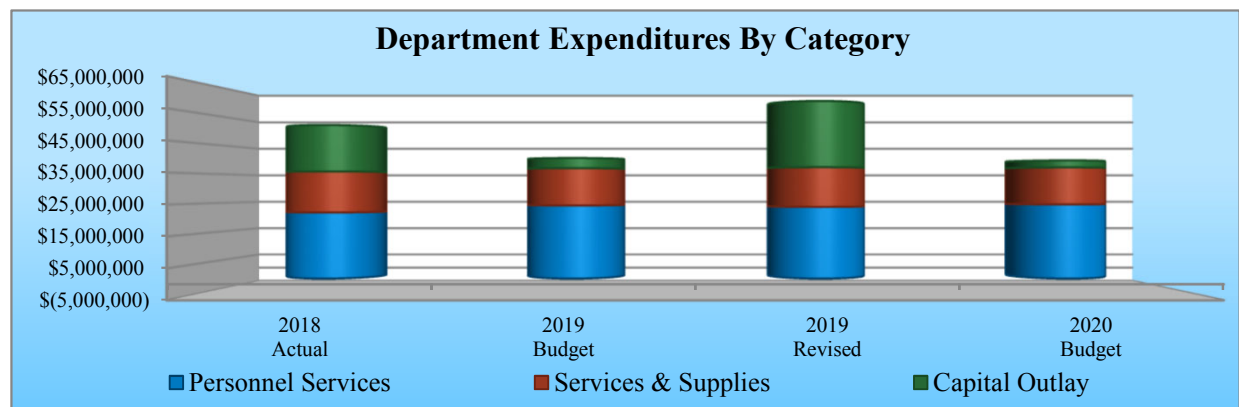


Department: Community Resources

Mission Statement: The Community Resources Department is committed to providing high quality park, recreation, family and cultural services and facilities that inspire enjoyment, learning and wellness in the lives of those who live, work and play in Lakewood.

Department Expenditures By Category

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Personnel Services	\$ 22,015,577	\$ 24,358,117	\$ 23,894,530	\$ 24,709,410
Services & Supplies	13,682,450	12,413,301	13,192,121	12,311,872
Capital Outlay	15,353,081	3,355,366	21,905,203	2,319,238
TOTAL:	\$ 51,051,108	\$ 40,126,784	\$ 58,991,854	\$ 39,340,519



Department Expenditures By Fund

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
General Fund	\$ 19,930,215	\$ 21,632,958	\$ 21,774,588	\$ 21,916,178
Capital Improvement Fund	4,326,828	670,000	2,188,511	670,000
Conservation Trust Fund	979,290	1,395,600	2,061,600	1,470,600
Golf Course Enterprise Fund	5,185,134	5,261,381	5,226,560	5,325,876
Grants Fund	1,589,375	1,539,109	1,490,726	1,488,964
Heritage Culture & Arts Fund	3,147,772	3,642,764	4,236,239	3,577,947
Open Space Fund	15,892,493	5,984,972	10,796,108	4,890,955
Tabor Fund	-	-	11,217,522	-
TOTAL:	\$ 51,051,108	\$ 40,126,784	\$ 58,991,854	\$ 39,340,519

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

	2018 Revised	2019 Budget	2019 Revised	2020 Budget
Director of Community Resources	1.00	1.00	1.00	1.00
Applications Specialist	0.65	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	4.00	4.00	4.00	4.00
Box Office & Rev Svcs Coordinator	1.00	1.00	-	-
Building & Repair Technician	1.00	1.00	1.00	1.00
Building Maintenance Specialist	7.00	7.00	6.00	6.00
Building Maintenance Supervisor	1.00	1.00	1.00	1.00
Bus Driver	3.00	3.00	3.00	3.00
Business & Data Coordinator	-	-	1.00	1.00
Business & Enrollment Coordinator	1.00	1.00	1.00	1.00
Business Specialist II	-	-	3.00	3.00
Business Specialist III	-	-	4.00	4.00
Business Specialist Supervisor	-	-	1.00	1.00
Business Specialist	4.00	4.00	-	-
Business Support Specialist	3.00	3.00	-	-
Class and Travel Coordinator	1.00	1.00	1.00	1.00
Community Events Coordinator	1.00	1.00	1.00	1.00
Comp System Irrigation Coord-Golf	-	-	1.00	1.00
Comp Syst Irrigation Coord-Parks	-	-	2.00	2.00
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	1.00	1.00
Cultural Programs Coordinator	2.00	2.00	2.00	2.00
Custodian I	1.00	1.00	1.00	1.00
Custodian II	2.00	2.00	2.00	2.00
Digital Marketing Specialist	1.00	1.00	1.00	1.00
Early Child Education Supervisor	1.00	1.00	1.00	1.00
Early Child Health & Safety Coord	1.00	1.00	1.00	1.00
Early Childhood Mentor-Coach	1.00	1.00	1.00	1.00
Early Head Start Home Visitor	2.00	2.00	2.00	2.00
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
Facilities Construction Coordinator	-	-	1.00	1.00
Facility Coordinator	5.00	5.00	5.00	5.00
Facility Maintenance Supervisor	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

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

	2018 Revised	2019 Budget	2019 Revised	2020 Budget
Golf Course Equipment Spec	1.00	1.00	1.00	1.00
Golf Course Irrigation Specialist	1.00	1.00	-	-
Golf Course Maintenance Specialist	3.00	3.00	3.00	3.00
Golf Course Mechanic	2.00	2.00	2.00	2.00
Golf Professional	1.00	1.00	1.00	1.00
Graphic Designer I	1.00	1.00	1.00	1.00
Graphic Designer II	-	-	1.00	1.00
Greenhouse Lead Person	1.00	1.00	1.00	1.00
Greenhouse Technician	1.00	1.00	1.00	1.00
Head Start Administrator	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	2.00	2.00	2.00	2.00
Heritage Center Administrator	1.00	1.00	1.00	1.00
Heritage, Culture & Arts Manager	1.00	1.00	1.00	1.00
HVAC Technician I	1.00	1.00	2.00	2.00
Landscape Architect	2.00	2.00	2.00	2.00
Large Tree Specialist	1.00	1.00	1.00	1.00
Lead Bus Driver	2.00	2.00	2.00	2.00
Lead Substitute Teacher	1.00	1.00	1.00	1.00
Marketing & Promotion Supervisor	1.00	1.00	1.00	1.00
Marketing Specialist	1.00	1.00	1.00	1.00
Media and Administrative Technician	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 Supervisor	1.00	1.00	-	-
Older Adult & Trans Supv	1.00	1.00	1.00	1.00
Older Adult Nutrition Prog Coord	1.00	1.00	1.00	1.00
Park Naturalist	1.00	1.00	1.00	1.00
Park Ranger I	1.00	1.00	1.00	1.00
Park Ranger II	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	-	-
Parks Maintenance Lead Person	7.00	7.00	7.00	7.00
Parks Maintenance Specialist II	19.00	19.00	19.00	19.00
Parks Manager	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
Pool Manager	3.00	3.00	3.00	3.00
Preschool Assistant II	3.00	3.00	3.00	3.00
Program Specialist I	1.00	1.00	-	-
Projects and Maintenance Manager	1.00	1.00	1.00	1.00
Public Engagement/Ops Div Manager	1.00	1.00	1.00	1.00
Recreation Coordinator	2.00	2.00	3.00	3.00
Recreation Manager	1.00	1.00	1.00	1.00
Recreation Programmer I	1.00	1.00	2.00	2.00

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

	2018 Revised	2019 Budget	2019 Revised	2020 Budget
Recreation Programmer II	4.00	4.00	5.00	5.00
Recreation Suprv/Aquatics	1.00	1.00	1.00	1.00
Recreation Suprv/Facilities	1.00	1.00	1.00	1.00
Recreation Suprv/Programs	1.00	1.00	1.00	1.00
Regional Parks Supervisor	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	-	-
School Age & Support Srvs Sup	1.00	1.00	1.00	1.00
Second Assistant Superintendent	2.00	2.00	2.00	2.00
Senior Graphic Designer	1.00	1.00	1.00	1.00
Senior Support Services Specialist	1.00	1.00	1.00	1.00
Superintendent of Golf Courses	1.00	1.00	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
Therapist	2.00	2.00	2.00	2.00
Ticket Office & Revenue Svc Coord	-	-	1.00	1.00
Transportation Scheduler/Dispatcher	1.00	1.00	1.00	1.00
Transportation Serv Coord	1.00	1.00	1.00	1.00
Urban Parks Supervisor	3.00	3.00	3.00	3.00
Visitor Center Specialist	1.00	1.00	1.00	1.00
Visitor Services Coordinator	1.00	1.00	1.00	1.00
Volunteer Coordinator	1.00	1.00	1.00	1.00
Water Quality/ Maint Technician	1.00	1.00	1.00	1.00
Youth & Family Services Coord	1.00	1.00	1.00	1.00
Total Full-Time Positions (FTE):	187.65	188.00	188.00	188.00
Part-Time Hours	422,354	422,464	423,586	423,586
Total Full-Time and Part-Time Positions Stated as FTE	390.70	391.11	391.65	391.65



Budget Variances

❖ Personnel Services

- ♦ The 2019 Original Budget is up \$2,342,540 over 2018 Actuals due to staff wage and benefit increases, vacancies in 2018, and the State's unfunded mandate to increase the minimum wage.

❖ Services & Supplies

- ♦ The 2019 Original Budget is down \$1,269,149 from 2018 Actuals due to the department's conservative use of City funds, no appropriation for Lakewood's 50th Anniversary, completion of large scale path replacements, utility savings due to a new irrigation system in parks as well as completion of service agreements.
- ♦ The 2019 Revised Budget is up \$778,820 over 2019 Original Budget due to the carryover of funds from 2018 for the celebration of Lakewood's 50th Anniversary and, carry-over of funds for playground replacements, maintenance of the city's security systems and service agreements related to Phase 1 of the EnergyCap energy performance contract with installation of new boilers, air handling systems and lighting in City facilities.
- ♦ The 2020 Budget is down \$880,249 from the 2019 Revised Budget due to a one-time budget exception for fitness equipment replacement and the anticipated completion of projects including the City's security system maintenance, and service contracts in 2019 such as the EnergyCap energy performance contract phase one, roof replacements and other projects.

❖ Capital Outlay

- ♦ The 2019 Original Budget is down \$11,997,715 from 2018 Actuals due to the completion of projects in 2018 including restroom replacements, Carmody Park improvements, Lasley Park improvements, concrete path replacements at Belmar and O'Kane Parks, new tennis courts at Daniels and James E. Harrison Parks and new playgrounds at Hilltop, Newland Square and Ute Trail Parks.
- ♦ The 2019 Revised Budget is up \$18,549,837 over 2019 Original Budget due to the carry-over of funds and projects that were originally funded prior to 2019 including funding for the Taylor Park development.
- ♦ The 2020 Budget is down \$19,585,965 from the 2019 Revised Budget due to the anticipation of projects being completed in 2019 including the remodel of city office spaces, Washington Heights renovation, the Glennon Heights pool and bathhouse improvements, Addenbrooke Park improvements, Carmody splash pad installation and several playground projects.



Core Values / Goals

❖ OPEN AND HONEST COMMUNICATION

- ♦ GOAL: Empower Lakewood residents to make the most of their parks, cultural and recreational opportunities through effective marketing and communication

❖ EDUCATION AND INFORMATION

- ♦ GOAL: Provide exceptional stewardship of the City's parks, cultural and recreational resources. Encourage stewardship development in the community

❖ PHYSICAL & TECHNOLOGICAL INFRASTRUCTURE

- ♦ GOAL: Continue to take care of and improve Lakewood's existing cultural and recreational facilities
- ♦ GOAL: Respond to community needs through the addition of new facilities and amenities

❖ QUALITY LIVING ENVIRONMENT

- ♦ GOAL: Meet the needs of the community by offering a variety of high quality and engaging programs, services and initiatives
- ♦ GOAL: Create an inspiring, safe and pleasant experience in our parks and facilities



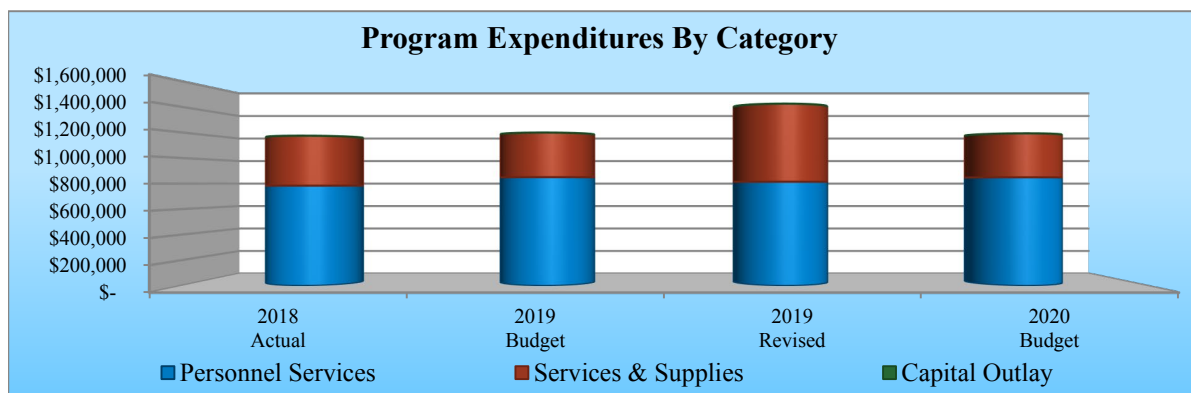
Program: Community Resources Administration
Department: Community Resources
Division: Planning, Administration and Community Relations

Purpose: The Planning, Administration and Community Relations Division (PACR) provides management and direction to the Department of Community Resources (CR) for the effective implementation of City Council policy and Department priorities. PACR provides oversight, budgetary and administrative support to the five (5) other CR divisions. PACR manages the acquisition and project management of parks and recreational facilities, markets CR programs, services and facilities to encourage participation, and conducts outreach efforts to engage residents in department projects. Finally, the creative services team, housed in this division, provides graphic design support to the entire city organization.



Program Expenditures By Category

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Personnel Services	\$ 783,652	\$ 850,181	\$ 814,496	\$ 848,936
Services & Supplies	389,544	347,362	608,154	342,441
Capital Outlay	-	-	-	-
TOTAL:	\$ 1,173,196	\$ 1,197,543	\$ 1,422,650	\$ 1,191,377



Program Expenditures By Fund

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
General Fund	\$ 1,173,196	\$ 1,197,543	\$ 1,422,650	\$ 1,191,377
TOTAL:	\$ 1,173,196	\$ 1,197,543	\$ 1,422,650	\$ 1,191,377

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

	2018 Revised	2019 Budget	2019 Revised	2020 Budget
Director of Community Resources	1.00	1.00	1.00	1.00
Business Specialist	0.98	0.98	0.98	0.98
Business Specialist Supervisor	-	-	1.00	1.00
Digital Marketing Specialist	1.00	1.00	1.00	1.00
Graphic Designer II	0.10	0.10	0.10	0.10
Mrktg Specialist Bus Operations	0.40	0.40	0.40	0.40
Office Support Supervisor	1.00	1.00	-	-
Public Engagement/Operat. Div Mgr	1.00	1.00	1.00	1.00
Senior Graphic Designer	1.00	1.00	1.00	1.00
Total Full-Time Positions (FTE):	6.48	6.48	6.48	6.48
Part-Time Hours	1,645	1,645	2,445	2,445
Total Full-Time and Part-Time Positions Stated as FTE	7.27	7.27	7.66	7.66

Budget Variances❖ **Personnel Services**

- ♦ None.

❖ **Services & Supplies**

- ♦ The 2019 Revised Budget is up \$260,792 over the 2019 Original Budget due to the carry over of funds not expended in 2018 for the celebration of Lakewood's 50th Anniversary.
- ♦ The 2020 Budget is down \$265,713 from the 2019 Revised Budget due to no appropriation for the celebration of Lakewood's 50th Anniversary.

❖ **Capital Outlay**

- ♦ None.



Goals / Activities / Expectations / Results-Benefits

♦ **GOAL: Meet the needs of the community by offering a variety of high quality and engaging programs, services and initiatives**

Activity: Continue implementation of the Department's new master plan, Imagine Lakewood! developed with the community throughout 2017.

Expectation: The six (6) goals and 42 actions contained in the plan are implemented according to the timeline established.

Result-Benefit: Lakewood residents' desires for their arts, parks and recreation facilities and programs are realized through implementation of the plan.

Activity: Remove financial barriers to participation by educating residents on various financial assistance opportunities available for all Community Resources facilities and programs. Track Lakewood Possibilities Fund participation quarterly.

Expectation: Employ a variety of tactics such as school backpack stuffers, education and relationship building with affordable housing complexes and Title I school family liaisons, a new resident mailing, social media, and general promotion, to ensure the Lakewood Possibilities Fund scholarship program is widely promoted

Result-Benefit: A greater number of Lakewood residents, regardless of income, are able to participate in Community Resources programs and make use of recreational facilities. In 2018, 982 individuals in 391 Lakewood households were issued a total of \$51,104 in financial assistance to access programs and facilities.

Activity: Strengthen community partnerships to assist in meeting identified needs across the community.

Expectation: Collaborations continue with organizations such as Jefferson County, 3R Technologies and Arc Thrift Stores to provide cleanup services to residents. Sprout City Farms provides the Mountair Community Farm to an underserved area of Lakewood considered a "food desert." Denver Urban Gardens (DUG) partners with the city to manage several community gardens. Potential new partnerships are identified and pursued on an on-going basis.

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.

♦ **GOAL: Continue to take care of and improve Lakewood's existing cultural and recreational facilities**

Activity: Complete park and facility improvement projects as prioritized through the Department's Coordinated Annual Planning Process, informed by the Imagine Lakewood! master plan and approved in this budget.

Expectation: Lakewood's existing cultural and recreational facilities will continue to be maintained and improved to ensure continued participation by Lakewood residents.

Result-Benefit: Internal processes allow for improvement needs to arise and be prioritized for implementation. Cultural and recreational facilities continue to be refreshed and appealing to Lakewood residents. Facility visits and participation continue to grow in part due to the high quality of experience of the facility.



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

Activity: Continue to renovate and modernize playgrounds as operational and capital project funding is available.

Expectation: Lakewood's playgrounds provide fun, engaging and challenging environments where residents can create memorable experiences and develop physical and social skills.

Result-Benefit: Through the strategic leveraging of Department and City funding streams, new playgrounds will be installed at Addenbrooke, Westland, and Quail Street Parks along with the newly renamed James E. Harrison Park and Idlewild Park which are undergoing renovation during the course of the 2019 revised and 2020 budgets.

♦ **GOAL: Respond to community needs through the addition of new facilities and amenities**

Activity: Work efficiently and effectively to implement new facilities, such as the recently acquired Taylor Park, in a timely manner and within approved appropriations.

Expectation: A thorough and transparent public process is completed to inform the uses and design of the trail system and amenities within Taylor Park.

Result-Benefit: The design of Taylor Park reflects the public's desires for their new open space park. Project implementation occurs efficiently so as to facilitate the public's use of the park as soon as possible.

♦ **GOAL: Create an inspiring, safe and pleasant experience in our parks and facilities**

Activity: Continue to initiate public campaigns to inspire good human behavior in our parks and facilities.

Expectation: Established campaigns, such as Let's Doo It! (dog waste pick up campaign), Trail Manners (share the trail), and Recycle - It's Good for Lakewood (recycling signage in parks) will inform and educate residents about the benefits of good behavior and consequences of non-compliance. New campaigns are developed as priority issues are identified.

Result-Benefit: By using a wide variety of communication strategies and tactics, human behavior is changed as tracked by diversion rates (trash and recycling), observations, surveys and reduction in complaints.

♦ **GOAL: Empower Lakewood residents to make the most of their parks, cultural and recreational opportunities through effective marketing and communication**

Activity: Continue to broaden opportunities for citizen engagement in an effort to gather broad perspectives and ensure projects ultimately reflect the community's desires.

Expectation: Incorporate new ways to utilize the online citizen engagement platform, Lakewood Together, to continue to grow opportunities for residents to engage with the Department in person and through technology.

Result-Benefit: The Imagine Lakewood! page on Lakewood Together yielded 5,300 unique visitors in 2018. Over 6,000 visitors have viewed the Lakewood 50th Anniversary page to date with over 1,000 engaging with the page by leaving comments. Smaller scale projects also had success with 1,300 unique visitors to the Community Gardens page and 382 visitors who were interested in providing feedback on the new Ute Trail Playground. Most recently, the Mount Carbon Trail reroute gained attention with 409 visits and 25 comments on trail improvements.



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

Activity: Maximize efficiency and effectiveness of the Department's family of publications.

Expectation: The Department's five (5) publications (Community Connection, Bravo, Arts Classes, Live the Life and Camps) serve as an important vehicle for conveying the depth and breadth of programming offered to residents of all ages in health, wellness, sports, arts and outdoor education.

Result-Benefit: Mailing lists and digital delivery lists are well maintained and current. Content continues to develop and become more efficient to ensure that the right audience is exposed to the City's offerings. In particular, Lakewood's older adults are presented with a publication that inspires participation across all departmental disciplines. The Classes brochure content has been reduced in 2019 to avoid redundancy and the timing of delivery strategic to align with the Community Connections publication. This allows the opportunity to use cost savings to target a broader audience.

♦ **GOAL: Provide exceptional stewardship of the City's parks, cultural and recreational resources. Encourage stewardship development in the community**

Activity: Implement the City's new Parkland Dedication ordinance as adopted by City Council in 2018.

Expectation: The City's parkland portfolio is strategically expanded in accordance with the ordinance through the dedication of land or purchased with fees in lieu of land.

Result-Benefit: An efficient process between the Planning Division and CR Department tracks decisions, parkland opportunities, dedications and fees in lieu.

Activity: Prioritize acquisition efforts and consider opportunities as they arise to expand the City's parkland portfolio.

Expectation: The City's parkland portfolio is expanded where demand is greatest through consideration of social equity, availability of land and 10-minute walk criteria.

Result-Benefit: The City is in a position to act to consider the acquisition of properties when opportunities are present.



General Comments

The Department is currently in the second year of implementation of its master plan, Imagine Lakewood! This plan charts the course and work plan for five (5) years and is driven by community input and an analysis of social and industry trends. The Planning, Administration and Community Relations Division guides the plan's implementation which began in late 2017. The Department continues to conduct a Coordinated Annual Planning Process 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

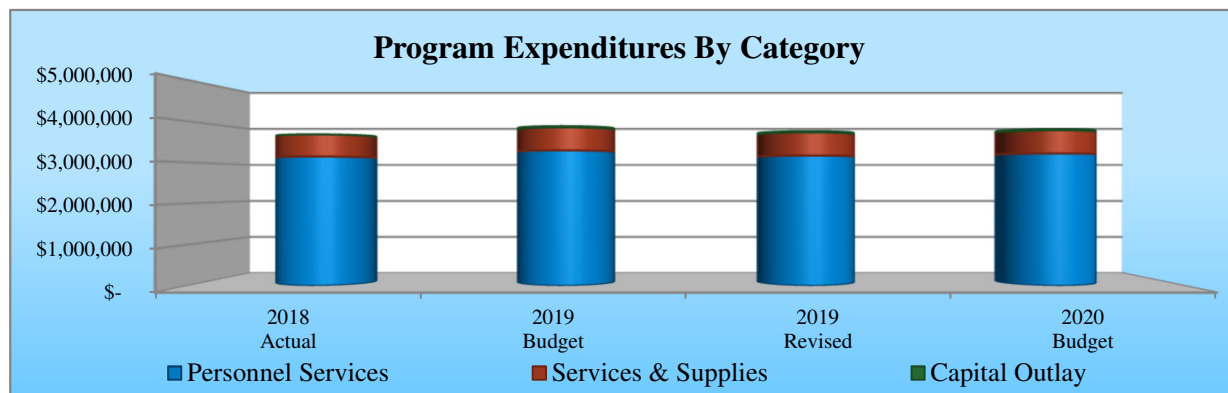
Purpose: The Family Services Division exists to enhance the lives of Lakewood residents through early childhood education, school age programming and mental health services. Administrative staff work out of the Wilbur Rogers Center, while programming occurs at eight (8) locations throughout the City. Our dedicated team is committed to providing exceptional customer service and promoting a high quality of life for all members of the Lakewood community.



The Family Services Division serves residents at all stages of life. Prenatal moms and parents of newborns to children up to age three can participate in Early Head Start, while children ages three to five receive a high quality education in one of our Head Start or preschool classrooms. School-aged children experience educational and physical activities at one of four before and after-school locations, in addition to three (3) theme based full day, state licensed summer camps. As an added service, anyone participating in Lakewood programs is eligible to receive short-term counseling from one of three licensed therapists on topics ranging from grief and loss to parenting and relationships. Family Services staff are committed to serving the Lakewood community to ensure everyone receives the support they need no matter their current circumstance.

Program Expenditures By Category

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Personnel Services	\$ 3,141,793	\$ 3,291,153	\$ 3,165,968	\$ 3,218,641
Services & Supplies	538,329	559,730	562,239	562,314
Capital Outlay	-	28,571	28,571	28,571
TOTAL:	\$ 3,680,121	\$ 3,879,454	\$ 3,756,778	\$ 3,809,526



**Program Expenditures By Fund**

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
General Fund	\$ 2,221,406	\$ 2,396,211	\$ 2,321,498	\$ 2,367,480
Grants Fund	1,458,715	1,483,244	1,435,280	1,442,046
TOTAL:	\$ 3,680,121	\$ 3,879,454	\$ 3,756,778	\$ 3,809,526

Full-Time Positions

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

	2018 Revised	2019 Budget	2019 Revised	2020 Budget
Family Services Manager	1.00	1.00	1.00	1.00
Business & Enrollment Coordinator	1.00	1.00	1.00	1.00
Business Specialist III	1.00	1.00	1.00	1.00
Early Childhood Education Suprv	1.00	1.00	1.00	1.00
Early Childhood Health/Safety Coord	1.00	1.00	1.00	1.00
Early Childhood Mentor-Coach	1.00	1.00	1.00	1.00
Early Head Start Home Visitor	2.00	2.00	2.00	2.00
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	2.00	2.00	2.00	2.00
Lead Substitute Teacher	1.00	1.00	1.00	1.00
Preschool Assistant II	3.00	3.00	3.00	3.00
School Age & Support Svcs Sup	1.00	1.00	1.00	1.00
Therapist	2.00	2.00	2.00	2.00
Youth & Family Service Coord	1.00	1.00	1.00	1.00
Total Full-Time Positions (FTE):	25.00	25.00	25.00	25.00
Part-Time Hours	57,806	57,806	57,806	57,806
Total Full-Time and Part-Time Positions Stated as FTE	52.79	52.79	52.79	52.79

Budget Variances❖ **Personnel Services**

- ♦ None.

❖ **Services & Supplies**

- ♦ None.

❖ **Capital Outlay**

- ♦ None.



Goals / Activities / Expectations / Results-Benefits

- ♦ **GOAL: Meet the needs of the community by offering a variety of high quality and engaging programs, services, and initiatives**

Activity: Evaluate current programming on an ongoing basis to ensure it incorporates the City's core values, while simultaneously meeting the needs of the community.

Expectation: Program supervisors use evaluations and surveys to determine how to improve existing programs and add programming where needs exist.

Result-Benefit: Programming meets high performance standards and the community benefits from the programs offered.

- ♦ **GOAL: Continue to take care of and improve Lakewood's existing cultural and recreational facilities**

Activity: Conduct building assessments where programming occurs.

Expectation: Building assessments will generate a list of needs for each facility.

Result-Benefit: Staff will identify areas of need at each program location resulting in the ability to devise strategic facility improvement plans.

Activity: Family Services staff members will work with facility maintenance staff to assess the functionality of available facilities and make recommendations for future improvements.

Expectation: Program staff members will continually evaluate facilities based on the needs of current participants. Health and safety issues will be addressed and recommendations for improvement will be shared with other members of the Department.

Result-Benefit: Program participants will be able to participate in life enriching activities and programs in a variety of venues throughout the City of Lakewood.



- ♦ **GOAL: Respond to community needs through the addition of new facilities and amenities**

Activity: Staff will monitor participation by location for each program.

Expectation: Staff will use data to identify participation trends to determine if current facility locations are appropriate or if the need exists to find locations in different parts of the City.

Result-Benefit: Programs will occur in locations where current needs exist in order to make programming as accessible to the community as possible.

- ♦ **GOAL: Create an inspiring, safe, and pleasant experience in our parks and facilities**

Activity: Family Services staff will receive professional development training on topics including customer service, trauma informed care and positive solutions for families.



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

Expectation: Staff are equipped with the skills necessary to meet the unique needs of program participants.

Result-Benefit: Participants receive the care needed to thrive in our programs and the confidence needed to enhance their personal lives.

♦ **GOAL: Empower Lakewood residents to make the most of their parks, cultural and recreational opportunities through effective marketing and communication**

Activity: Family Services staff members will monitor demographic changes and maintain data regarding the current community trends.

Expectation: The Division will maintain current community assessment data that focuses on the needs and the trends with school age and preschool age populations.

Result-Benefit: The Division will utilize the relevant needs and trends data to make informed decisions about the programs and services offered so that the needs of the community are met.

Activity: Family Services staff will work with staff from other Community Resources Divisions to ensure program participants are aware of opportunities that exist to attend City programs and events.

Expectation: Participants are informed of and attend programs and events offered throughout the City.

Result-Benefit: Family Services program participants gain exposure to the numerous parks, cultural, and recreational opportunities that exist and participation increases through effective marketing.

♦ **GOAL: Provide exceptional stewardship of the City's parks, cultural and recreational resources. Encourage stewardship development in the community**

Activity: Staff implement zero waste efforts at program locations.

Expectation: Waste is placed in the appropriate bins and the amount of trash going to the landfill is reduced.

Result-Benefit: Staff and participants learn about the benefits of sustainability and Division's carbon footprint is decreased.

General Comments

The Head Start program offered full day care at all five (5) locations during the 2018-2019 school year. One (1) of the classrooms, Patterson Head Start, offered extended hours, including summer school, to accommodate working families.

The City received a Cost of Living Adjustment increase of \$22,406 from the Office of Head Start for the Head Start and Early Head Start staff in 2019.

**General Comments (Continued)**

The City of Lakewood Head Start program continued participation in the Culture of Wellness in Preschools (COWP) grant, a research based program that aims to increase daily, healthy eating and physical activity for preschool students, parents, and staff. The program goals include increasing fruit and vegetable consumption by program participants, increasing physical activity and outdoor play for children and staff, developing worksite nutrition and physical activity programs to improve behavior and health outcomes, and encouraging good nutrition, cooking skills, and an active lifestyle for participants. Through the COWP, the Head Start program receives onsite training and the resources needed for successful implementation at each Head Start site.

The School Age Services program staff worked with South Lakewood Elementary School administration to begin offering before and after school programming for the 2018-2019 school year.

Participation Levels:

Note: Participation figures should remain flat in upcoming years due to consistent program offerings. The slight increase in participation in Before and After School Programs is attributed to completing a full year of programming at South Lakewood Elementary School. Summer camp participation tracking changed in 2018 to provide consistency moving forward. The new method provides greater accuracy making the 2018 total more reflective of actual participation than the 2017 figure which blended Before and After Programs with Summer Camps participation in May and August. Finally, volunteer hours decreased in 2018 due to the loss of one of the program's regular volunteers.

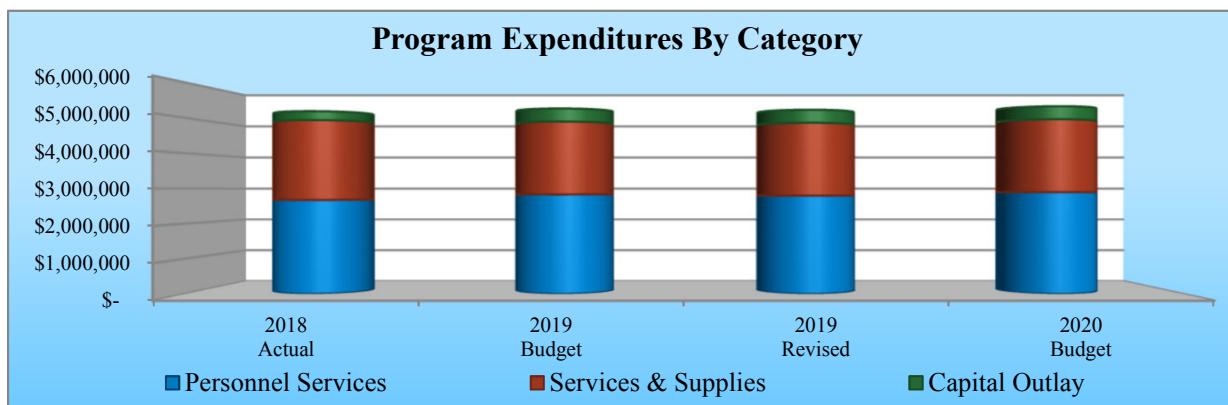
	2017 Actual	2018 Actual	2019 Projected	2020 Budget
Preschool	6,560	5,916	6,000	6,000
Early Head Start	1,069	960	960	960
Head Start	13,773	13,925	14,000	14,000
School Age				
Before and After Programs	28,395	28,356	30,000	30,000
Summer Camps	9,919	6,794	7,000	7,000
Youth & Family				
Classes/Group	4,900	5,291	5,250	5,250
Therapy Sessions	93	175	175	175
Volunteer Hours	2,253	1,400	1,400	1,400

**Program:** Golf Course Operations**Department:** Community Resources**Division:** Golf

Purpose: Golf Course Operations provides for the coordination of all activities at Fox Hollow Golf Course and Homestead Golf Course. This includes course and grounds maintenance, greens 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 Homestead attract a wide variety of wildlife and are enhanced through both turf grass and water "Best Management Practices" (BMPs). Both courses are Audubon International certified, and were recognized by Golf Digest, Rain Bird Irrigation and the Syngenta Company as Environmental Leaders in Golf the past year. The two courses host over 100,000 visitors annually.

**Program Expenditures By Category**

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Personnel Services	\$ 2,674,701	\$ 2,831,860	\$ 2,797,039	\$ 2,896,355
Services & Supplies	2,261,999	2,061,889	2,061,889	2,061,889
Capital Outlay	248,433	367,632	367,632	367,632
TOTAL:	\$ 5,185,134	\$ 5,261,381	\$ 5,226,560	\$ 5,325,876

**Program Expenditures By Fund**

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Golf Course Enterprise Fund	\$ 5,185,134	\$ 5,261,381	\$ 5,226,560	\$ 5,325,876
TOTAL:	\$ 5,185,134	\$ 5,261,381	\$ 5,226,560	\$ 5,325,876

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

	2018 Revised	2019 Budget	2019 Revised	2020 Budget
Assistant Golf Course Professional	4.00	4.00	4.00	4.00
Business Specialist II	-	-	1.00	1.00
Business Support Specialist	1.00	1.00	-	-
Computer System Irrigation Coord	-	-	1.00	1.00
Golf Course Equip Oper Supervisor	1.00	1.00	1.00	1.00
Golf Course Equipment Specialist	1.00	1.00	1.00	1.00
Golf Course Irrigation Specialist	1.00	1.00	-	-
Golf Course Maintenance Specialist	3.00	3.00	3.00	3.00
Golf Course Mechanic	2.00	2.00	2.00	2.00
Golf Professional	1.00	1.00	1.00	1.00
Golf Cart/Clubhouse Maint Tech	1.00	1.00	1.00	1.00
Graphic Designer I	-	-	0.25	0.25
Marketing & Promotions Supervisor	0.15	0.15	0.15	0.15
Marketing Specialist-Bus Operations	0.60	0.60	0.60	0.60
Media and Administrative Technician	0.25	0.25	-	-
Second Assistant Superintendent	2.00	2.00	2.00	2.00
Superintendent of Golf Course	1.00	1.00	1.00	1.00
Total Full-Time Positions (FTE):	19.00	19.00	19.00	19.00
Part-Time Hours	73,084	73,084	73,084	73,084
Total Full-Time and Part-Time Positions Stated as FTE	54.14	54.14	54.14	54.14

Budget Variances❖ **Personnel Services**

- ♦ None.

❖ **Services & Supplies**

- ♦ The 2019 Original Budget is down \$200,110 from 2018 Actuals due to projected savings in supply costs used to account for increased expenses in personnel services and capital outlay.

❖ **Capital Outlay**

- ♦ The 2019 Original Budget is up \$119,199 from 2018 Actuals due to the completion of capital improvement projects in 2019.



Goals / Activities / Expectations / Results-Benefits

- ♦ **GOAL: Meet the needs of the community by offering a variety of high quality and engaging programs, services, and initiatives**

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

Expectation: The continuation of a strong instruction program 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 enhance opportunities for children within the community to enjoy the game of golf.

Activity: Research and identify trends in golf course management and operations.

Expectation: As the golf landscape changes, staff will have the knowledge necessary to make informed decisions on new programs and services.

Result-Benefit: Fox Hollow and Homestead will maintain current participation levels while attracting new customers to Lakewood's golf courses.

- ♦ **GOAL: Continue to take care of and improve Lakewood's existing cultural and recreational facilities**

Activity: Fox Hollow and 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 for players of all levels.

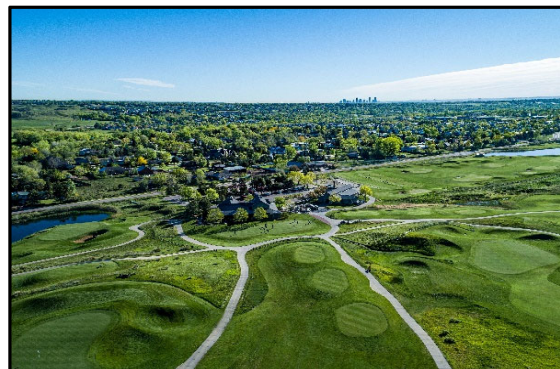
Result-Benefit: The Division will strive to achieve its stated goals of 65,000 rounds of golf at Fox Hollow and 40,000 rounds at Homestead annually.

- ♦ **GOAL: Respond to community needs through the addition of new facilities and amenities**

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

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

Result-Benefit: Appropriate capital improvement projects will be funded and completed to ensure continued customer satisfaction.





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

♦ GOAL: Create an inspiring, safe, and pleasant experience in our parks and facilities

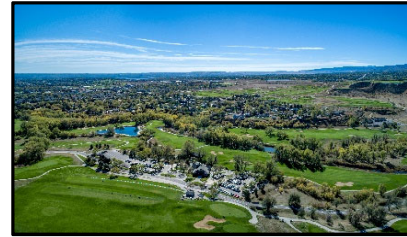
Activity: Staff is provided professional growth opportunities on a continual basis.

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

Result-Benefit: The golf courses have trained professionals to provide an exceptional golf course experience to the community.

Activity: Opinions and comments of golfers are collected and evaluated.

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



Result-Benefit: Fox Hollow and Homestead Golf Courses continue to be among the premier public golf courses in Colorado and receive recognition for course design, maintenance and overall operation.

♦ GOAL: Empower Lakewood residents to make the most of their parks, cultural and recreational opportunities through effective marketing and communication

Activity: Track and evaluate the return on investment for current golf course marketing strategies.

Expectation: Marketing strategies are cost efficient and effective at attracting golfers to Fox Hollow and Homestead.

Result-Benefit: Fox Hollow and Homestead see an increase in the number of rounds played each year by increasing the Lakewood Golf customer base.

Activity: Increase the number of followers of Lakewood Golf on social media platforms and use social media to enhance marketing efforts.

Expectation: Social media marketing will reach target audiences with current information and increase the exposure of Fox Hollow and Homestead.

Result-Benefit: Golfers will receive periodic reminders concerning Fox Hollow and Homestead resulting in an increase in the number of rounds played each year.

♦ GOAL: Provide exceptional stewardship of the City's parks, cultural and recreational resources to encourage stewardship development in the community

Activity: Implement best practices in regards to water use.

Expectation: Water use is limited only to the amount needed to maintain high-quality golf courses and conservation efforts are implemented wherever feasible.

Result-Benefit: The public continues to receive an enjoyable golf experience on well-maintained courses, while the City continues to work toward reaching its sustainability goals.



General Comments

Fox Hollow continues to be rated among the best public golf courses in Colorado, and Homestead has been rated among the best short courses nationally. The economics of the golf industry continue to be very challenging. Moving forward, it will be important for the golf courses to maintain their current customer base, encourage more frequent play, serve the increasing numbers of casual golfers, and attract new customers to stay relative in the changing environment.

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Fox Hollow				
Number of rounds played	60,023	65,000	60,000	60,000
Number of days of golf played	267	260	260	260
Total Revenue generated	\$3,341,180	\$3,558,471	\$3,350,000	\$3,648,373
Homestead				
Number of rounds played	40,189	40,000	40,000	40,000
Number of days of golf played	267	260	260	260
Total Revenue generated	\$1,580,820	\$1,610,895	\$1,600,000	\$1,668,242



Program: Heritage, Culture & The Arts

Department: Community Resources

Division: Heritage, Culture and the Arts

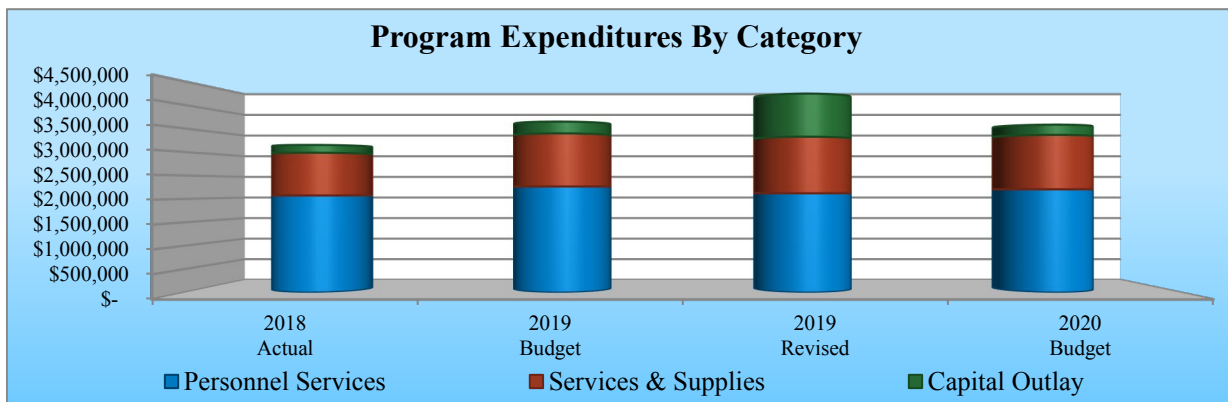
Purpose: The mission of the Heritage, Culture and the Arts (HCA) Division is to enrich and inspire people through places and programs that engage, celebrate, and build community through heritage, culture and the arts.

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

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Personnel Services	\$ 2,073,526	\$ 2,265,879	\$ 2,120,780	\$ 2,205,106
Services & Supplies	909,563	1,127,885	1,201,959	1,156,969
Capital Outlay	164,683	249,000	913,500	215,872
TOTAL:	\$ 3,147,772	\$ 3,642,764	\$ 4,236,239	\$ 3,577,947



**Program Expenditures By Fund**

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Heritage Culture & Arts Fund	\$ 3,147,772	\$ 3,642,764	\$ 4,236,239	\$ 3,577,947
TOTAL:	\$ 3,147,772	\$ 3,642,764	\$ 4,236,239	\$ 3,577,947

Full-Time Positions

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

	2018 Revised	2019 Budget	2019 Revised	2020 Budget
Heritage, Culture & Arts Manager	1.00	1.00	1.00	1.00
Marketing & Promotions Supervisor	0.42	0.42	0.42	0.42
Graphic Designer	0.60	0.60	0.60	0.60
Arts Programming Curator	1.00	1.00	1.00	1.00
Ticket Office & Revenue Svc Coord	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	1.00	1.00
Heritage Center Administrator	1.00	1.00	1.00	1.00
Museum Curator	1.00	1.00	1.00	1.00
Program Specialist I, Museum	1.00	1.00	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
Visitor Services Coordinator	1.00	1.00	1.00	1.00
Volunteer Coordinator	1.00	1.00	1.00	1.00
Cultural Programs Coordinator	2.00	2.00	2.00	2.00
Total Full-Time Positions (FTE):	18.02	18.02	18.02	18.02
Part-Time Hours	27,248	27,249	26,448	26,448
Total Full-Time and Part-Time Positions Stated as FTE	31.12	31.12	30.74	30.74

Budget Variances❖ **Personnel Services**

- ♦ The 2019 Original Budget is up \$192,353 from 2018 Actuals due to vacancy savings in 2018.

❖ **Services & Supplies**

- ♦ The 2019 Original Budget is up \$218,3223 from 2018 Actuals due to budgeting for potential decreases in 2018 marketing expenses and conservative use of funds in 2018. In 2019, there is an increase in grant expenses offset by revenue and 50th anniversary funding.



Budget Variances (continued)

❖ Services & Supplies (continued)

- ♦ The 2019 Revised Budget is up \$74,074 from the 2019 Original Budget due to implementation of the LHC master plan, materials for the LHC Caretaker's Cottage new research center and expenses related to the NEA grant, all offset by revenue.

❖ Capital Outlay

- ♦ The 2019 Revised Budget is up \$664,500 from the 2019 Original Budget due to 50th anniversary projects, Caretakers Cottage interior rehabilitation, improvements to Washington Heights Arts Center and classroom improvements at the Lakewood Cultural Center.
- ♦ The 2020 Budget is down \$697,628 from the 2019 Revised Budget due to completion of 50th anniversary projects, Caretakers Cottage interior rehabilitation, improvements to Washington Heights Arts Center, classroom improvements at the Lakewood Cultural Center and LHC site improvements.

Goals / Activities / Expectations / Results-Benefits

- ♦ **GOAL: Meet the needs of the community by offering a variety of high quality and engaging programs, services and initiatives**

Activity: Adjust programs and services based on expressed community needs and interests as well as industry best practices.

Expectation: Community engagement, feedback and research will direct decision making around programs, services and initiatives.

Result-Benefit: Citizens will benefit from having access to desired programs, services and initiatives.

Activity: Collaborate with individuals and community organizations to expand program awareness and offerings in the community.

Expectation: Collaboration builds community, engages new audiences and maximizes resources.

Result-Benefit: Citizens have access to a greater depth and breadth of services.



Activity: Plan and deliver programs that are diverse and appeal to broad audiences.

Expectation: A wide variety of programs are offered for diverse audiences.

Result-Benefit: Citizens will have opportunities to engage in a variety of HCA programs and services.

- ♦ **GOAL: Continue to take care of and improve Lakewood's existing cultural and recreational facilities**

Activity: Assess and identify ways to maximize use of programming space.



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

Expectation: Programming space will be maximized for community use.

Result-Benefit: Citizens' needs will be met through effective use of programming spaces.

♦ **GOAL: Respond to community needs through the addition of new facilities and amenities**

Activity: Implement action steps from the Lakewood Heritage Center Master Plan.

Expectation: Implement new brand and 20th century programs as part of the LHC Master plan.

Result-Benefit: The community will benefit from a more relevant and engaging Lakewood Heritage Center.

♦ **GOAL: Create an inspiring, safe and pleasant experience in our parks and facilities**

Activity: Continue to implement sustainability practices.

Expectation: Resources will be identified to meet sustainability expectations and priorities in facilities and at events.

Result-Benefit: Sustainability efforts will result in a small environmental footprint.



Activity: Public Art opportunities will continue through the implementation of the Public Art Master Plan.

Expectation: Citizens will be engaged and play a key role in the selection and implementation of public art.

Result-Benefit: Public art will be incorporated into and will enhance public spaces and community identity.

Activity: Implement security improvements at the Lakewood Cultural Center and Lakewood Heritage Center.

Expectation: Lakewood Cultural Center and Lakewood Heritage Center security improvements will be made.

Result-Benefit: Facility users will benefit from increased security at facilities.

♦ **GOAL: Empower Lakewood residents to make the most of their parks, cultural and recreational opportunities through effective marketing and communication**

Activity: Continue to explore and refine effective communication methods to increase awareness of HCA programs and services.

Expectation: A variety of methods will be utilized to communicate offerings to citizens.

Result-Benefit: Citizens will benefit from enhanced communication and awareness of offerings.

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

Activity: Actively promote the new Lakewood Heritage Center history exhibit and Caretaker's Cottage research center.

Expectation: The community will be made aware of these new offerings and how they can engage in them to learn about Lakewood's history.

Result-Benefit: Residents will have greater access to Lakewood's history.



♦ **GOAL: Provide exceptional stewardship of the City's parks, cultural and recreational resources. Encourage stewardship development in the community**

Activity: Engage in ongoing assessment of LHC historical structures and artifacts.

Expectation: LHC historical structures and artifacts will be cared for and preserved.

Result-Benefit: Residents will have greater access to Lakewood's history.



Activity: The Division will continue to enhance its volunteer program.

Expectation: Opportunities to involve, communicate with and appreciate volunteers will continue.

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

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>Audience Reach</u>	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Performance Attendance	47,436	47,500	47,500	47,500
Exhibit Attendance	47,875	43,500	45,500	46,000
Museum Admissions	3,542	4,800	4,800	4,800
HCA Classes	35,125	33,000	35,000	36,000
Free Outreach	32,359	39,000	39,000	39,000
Promotional Outreach	450,000	450,000	450,000	450,000
Festivals	30,069	18,000	25,000	25,000
Other	20,634	20,500	20,500	20,500
Total Attendance	667,040	656,300	667,300	668,800



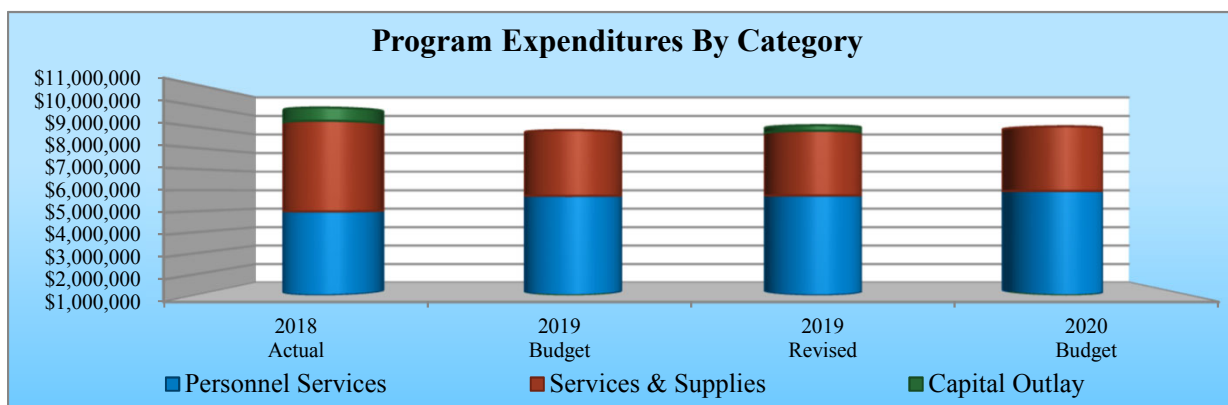
Program: Park Operations
Department: Community Resources
Division: Parks

Purpose: The purpose of this program is to provide management and maintenance on formally developed parks, open space areas, leased reservoir properties, and Thunder Valley Motorcycle Park located within the 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; management and maintenance of natural areas; and operations of Bear Creek Lake Park (BCLP).

The Parks Division provides landscape and vegetation management to over 7,240 acres and 104 sites of developed and undeveloped parkland, 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, park ranger operations, programming and recreation for Bear Creek Lake Park, and snow removal. The Division works closely with other divisions within the Community Resources Department and with other departments across the City.

Program Expenditures By Category

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Personnel Services	\$ 4,983,885	\$ 5,730,481	\$ 5,743,212	\$ 5,959,927
Services & Supplies	4,304,206	3,110,372	3,068,646	3,062,586
Capital Outlay	622,665	(106,637)	262,023	(106,637)
TOTAL:	\$ 9,910,756	\$ 8,734,216	\$ 9,073,881	\$ 8,915,876



**Program Expenditures By Fund**

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
General Fund	\$ 4,832,849	\$ 4,997,742	\$ 5,096,199	\$ 5,224,580
Open Space Fund	5,077,205	3,731,474	3,972,682	3,686,296
Capital Improvement	702	5,000	5,000	5,000
TOTAL:	\$ 9,910,756	\$ 8,734,216	\$ 9,073,881	\$ 8,915,876

Full-Time Positions

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

	2018 Revised	2019 Budget	2019 Revised	2020 Budget
Business Specialist III	1.00	1.00	1.00	1.00
Computer Sys Irrigation Coord-Parks	-	-	2.00	2.00
Forestry Supervisor	1.00	1.00	1.00	1.00
Forestry Technician	2.00	2.00	2.00	2.00
Graphic Designer I	-	-	0.75	0.75
Greenhouse Lead Person	1.00	1.00	1.00	1.00
Greenhouse Technician	1.00	1.00	1.00	1.00
Large Tree Specialist	1.00	1.00	1.00	1.00
Marketing & Promotions Supv	0.08	0.08	0.08	0.08
Media and Administrative Technician	0.75	0.75	-	-
Natural Resources Specialist	1.00	1.00	1.00	1.00
Park Naturalist	1.00	1.00	1.00	1.00
Park Ranger I	1.00	1.00	1.00	1.00
Park Ranger II	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	-	-
Parks Maintenance Lead Person	7.00	7.00	7.00	7.00
Parks Maintenance Specialist II	19.00	19.00	19.00	19.00
Right-of-Way Specialist	1.00	1.00	1.00	1.00
Parks Manager	1.00	1.00	1.00	1.00
Parks Supervisor	4.00	4.00	4.00	4.00
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):	49.83	49.83	49.83	49.83
Part-Time Hours	89,143	89,143	89,143	89,143
Total Full-Time and Part-Time Positions Stated as FTE	92.69	92.69	92.69	92.69



Budget Variances

❖ Personnel Services

- ♦ The 2019 Original Budget is up \$746,596 from 2018 Actuals due to vacancy savings in 2018. In particular the Division found it difficult to hire and retain adequate seasonal staff due to the strength of the economy and demand for part-time labor.

❖ Services & Supplies

- ♦ The 2019 Original Budget is down \$1,193,834 from 2018 Actuals due to the completion of Department projects including median and tennis court renovations and park pathway replacements.

❖ Capital Outlay

- ♦ The 2019 Original Budget is down \$729,302 from 2018 Actuals due to completion of Department projects and movement of associated contract funding dollars.
- ♦ The 2019 Revised Budget is up \$368,660 from the 2019 Original Budget due to the carryover of appropriations to fund capital projects such as playground renovations.
- ♦ The 2020 Budget is down \$368,660 from the 2019 Revised Budget due to completion of Department projects and movement of associated contract funding dollars.

Goals / Activities / Expectations / Results-Benefits

♦ GOAL: Continue to take care of and improve Lakewood's existing cultural and recreational facilities

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 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 supervisor 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.



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

Activity: First class park facilities are provided for users to enjoy. Park improvements continue to be made to meet the needs of the public.

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



♦ GOAL: Respond to community needs through the addition of new facilities and amenities

Activity: As indicated by the Department master plan process, the City's third community garden which is located at Jefferson Green Park should be completed if participation levels are strong enough.

Expectation: Have garden designed, laid out, and complete associated construction in order for garden to be open by spring of 2019.

Result-Benefit: Engaged community benefiting from the social, financial and health benefits that community gardening brings. The garden is open and thriving.

♦ GOAL: Create an inspiring, safe and pleasant experience in our parks and facilities

Activity: Plans were developed and initiated to renovate specific medians in the City 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 were completed on Kipling, Wadsworth, Jewell and Colfax. The design phase was completed in 2016 with the renovation work completed in the spring of 2018.

Result-Benefit: Renovation activities have replaced over-mature, unattractive plantings with more xeric treatments resulting in water savings over time, improved appearance, and less maintenance.

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 presents more beautiful parks. Users feel safer.



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

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 (5) 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 (5) working days. Resident satisfaction and safety concerns are successfully addressed.

Activity: Right-of-way and rough mowing services are consolidated and coordinated to provide consistent services to the community on identified street rights-of-way and undeveloped park land as well as to encourage establishment of desirable plant species and control vegetation height and presence of undesirable species.

Expectation: Identified locations are mowed at designated intervals to improve appearance, control vegetation growth, and eliminate hazards.

Result-Benefit: Appearance and health of native areas is maintained through the program. Costs are controlled by utilizing an appropriate strategy that considers growth rates of plants and acceptable vegetation heights. Treatments are consistent across public properties in the community.

Activity: Recycling programs have continued at selected facilities in the system, including expanding the program with the addition of newer recycling and waste recovery technologies.

Expectation: Expansion and placement of recycling containers will continue throughout the system facilitating opportunities for recycling in the park system. Locations will be determined through an internal review committee in the Department. In 2018, over 100 Big Belly solar powered compacting trash and recycle bins were installed at Bear Creek Lake Park, the Bear Creek Greenbelt and WF Hayden Park. Promotional material is placed on recycling containers to encourage park users to recycle.

Result-Benefit: Recycling programs/opportunities are provided to park users while sending the message the City is committed to sustainability.

◆ **GOAL: Empower Lakewood residents to make the most of their parks, cultural and recreational opportunities through effective marketing and communication**

Activity: Citizens' awareness of the use, opportunities, availability and limitations of the parks system is increased through marketing efforts.

Expectation: Information is made available that addresses days of heavy use at facilities and staff will formulate strategies for access control on days and at times when it becomes appropriate. Additionally there is an increase in the marketing of programs and offerings in the park system.

Result-Benefit: Creating an overall operations and marketing plan will assist in promoting the parks as local and regional recreational destinations, while simultaneously addressing issues associated with potential over crowding at specific facilities, specifically Bear Creek Lake Park.



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

Activity: Parks information on the new City's website has been updated and improved, and the 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 parks activities was completed. All park informational brochures and maps are updated as needed. Various social media settings are utilized.

Result-Benefit: Providing current, relevant information will allow citizens to be more accurately informed in general about current parks programs, activities, and trail use; and more specifically, what they may be individually interested in.

GOAL: Provide exceptional stewardship of the city's parks, cultural and recreational resources. Encourage stewardship development in the community

Activity: A park volunteer program will be continued 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, park clean up, structure painting, noxious weed management, trail crew, 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.



Activity: In cooperation with Colorado Parks and Wildlife, the Department of Natural Resources, and through established management plans, noxious weed management is accomplished to control the existence and spread of noxious plants on City property. A Local Advisory Board is created involving members of the community.

Expectation: Integrated noxious weed management strategies are implemented consistent with expectations of the state Department of Agriculture and Division of Wildlife, and funding limitations. Staff works jointly with the Advisory Board in creation of plans and management strategies.

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.



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

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

Expectation: Irrigation management practices continue to be fine tuned. The Division cooperates with Denver Water on irrigation management and water saving strategies. The upgrade has improved the capability of staff to adjust irrigation programs in more effective ways. The division is an active participant in the Denver Water work group focusing on vegetation typologies as a component of irrigation management.

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: 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. Various survey instruments are utilized to obtain information on user preferences and needs.

Expectation: Staff works with specific groups to facilitate discussions and actions as they relate to projects undertaken or being considered in the Division.

Result-Benefit: Residents begin to actively participate in the care and maintenance of City-owned amenities. Improvements more directly relate to residents' perceived needs.

Activity: The Division is working to improve operational efficiencies by installing new LED lighting fixtures at various park locations.

Expectation: Division staff will work cooperatively with other divisions utilizing grants and rebates to acquire and install new fixtures for the path and parking lot lights based on resource availability and rebate opportunities.

Result-Benefit: The new fixtures will be brighter than the current lighting, providing park users a safer experience when visiting the park while the enhanced technology increases energy efficiency.

General Comments

In 2018, large scale sidewalk replacements were completed at O'Kane and Belmar Parks, improving the safety and access for citizens utilizing those facilities. In addition small scale sidewalk and concrete improvements were completed at Bear Creek Lake Park Swim beach and Archery Range as well as Mount Carbon bike trails.

The Division continues moving forward with addressing tennis court conditions throughout the system. In 2018, Daniels Park and South Simms Park tennis courts were completely renovated, greatly enhancing each of the site's appearance and revitalizing a sought after amenity.

Goals and action steps were initiated and acted upon from the Department Master Plan in conjunction with those developed by other Divisions within the Department.



General Comments (continued)

In 2019, large scale sidewalk replacements continued, as almost 49,000 square feet of concrete path and concrete plaza area in Addenbrooke Park were removed and replaced.

Complete median renovations on Jewell Avenue, Wadsworth Boulevard, Pierce Street, Colfax Avenue and Bear Creek Boulevard. Pursue funding for additional work on Kipling Street and Colfax Avenue.

Division staff worked closely with staff from other Divisions and Departments in several large scale construction projects in the City including the renovation of the playgrounds at Hilltop, Newland Square and Ute Trail parks.

Trees were planted in numerous locations throughout the City this year, including an Arbor Day project at Foothills Park with Foothills Elementary and additional trees installed at other park locations.

As of the beginning of May, 2019, the Parks Division has responded to 55 Service Requests for general parks requests and as of June, 225 Trim Requests were taken and acted upon. For comparison, there were 115 trim requests thru June of 2017.

Extensive Trail improvements were made on the Rooney Valley Trail at William Frederick Hayden Park. Utilization of Bear Creek Lake Park continued to rise in numbers and impact to the site.

The Division consistently completes numerous maintenance and project goals as well as responds to a growing list of requests, emergencies and unplanned events throughout the year. Division staff completes these accomplishments in spite of many challenges including the drastic reduction in the number of Variable staff we are able to attract and hire into much needed open positions and additionally the ever increasing volume of Service and Trim requests received annually. In addition, budgetary challenges including increasing utility costs - specifically water rates, greatly impact the Division's operation even though we irrigate with great efficiency and best management practices in mind. In recent years increased warmer weather periods and reduced precipitation has dictated the use rates at which we apply water and the frequency in which we can turn off irrigation due to sufficient soil moisture.

The current Parks Division manages and maintains the following:

- ❖ 104 public developed and undeveloped park sites and 13 public properties
- ❖ Over 7,240 acres of total park land
- ❖ 76 park play areas
- ❖ 56 athletic fields
- ❖ 34 tennis courts
- ❖ Over 135 irrigation systems are programmed and maintained
- ❖ Over 85 miles of right-of-way are maintained
- ❖ 515,685 linear feet (over 107 miles) of concrete, asphalt, crusher fines, and earthen trails
- ❖ 1,278,227 sq. feet of medians at 136 locations
- ❖ 32 outdoor basketball courts
- ❖ 47 campsites, 3 cabins, 2 yurts, and one group camping area
- ❖ 20 reservable picnic shelters
- ❖ 1 archery range
- ❖ Swim beach and marina



Program: Construction & Building Maintenance

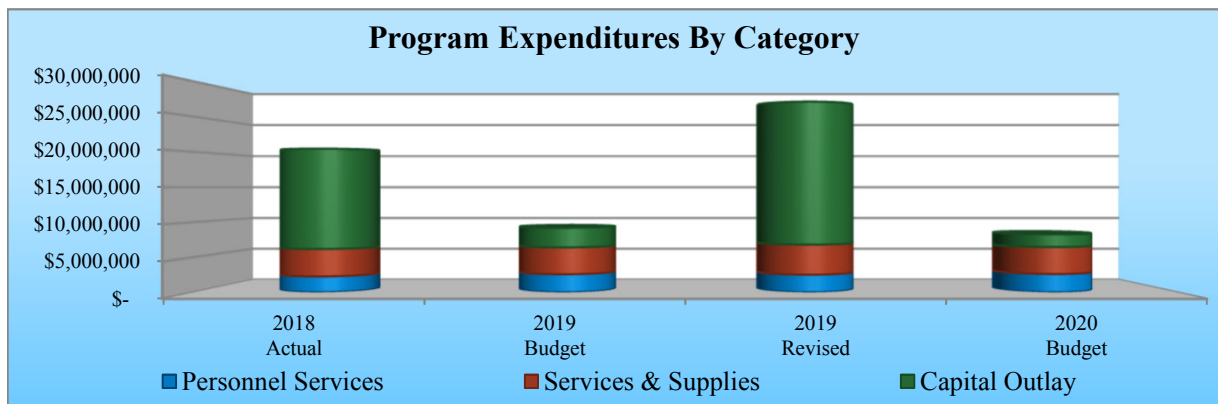
Department: Community Resources

Division: Construction and Building Maintenance

Purpose: The Construction and Building Maintenance Division (CBM) provides for facility renovation and construction, contract and project management, and facility operations and maintenance for 157 City-owned buildings with a total of 780,029 square feet. The Division also works with other City departments on resource management, utility, energy efficiency and conservation and sustainability efforts.

Program Expenditures By Category

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Personnel Services	\$ 2,245,261	\$ 2,558,489	\$ 2,494,848	\$ 2,593,968
Services & Supplies	3,921,359	3,835,763	4,300,364	3,855,854
Capital Outlay	14,292,663	2,809,800	20,326,477	1,806,800
TOTAL:	\$20,459,283	\$ 9,204,052	\$27,121,689	\$ 8,256,621



Program Expenditures By Fund

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
General Fund	\$ 4,338,578	\$ 4,889,954	\$ 4,835,630	\$ 4,916,363
Capital Improvement Fund	4,326,126	665,000	2,183,511	665,000
Conservation Trust Fund	979,290	1,395,600	2,061,600	1,470,600
Open Space Fund	10,815,288	2,253,498	6,823,426	1,204,658
TABOR Fund	-	-	11,217,522	-
TOTAL:	\$20,459,283	\$ 9,204,052	\$27,121,689	\$ 8,256,621

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

	2018 Revised	2019 Budget	2019 Revised	2020 Budget
Projects and Maintenance Manager	1.00	1.00	1.00	1.00
Building Maintenance Supervisor	1.00	1.00	1.00	1.00
Building Maintenance Specialist	7.00	7.00	6.00	6.00
Business Specialist III	1.02	1.02	1.02	1.02
Custodian	1.00	1.00	1.00	1.00
Custodian II	2.00	2.00	2.00	2.00
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 Construction Coordinator	-	-	1.00	1.00
Facilities Planner	1.00	1.00	1.00	1.00
Facility Maintenance Supervisor	1.00	1.00	-	-
HVAC Technician	1.00	1.00	2.00	2.00
Landscape Architect	2.00	2.00	2.00	2.00
Planner II	1.00	1.00	1.00	1.00
Plumber	1.00	1.00	1.00	1.00
Total Full-Time Positions (FTE):	24.02	24.02	24.02	24.02
Part-Time Hours	1,000	2,400	2,400	2,400
Total Full-Time and Part-Time Positions Stated as FTE	24.50	25.17	25.17	25.17

Budget Variances❖ **Personnel Services**

- ♦ The 2019 Original Budget is up \$313,228 over 2018 Actuals due to vacancy savings in 2018.

❖ **Services & Supplies**

- ♦ The 2019 Revised Budget is up \$464,602 over the 2019 Original Budget due to planned expenditures in the Building Infrastructure Business Unit for maintenance of security systems that are not classified as capital expenditures.
- ♦ The 2020 Budget is down \$444,511 from the 2019 Revised Budget due to the completion of security system maintenance in the Building Infrastructure Unit carried out in 2019.



Budget Variances (continued)

❖ Capital Outlay

- ♦ The 2019 Original Budget is down \$11,482,863 from the 2018 Actuals due to anticipated completion of authorized capital projects.
- ♦ The 2019 Revised Budget is up \$17,516,677 over the 2019 Original Budget due to the carry over of capital projects not completed in 2018.
- ♦ The 2020 Budget is down \$18,519,677 from the 2019 Revised Budget due to anticipated completion of capital projects in 2019.

Goals / Activities / Expectations / Results-Benefits

♦ **GOAL: Continue to take care of and improve Lakewood's existing cultural, recreational and municipal facilities**

Activity: Enhance aging facilities that are important assets to our core community values; to provide a safe community and a positive quality of life.

Expectation: Remodel and renovate municipal facilities that improve municipal operations and efficiencies and workforce comfort, safety and security.

Result-Benefit: Renovation and remodel of the Information Technology Department with open office concept for improved technology applications, work force communications and operation, improved lighting and HVAC efficiency. Remodel of the Human Resources Department space for personnel on boarding process, additional office and storage area.



Activity: Continue building and facility assessments throughout the City, working with all departments to evaluate and prioritize security and safety improvements, facility improvements and maintenance needs.

Expectation: Capital improvement projects in City buildings are undertaken strategically and thoughtfully.

Result-Benefit: Continued improved operations and maintenance of City facilities to assist in providing inviting, functional, safe and secure facilities for the City workforce and citizens.

Activity: Continue to utilize annual capital planning efforts to prioritize and establish timelines and capital project coordination.

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

Result-Benefit: The completion of identified projects supports the Department's goal of taking care of and improving our cultural, recreational and City facilities.



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

- ♦ **GOAL:** Provide exceptional stewardship of the City's parks, cultural and recreational resources. Encourage stewardship development in the community

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

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

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

Activity: Recycling, sustainability and conservation efforts in coordination with other City departments are considered in the planning and design of capital improvement projects.

Expectation: Division staff will be encouraged to work with other City departments to support sustainability efforts.

Result-Benefit: A comprehensive and unified effort with City and community-wide sustainability efforts are achieved.

Activity: Advance the City's Energy, Water and Built Environmental Goals as part of the Community Sustainability Plan.

Expectation: Sustainability, efficiency and conservation efforts in coordination with other City departments are considered in the planning, design, renovation and construction of capital improvement projects and continued facility maintenance. Department and Division staff to work with other City departments with available resources and be cognizant and supportive of sustainability efforts.

Result-Benefit: As a result of the energy performance contracting, new high efficiency boilers were installed at Carmody and Green Mountain Pools, which will increase energy savings, improve operations efficiency and customer satisfaction.





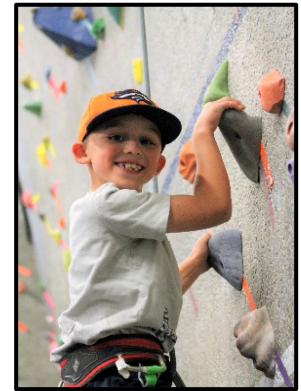
Program: Recreation
Department: Community Resources
Division: Recreation

Purpose: The Division offers a large variety of recreational opportunities to enhance the mind, body and spirit of the community. By providing numerous program and facility offerings, citizens of all ages and interests are encouraged to be more active, healthy and engaged.

Quality of Life Services provided in the Recreation Division include Lakewood Rides transportation, the operation of four (4) multi-functional recreation centers, one (1) older adult community center (with VOA/congregate meal site) and ten (10) aquatic facilities. These facilities offer a variety of drop-in activities such as weight/cardio rooms, basketball, volleyball, pickleball and swimming. In addition, hundreds of programs are offered in the following areas: Older Adult, Aquatics, Adult Athletics and Sports, Fitness and Wellness, Youth Sports, School Break Camps, Gymnastics, Teen and Afterschool Programs and Therapeutic Recreation. The Division also works closely with other divisions within the Community Resources Department, with other departments across the City, and with many community partners.

The recreation facilities include:

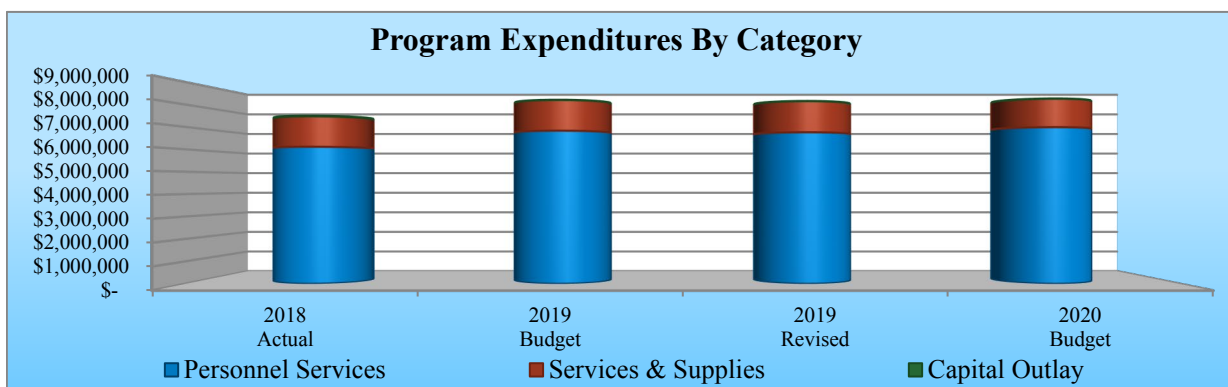
- ❖ Carmody Recreation Center with Indoor/Outdoor Pools and Splash Pad
- ❖ Charles Whitlock Recreation Center with Indoor Pool
- ❖ Clements Community Center and Starr Center
- ❖ Green Mountain Recreation Center with Indoor Pool
- ❖ Lakewood Link Recreation Center with Indoor Pool
- ❖ Morse Park Swimming Pool
- ❖ Glennon Heights Swimming Pool
- ❖ Surfside Spray Park
- ❖ Ray Ross Aquatic Feature



Many programs and activities are also held at parks, schools and outdoor sports courts and fields.

Program Expenditures By Category

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Personnel Services	\$ 6,112,758	\$ 6,830,073	\$ 6,758,187	\$ 6,986,477
Services & Supplies	1,357,450	1,370,301	1,388,870	1,269,819
Capital Outlay	24,638	7,000	7,000	7,000
TOTAL:	\$ 7,494,846	\$ 8,207,373	\$ 8,154,057	\$ 8,263,296



**Program Expenditures By Fund**

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
General Fund	\$ 7,364,186	\$ 8,151,508	\$ 8,098,610	\$ 8,216,378
Grants Fund	130,660	55,865	55,447	46,918
TOTAL:	\$ 7,494,846	\$ 8,207,373	\$ 8,154,057	\$ 8,263,296

Full-Time Positions

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

	2018 Revised	2019 Budget	2019 Revised	2020 Budget
Recreation Manager	1.00	1.00	1.00	1.00
Applications Specialist	0.65	1.00	-	-
Aquatics Coordinator	2.00	2.00	2.00	2.00
Assistant Facilities Specialist	4.00	4.00	4.00	4.00
Bus Driver	3.00	3.00	3.00	3.00
Business & Data Coordinator	-	-	1.00	1.00
Business Specialist II	-	-	2.00	2.00
Business Support Specialist	2.00	2.00	-	-
Class & Travel Coordinator	1.00	1.00	1.00	1.00
Facility Coordinator	5.00	5.00	5.00	5.00
Facility Specialist	4.00	4.00	4.00	4.00
Fitness/Wellness Program Admin	1.00	1.00	-	-
Graphic Designer	0.30	0.30	0.30	0.30
Lead Bus Driver	2.00	2.00	2.00	2.00
Marketing & Promotions Supv	0.35	0.35	0.35	0.35
Older Adult & Trans. Supv	1.00	1.00	1.00	1.00
Older Adult Nutrition Prog Coord	1.00	1.00	1.00	1.00
Pool Manager	3.00	3.00	3.00	3.00
Recreation Coordinator	2.00	2.00	3.00	3.00
Recreation Programmer I	1.00	1.00	1.00	1.00
Recreation Programmer II	4.00	4.00	5.00	5.00
Recreation Suprv/Aquatics	1.00	1.00	1.00	1.00
Recreation Suprv/Facilities	1.00	1.00	1.00	1.00
Recreation Suprv/Programs	1.00	1.00	1.00	1.00
RISE Coordinator	1.00	1.00	-	-
Sr Sppt Services Specialist	1.00	1.00	1.00	1.00
Transp Scheduler/Dispatcher	1.00	1.00	1.00	1.00
Transportation Serv Coord	1.00	1.00	1.00	1.00
Total Full-Time Positions (FTE):	45.30	45.65	45.65	45.65
Part-Time Hours	172,428	171,138	172,260	172,260
Total Full-Time and Part-Time Positions Stated as FTE	128.20	127.93	128.47	128.47



Budget Variances

❖ Personnel Services

- ♦ The 2019 Original Budget is up \$717,314 over 2018 Actuals due to vacancy savings in 2018 and anticipated salary and benefit increases.

❖ Services & Supplies

- ♦ The 2020 Budget is down \$119,051 over 2019 Revised Budget due to one-time budget fitness equipment budget exception; grant funding; and moving dollars from Recreation into Administration.

❖ Capital Outlay

- ♦ None.

Goals / Activities / Expectations / Results-Benefits

- ♦ **GOAL: Meet the needs of the community by offering a variety of high quality and engaging programs, services and initiatives**

Activity: The Division will continue to adapt programming and facility use based on the needs and interests of the community.

Expectation: Staying engaged with the current users and reaching out to potential new participants will provide a road map to staff on what programs/events and amenities should be adapted, upgraded or added.

Result-Benefit: The results from surveys and interactions will provide input on a variety of questions regarding facility, pool, and program operations. Shifting resources to best meet current and future needs will allow staff to be as responsive and nimble as possible when determining offerings.



Activity: Collaborative relationships will be developed and maintained 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. This is accomplished by sharing responsibility for services and programs within the community.

Result-Benefit: By working closely with partner organizations such as R-1 schools, Jeffco Open Space, Youth Sports Organizations and St. Anthony's Hospital, we are reaching a broader audience and offering more diverse opportunities for the community.



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

♦ **GOAL: Continue to take care of and improve Lakewood's existing cultural and recreational facilities**

Activity: Assess use of each recreation facility and determine how to best enhance operations and meet the community's needs. Specific projects include enhancing the Glennon Pool by the replacement of the bathhouse and making the facility accessible for all patrons. The newly renovated Carmody outdoor spray ground area and outdoor fitness area will be opening this summer and a new, free outdoor fitness pad will be opening at Addenbrooke Park this Fall.

Expectation: Enhanced knowledge on necessary facility upgrades and guest usage will allow staff to better meet the needs of patrons and ensure that guests and participants continue to retain Lakewood Recreation as the provider of their fitness, recreation and leisure experiences.

Result-Benefit: The customer experience will improve as we continually explore how to address the current and future needs of our participants and to utilize space to better meet the interests of our patrons.

♦ **GOAL: Create an inspiring, safe and pleasant experience in our parks and facilities**

Activity: Incorporate more robust and inclusive emergency trainings at our facilities.

Expectation: Collaborate with Lakewood Police Department, West Metro Fire Department and other local agencies to develop and implement a comprehensive emergency plan(s).

Result-Benefit: Enhance guest and staff safety, staff readiness to respond to emergency situations.

♦ **GOAL: Empower Lakewood residents to make the most of their parks, cultural and recreational opportunities through effective marketing and communication**

Activity: The Division will continue to use surveys, Lakewood Possibilities data and other public outreach methods to solicit patron and participant feedback on facilities and programs.

Expectation: Continued usage of a variety of tools offers the opportunity to receive feedback in a manner convenient to many customers.

Result-Benefit: The use of these tools 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.

Activity: Increase and enhance outreach to older adults. Use the updated City website to better educate and engage the community's older adults on services, facilities and programming.

Expectation: Strategically combine marketing and programming efforts to create more easily accessible and comprehensive listing of all activities for older adults.

Result-Benefit: Community members will gain a much better understanding of the wide breadth of amenities and activities available.

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

- ♦ **GOAL:** Provide exceptional stewardship of the city's parks, cultural and recreational resources. Encourage stewardship development in the community

Activity: Cross-division activities and planning sessions will be offered to enhance interactions, build on current successes and to create future opportunities.

Expectation: Collaborative programming and planning amongst the Community Resources divisions will create the opportunity to share visions, challenges and utilize resources.

Result-Benefit: Relationships are strengthened, a broader understanding of the existing services occurs and the knowledge, creativity and resourcefulness of employees can be better utilized.

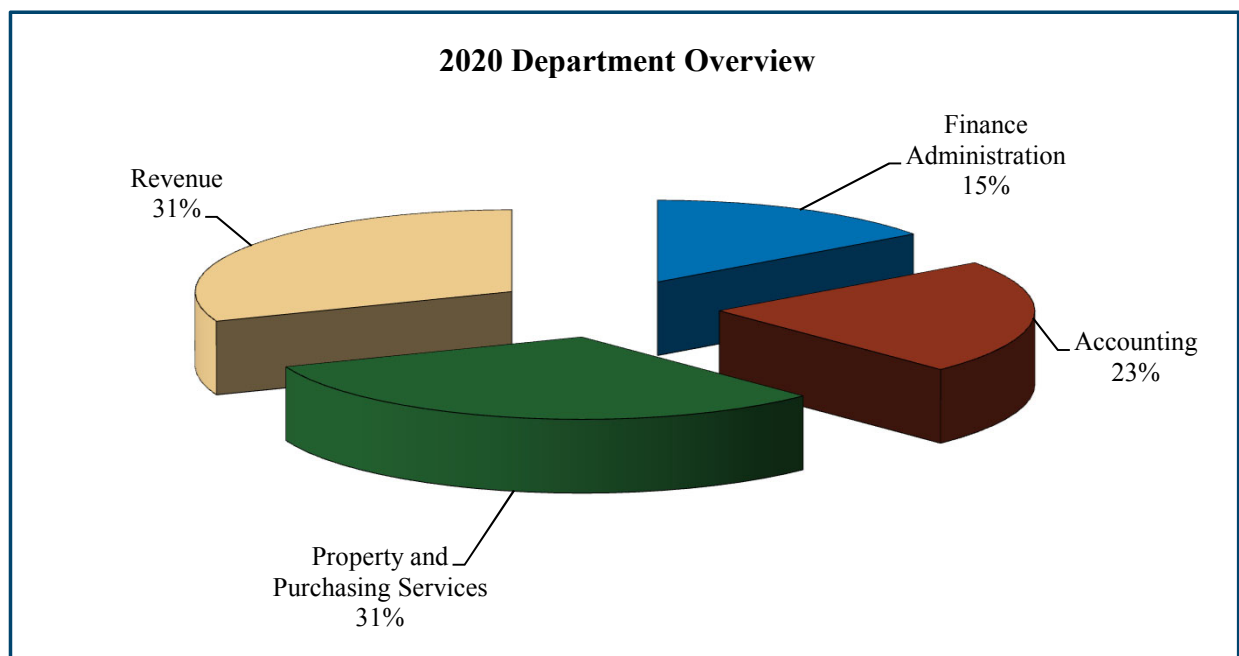
General Comments

Participation remains strong in programs and facilities. Unless noted otherwise, figures now include the Clements Center.

	2018 Actual	2019 Revised	2020 Budget
Open Gym and Pool Admissions	487,000	486,000	488,000
Outdoor Pool Admissions	31,000	30,000	31,000
Activity Spectators/Special Programs Attendance	9,000	9,000	9,000
Total Admissions	527,000	525,000	528,000
Facility Rentals/Outreach			
Rental Hours	102,000	103,000	103,000
Number of Facilities	12	12	12
Classes and Activities			
Number Planned/Offered (includes drop-in, Paha and reg)	3,400	3,400	3,450
Number of Participants	26,000	25,500	26,000
Online Registration	10,100	10,200	10,200
Lakewood Rides			
Number of City Program riders	12,268	12,300	12,300
Door through Door One-Way	20,440	22,000	22,500
Group Trips			
Youth, Staff	883	900	900
Clements Programs/Activities			
Drop-ins, wellness, events	23,536	23,800	23,900
Resource/Info	5,139	5,200	5,300
Meal Site	9,441	9,000	8,500



FINANCE



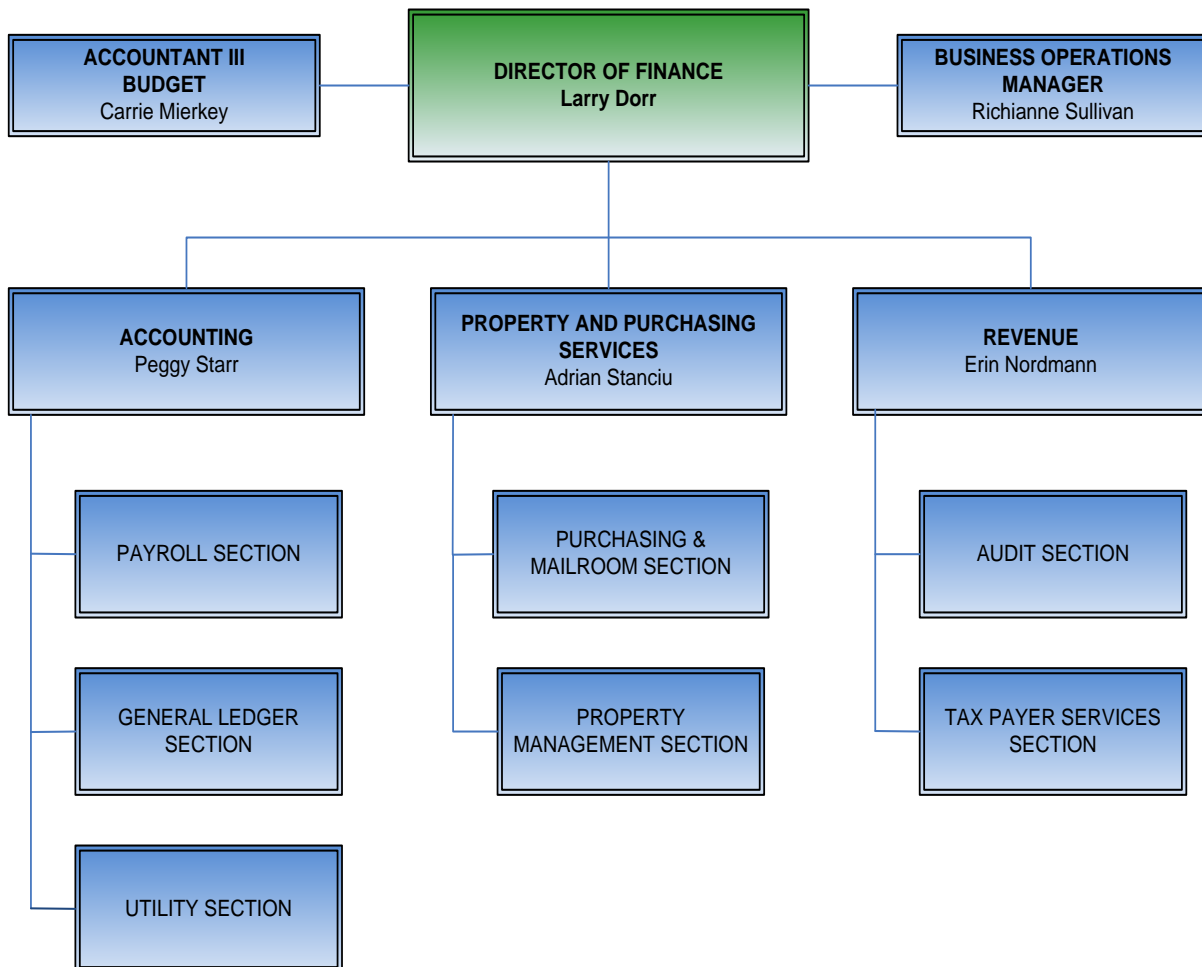
	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Finance Administration	\$ 519,371	\$ 521,608	\$ 643,966	\$ 669,871
Accounting	1,013,798	1,086,264	979,438	1,012,746
Property and Purchasing Services	1,251,674	1,403,272	1,367,828	1,401,407
Revenue	1,611,755	1,319,495	1,329,571	1,378,824
TOTAL:	\$ 4,396,599	\$ 4,330,640	\$ 4,320,803	\$ 4,462,848
Percent to All Funds	2.26%	2.10%	1.69%	2.10%



FINANCE DEPARTMENT

(303) 987-7600

www.lakewood.org/Finance/



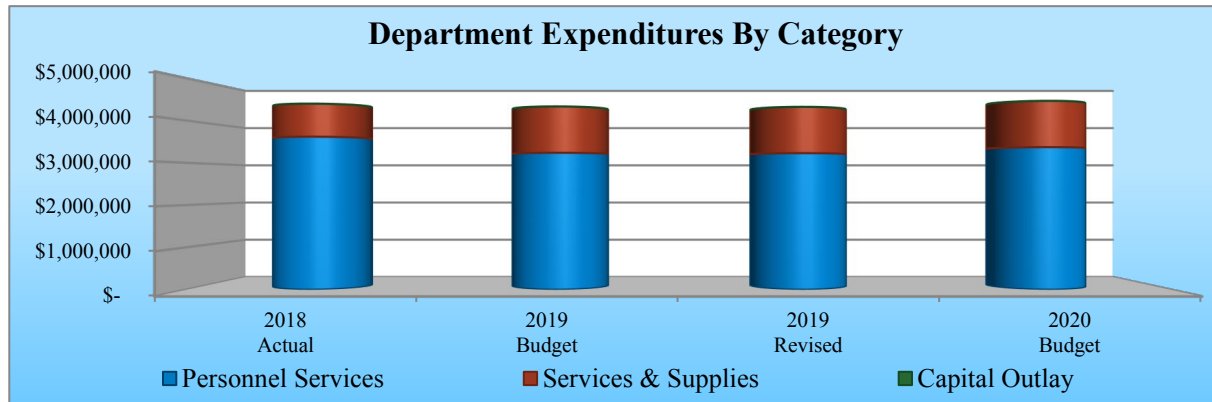


Department: Finance

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

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Personnel Services	\$ 3,616,189	\$ 3,235,876	\$ 3,226,869	\$ 3,368,846
Services & Supplies	780,410	1,094,564	1,093,734	1,093,802
Capital Outlay	-	200	200	200
TOTAL:	\$ 4,396,599	\$ 4,330,640	\$ 4,320,803	\$ 4,462,848



Department Expenditures By Fund

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
General Fund	\$ 4,301,075	\$ 4,230,528	\$ 4,221,690	\$ 4,359,494
Capital Improvement Fund	63,327	66,649	66,213	69,069
Grants Fund	32,197	33,463	32,901	34,285
TOTAL:	\$ 4,396,599	\$ 4,330,640	\$ 4,320,803	\$ 4,462,848

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

	2018 Revised	2019 Budget	2019 Revised	2020 Budget
Director of Finance/City Treasurer	1.00	1.00	1.00	1.00
Accountant I	1.00	1.00	1.00	1.00
Accountant II	0.94	0.94	0.94	0.94
Accountant III/Sr Accountant	2.75	2.75	2.75	2.75
Accounting Manager	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Business Operations Manager	1.00	1.00	1.00	1.00
Business Operations Administrator	1.00	1.00	1.00	1.00
Buyer II	2.00	2.00	2.00	2.00
Contract Administrator	1.00	1.00	1.00	1.00
Payroll Accountant	1.00	1.00	1.00	1.00
Property & Purchasing Div Mgr	1.00	1.00	1.00	1.00
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 Technician	3.35	3.00	3.00	3.00
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	5.00	5.00	5.00	5.00
Senior Sales Tax Auditor	1.00	1.00	1.00	1.00
Total Full-Time Positions (FTE):	31.04	30.69	30.69	30.69
Part-Time Hours	6,945	6,945	6,945	6,945
Total Full-Time and Part-Time Positions Stated as FTE	34.38	34.03	34.03	34.03

Budget Variances❖ **Personnel Services**

- ♦ The 2019 Budget is down \$380,313 from 2018 Actuals due largely to public improvement fee collection service income increasing.
- ♦ The 2019 Budget is up \$314,154 from 2018 Actuals due largely to public improvement fees being adjusted to reflect contractual obligations.

❖ **Services & Supplies**

- ♦ None.



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

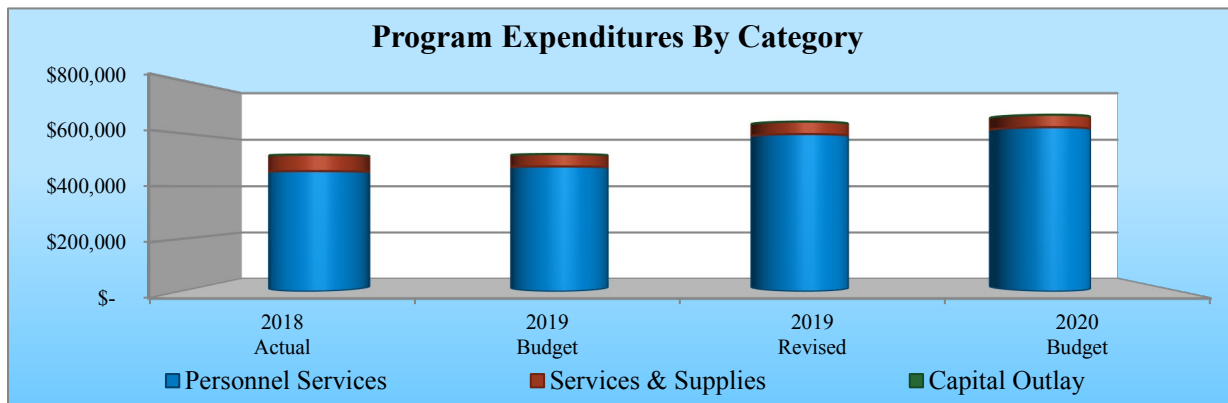
Department: Finance

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

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Personnel Services	\$ 457,112	\$ 474,544	\$ 596,902	\$ 622,807
Services & Supplies	62,259	47,064	47,064	47,064
Capital Outlay	-	-	-	-
TOTAL:	\$ 519,371	\$ 521,608	\$ 643,966	\$ 669,871



Program Expenditures By Fund

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
General Fund	\$ 519,371	\$ 521,608	\$ 643,966	\$ 669,871
TOTAL:	\$ 519,371	\$ 521,608	\$ 643,966	\$ 669,871

**Full-Time Positions**

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

	2018 Revised	2019 Budget	2019 Revised	2020 Budget
Director of Finance/City Treasurer	1.00	1.00	1.00	1.00
Accountant III	-	-	0.75	0.75
Administrative Assistant	1.00	1.00	1.00	1.00
Business Operations Manager	1.00	1.00	1.00	1.00
Total Full-Time Positions (FTE):	3.00	3.00	3.75	3.75
Part-Time Hours	-	-	-	-
Total Full-Time and Part-Time Positions Stated as FTE	3.00	3.00	3.75	3.75

Budget Variances❖ **None**

- ♦ The 2019 Revised Budget is up \$122,358 due to the re-organization of the Budget Accountant position from the Accounting Division.

**Goals / Activities / Expectations / Results-Benefits**♦ **GOAL: Deliver accurate and timely communication of financial and other applicable information**

Activity: 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: Periodic reports are provided to the City Council's Budget and Audit Board 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**

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 at Dec. 31:	2015	2016	2017	2018
Number of Investments	64	71	78	89
Internal Capital Managed	\$ 72,100,000	\$ 96,145,000	\$ 111,127,000	\$ 108,629,000
External Advisor	\$ 10,264,000	\$ 20,304,000	\$ 20,567,000	\$ 13,725,000
Cash Revenues Managed	\$ 163,700,000	\$ 171,500,000	\$ 177,323,000	\$ 140,399,000

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

Activity: A balanced budget is presented for adoption by the City Council in accordance with the City Charter, Colorado statutes, and Government Finance Officers Association (GFOA) recommended practices.

Expectation: The Division will create a budget document that is easy to understand, communicates the services provided, and identifies the City's financial condition to the citizens of Lakewood.

Result-Benefit:

On October 30, 2018 the City Council adopted the 2019 Budget via Ordinance. The 2020 Budget is being presented to City Council for adoption by ordinance.

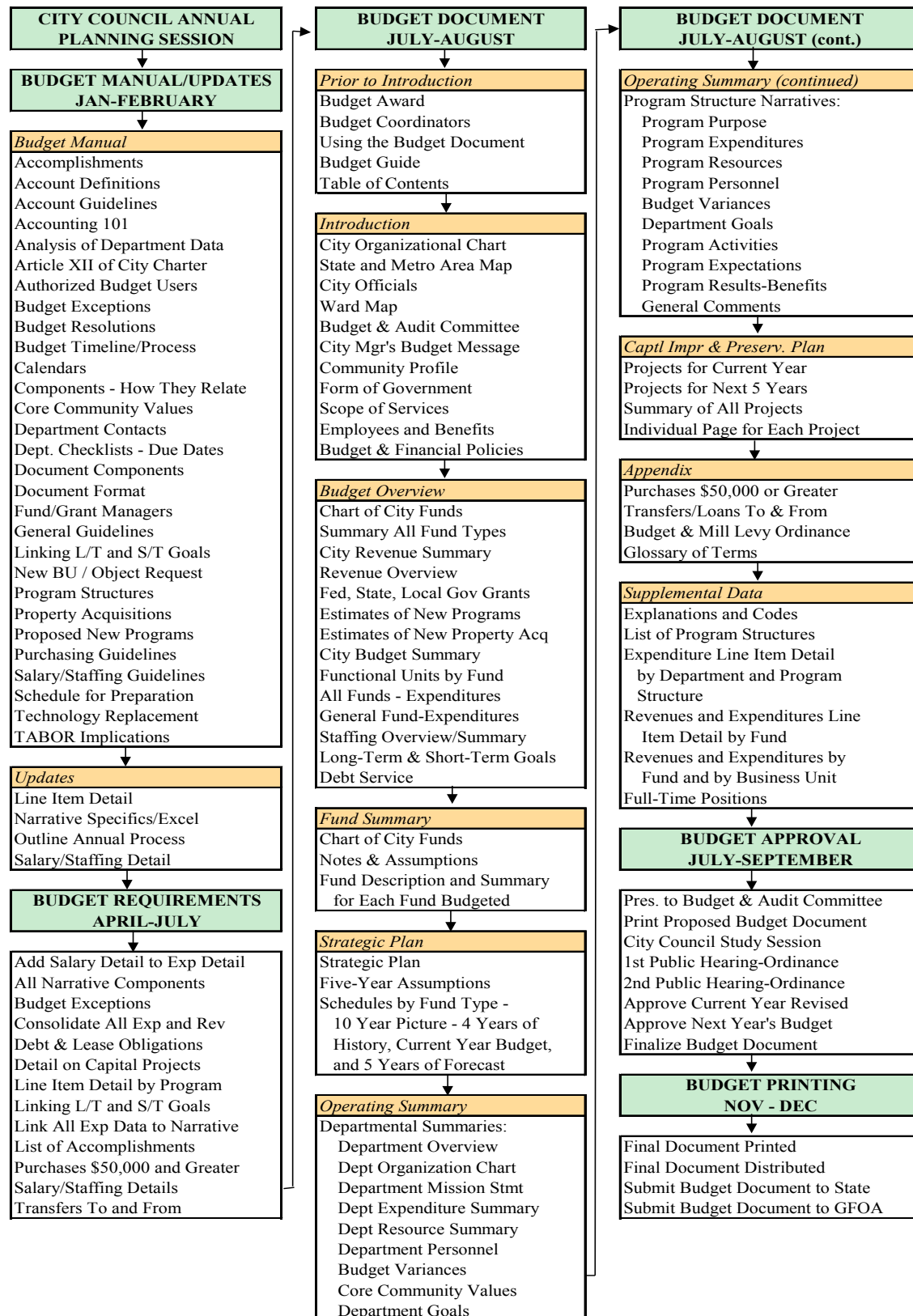
The City employs a bottom-up budgeting approach. As such, the Division facilitates all Citywide budget coordinators by providing training, a comprehensive budget manual, and in-depth financial templates. It also compiles all of the budget information into the published document.

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

During the year the Finance Department was recognized with national awards, and we also recognized the longevity of our staff.



At left, Finance Director, Larry Dorr presenting the Distinguished Budget Presentation Award to Accountant III, Carrie Mierkey.

At right, Finance Director, Larry Dorr honoring Accountant II, Nancy Love, for her 15 years of service and dedication to the City of Lakewood.



At left, Finance Director, Larry Dorr presenting the Certificate of Achievement for Excellence in Financial Reporting to Accounting Manager, Peggy Starr.

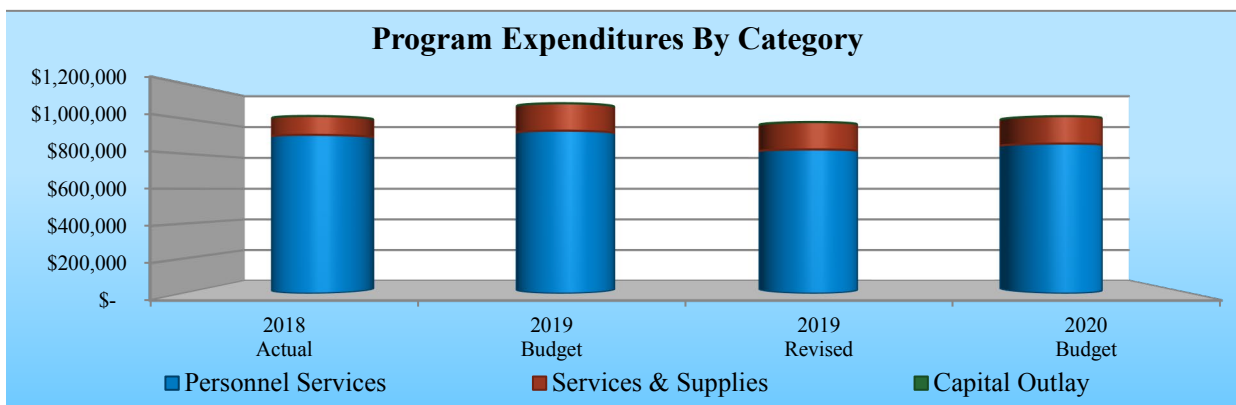
The Finance Administration Division continues to strive for financial integrity and received the Distinguished Budget Presentation Award for the Citywide Budget for the fiscal year beginning January 1, 2019 and for the 19 previous years; as well, the 2020 Budget will be submitted for the award.

**Program:** Accounting**Department:** Finance**Division:** Accounting

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

Program Expenditures By Category

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Personnel Services	\$ 906,606	\$ 930,277	\$ 823,451	\$ 856,759
Services & Supplies	107,192	155,987	155,987	155,987
Capital Outlay	-	-	-	-
TOTAL:	\$ 1,013,798	\$ 1,086,264	\$ 979,438	\$ 1,012,746

**Program Expenditures By Fund**

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
General Fund	\$ 981,602	\$ 1,052,801	\$ 946,537	\$ 978,461
Grants Fund	32,197	33,463	32,901	34,285
TOTAL:	\$ 1,013,798	\$ 1,086,264	\$ 979,438	\$ 1,012,746

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

	2018 Revised	2019 Budget	2019 Revised	2020 Budget
Accounting Manager	1.00	1.00	1.00	1.00
Accountant I	1.00	1.00	1.00	1.00
Accountant II	0.94	0.94	0.94	0.94
Accountant III	2.75	2.75	2.00	2.00
Payroll Accountant	1.00	1.00	1.00	1.00
Business Operations Administrator	1.00	1.00	1.00	1.00
Total Full-Time Positions (FTE):	7.69	7.69	6.94	6.94
Part-Time Hours	1,740	1,740	1,740	1,740
Total Full-Time and Part-Time Positions Stated as FTE	8.53	8.53	7.78	7.78

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

Budget Variances❖ **Personnel Services**

- ♦ The 2019 Revised Budget is down \$106,827 due to the re-organization of the Budget Accountant position to the Administration Division.

Goals / Activities / Expectations / Results-Benefits

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

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

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 a top priority of the division and completed as soon as possible.

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

	<u>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Projected</u>
Payroll Checks & Direct Deposits Processed	38,611	39,595	39,600	39,750
Annual Employee Wage & Tax Statements (W-2s) Prepared and Filed	2,113	2,177	2,156	2,200

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>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Projected</u>
Number of Accounts Receivable Billed	307	299	363	387
Cash Receipts-End of Day Input	6,492	7,249	7,093	7,809
Cash Receipts-Deposited Items	96,485	94,230	86,067	87,000

Activity: All accounts payable to vendors are reviewed, processed, signed, and distributed in an expedient manner. The Division also handles the financial recording of all purchasing card transactions. The Division is responsible for prepaing and filing payment information returns with the Internal Revenue Service. 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. The Division will timely file all required tax information returns.

Result-Benefit:

	<u>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Projected</u>
Number of Accounts Payable Checks Processed	6,301	6,109	5,952	6,000
Number of Purchase Card Transactions Processed	22,992	24,221	24,714	25,000
Annual Information Returns Prepared & Filed (1099s)	199	238	238	250

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>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Projected</u>
Water and Sanitation Bills	53,626	54,024	54,190	54,500
Stormwater Bills	59,708	58,619	60,022	62,000

**Goals / Activities / Expectations / Results-Benefits (continued)**♦ **GOAL: Assure compliance with applicable ordinances, agreements, guidelines, and regulations**

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

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

Result-Benefit: The City's annual financial statements, once audited by an external Certified Public Accounting (CPA) firm, will receive 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>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Projected</u>
Grant Tracking & Reconciliations	42	29	37	45
Monthly Bank Account Reconciliations	257	269	270	305
General Ledger Journal Entries	1,793	1,654	1,543	1,543

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, 2017 and for 29 previous years. The 2018 CAFR has been submitted for the award.



Program: Property and Purchasing Services

Department: Finance

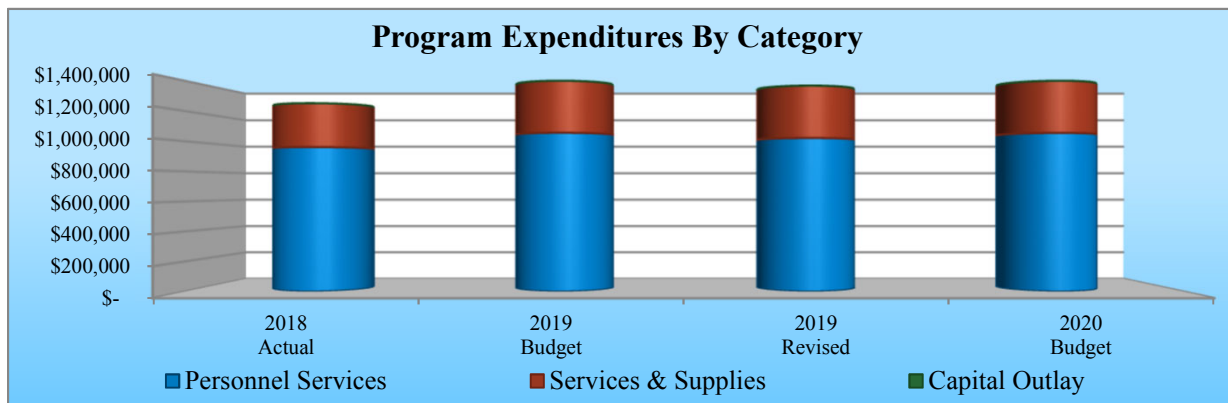
Division: Property and Purchasing Services

Purpose: The Property and Purchasing Services Division is responsible for four primary functions:

- (1) Property activities including acquisition, mapping, and record maintenance of all real property needs for the City
- (2) Technical review of new development proposals
- (3) Oversight and enforcement of all procurement activities
- (4) Mailroom

Program Expenditures By Category

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Personnel Services	\$ 961,130	\$ 1,055,766	\$ 1,021,151	\$ 1,054,662
Services & Supplies	290,545	347,307	346,477	346,545
Capital Outlay	-	200	200	200
TOTAL:	\$ 1,251,674	\$ 1,403,272	\$ 1,367,828	\$ 1,401,407



Program Expenditures By Fund

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
General Fund	\$ 1,188,347	\$ 1,336,623	\$ 1,301,616	\$ 1,332,339
Capital Improvement Fund	63,327	66,649	66,213	69,069
TOTAL:	\$ 1,251,674	\$ 1,403,272	\$ 1,367,828	\$ 1,401,407

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

	2018 Revised	2019 Budget	2019 Revised	2020 Budget
Property & Purchasing Division Mgr	1.00	1.00	1.00	1.00
Buyer II	2.00	2.00	2.00	2.00
Contract Administrator	1.00	1.00	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	4,420	4,420	4,420	4,420
Total Full-Time and Part-Time Positions Stated as FTE	10.13	10.13	10.13	10.13

Budget Variances❖ **Personnel Services**

- ♦ The 2019 Original Budget is up \$94,636 from 2018 Actuals due to vacancy savings recognized in 2018 and anticipated salary and benefit increases.

❖ **Services & Supplies**

- ♦ The 2019 Original Budget is up \$56,762 from 2018 Actuals due to savings and efficiencies in 2018.

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:**

	2017	2018	2019	2020
<u>Mailroom Statistics</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>	<u>Projected</u>
Total Pieces of Outgoing Mail Processed	370,031	410,488	393,000	390,000

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.

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:

	2017	2018	2019	2020
<u>Purchasing Statistics</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>	<u>Projected</u>
Dollars in Purchase Orders	\$ 29,198,322	\$ 31,502,893	\$ 31,000,000	\$ 32,000,000
Purchasing Card Expenditures	\$ 10,192,078	\$ 10,628,381	\$ 10,250,000	\$ 10,000,000
Purchasing Card Rebate	\$ 163,834	\$ 164,731	\$ 164,000	\$ 162,000
Number of Solicitations	188	232	250	250
Number of Purchase Orders	451	628	650	650

Activity: The Property Section acquires or processes all property, rights of way, easements, licenses, leases, and other real property needs for the City.

Expectation: The City needs to obtain a variety of property interests including fee simple, leases, easements, and licenses for a variety of purposes. The Property Section will acquire property interests at a fair and reasonable cost in a timely, legal, and courteous manner. All property needs will be acquired in accordance with established timeframes and with a minimal use of the powers of eminent domain.

Result-Benefit: Property acquisitions provide a number of benefits including parks, drainage improvements, City-owned facilities, and improved traffic flow for vehicles, bicycles and pedestrians.

**Goals / Activities / Expectations / Results-Benefits (continued)**♦ **GOAL: Assure compliance with applicable ordinances, agreements, guidelines, and regulations**

Activity: The technical property aspects of all land development applications representing properties throughout the City are thoroughly reviewed to assure that properties are properly represented and that all necessary easements and rights of way are properly dedicated.

Expectation: The Property Section will review all land development applications for compliance with City requirements, drawing accuracy, legal description accuracy, and dedication of rights of way and easements. All reviews will be completed within 2 weeks a minimum of 90% of the time. Clear, concise, detailed comments will be provided to the applicants in order to reduce the number of re-submittals.

Result-Benefit:

	2017	2018	2019	2020
Development Review Statistics	Actual	Actual	Projected	Projected
Initial Submittals	199	215	200	175
Re-submittals	100	66	75	75
Deeds/Rev. Lic. Agreements	33	64	70	40
Ordinances & Resolutions	5	9	5	5
Capital Proj Acquisitions	9	15	20	15
Total Reviews	346	369	370	310

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 has 4 of its 5 full-time staff members certified by the Universal Public Procurement Certification Council (UPPCC), with 2 Certified Professional Public Buyers (CPPBs) and 2 Certified Public Procurement Officers (CPPOs).

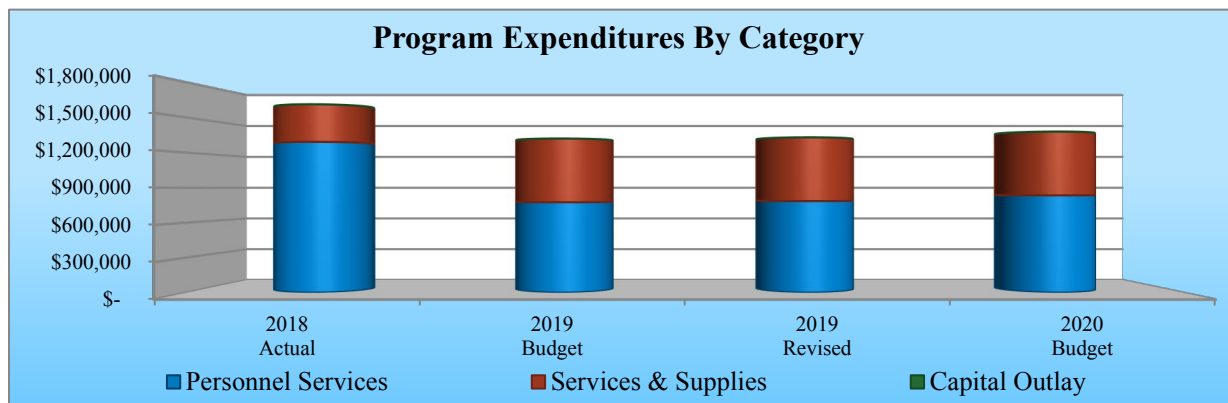
The Purchasing Division has received its seventh consecutive Excellence in Achievement award from the UPPCC.

**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

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Personnel Services	\$ 1,291,341	\$ 775,289	\$ 785,365	\$ 834,618
Services & Supplies	320,414	544,206	544,206	544,206
Capital Outlay	-	-	-	-
TOTAL:	\$ 1,611,755	\$ 1,319,495	\$ 1,329,571	\$ 1,378,824



Program Expenditures By Fund

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
General Fund	\$ 1,611,755	\$ 1,319,495	\$ 1,329,571	\$ 1,378,824
TOTAL:	\$ 1,611,755	\$ 1,319,495	\$ 1,329,571	\$ 1,378,824

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

	2018 Revised	2019 Budget	2019 Revised	2020 Budget
Revenue Manager	1.00	1.00	1.00	1.00
Revenue Technician	3.35	3.00	3.00	3.00
Revenue Supervisor	2.00	2.00	2.00	2.00
Sales Tax Auditor	5.00	5.00	5.00	5.00
Senior Sales Tax Auditor	1.00	1.00	1.00	1.00
Total Full-Time Positions (FTE):	12.35	12.00	12.00	12.00
Part-Time Hours	785	785	785	785
Total Full-Time and Part-Time Positions Stated as FTE	12.73	12.38	12.38	12.38

Budget Variances❖ **Personnel Services**

- ♦ The 2019 Budget is down \$516,052 from 2018 Actuals due largely to public improvement fee collection service income increasing.

❖ **Services & Supplies**

- ♦ The 2019 Budget is up \$223,792 from 2018 Actuals due largely to public improvement fees being adjusted to reflect contractual obligations.

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.

**Goals / Activities / Expectations / Results-Benefits (continued)****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>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Projection</u>
Number of audits	76	67	83	81

♦ **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:**

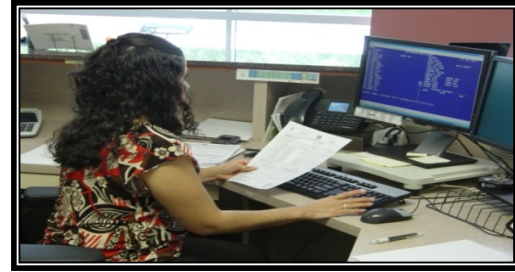
The chart on the next page is representative of the audit and taxpayer services staff efforts toward ensuring that appropriate taxes are remitted by businesses. This is accomplished through the audit program and through the collection and processing of license applications and returns.

<u>Tax Administration & Audit</u>	<u>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Projection</u>
Number of licensed accounts	10,980	10,985	10,869	11,000
Number of returns processed	58,637	58,519	59,705	60,000
Delinquency revenue *	\$ 1,292,399	\$ 1,140,180	\$ 985,000	\$ 1,000,000

* Delinquency revenue is based upon collections of balances more than 20 days overdue. Collection activities include: billing statements, liens, summons, or seizures. Delinquent revenues are expected to continue to decline as more users begin leveraging their online accounts for notifications, filings, and payments.

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

Activity: The City collects and administers Public Improvement Fees on behalf of several developers throughout the City in accordance with their respective agreements. These processes include comprehensive reporting, comparatives, and general analysis of the issues surrounding the collection of this fee.



Expectation: The Division will comply with the PIF Agreements while educating retailers of their PIF collection and remittance obligations.

Result-Benefit: Financial reports are provided to the parties of the agreements on a monthly, quarterly, fiscal, and annual basis. The City monitors PIF delinquencies on behalf of the developer and reports all outstanding liabilities. Additionally, the City initiates all tenant correspondence in regards to the PIF.

Retailers at Colorado Mills, Belmar, and Creekside are provided information periodically to assist in collecting and remitting the PIF on a monthly basis.



PIF Section	2016 Actual	2017 Actual	2018 Actual	2019 Projection
Number of retailers	393	400	382	400
Percent of collected accounts	97.8%	97.9%	98.8%	99.0%

♦ **GOAL: Educate the community to enhance business relationships**

Activity: Businesses and others are educated and informed about the tax laws, procedures, and requirements present in the City of Lakewood.

Expectation: Taxpayer education will be provided to businesses to assist the taxpayer in understanding the requirements of the ordinances and foster an interactive environment with businesses regarding their tax responsibility.



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

Result-Benefit: Taxpayer education is provided by the Revenue staff through brochures, seminars, meetings, as well as information provided on the City's website. The utilization of the website continues to grow and is a valuable tool in communicating with citizens and businesses.



General Comments

The United States Supreme Court's historic ruling in the South Dakota versus Wayfair case will have eventual impacts to commerce occurring within the City of Lakewood. The Colorado Municipal League is coordinating a uniform implementation of South Dakota v. Wayfair for all Colorado home rule municipalities.

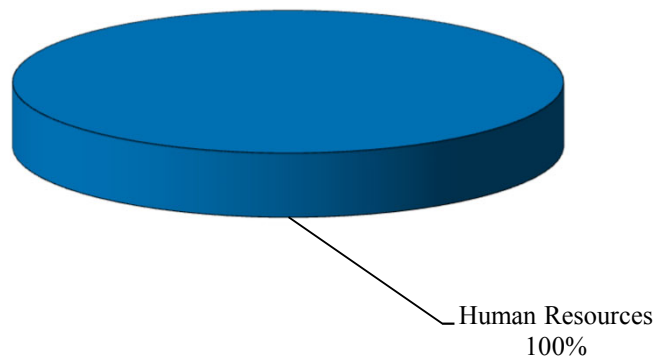


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HUMAN RESOURCES

2020 Department Overview



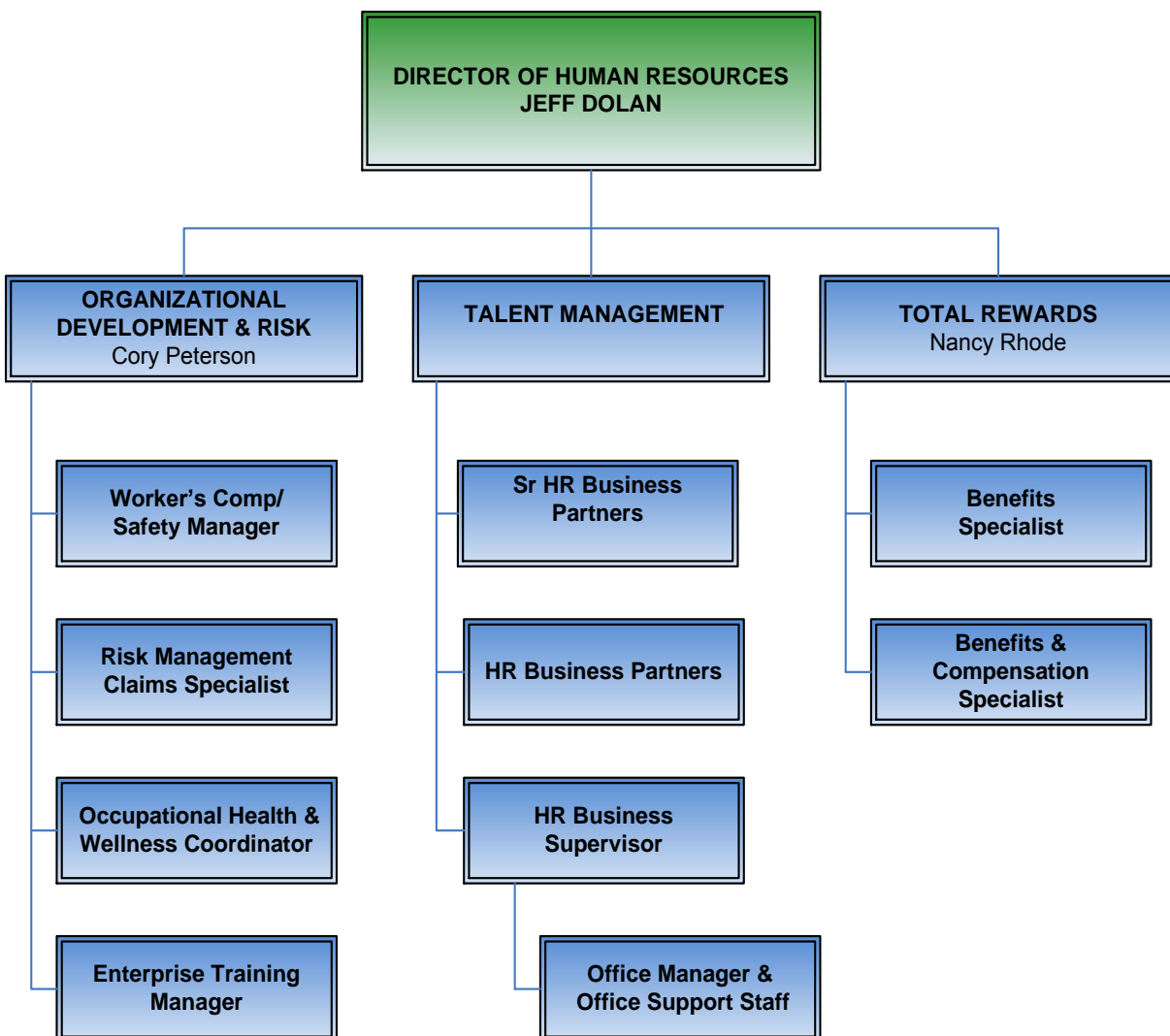
	2018 Actuals	2019 Budget	2019 Revised	2020 Budget
Human Resources	\$ 1,598,918	\$ 1,809,270	\$ 1,800,140	\$ 1,822,118
TOTAL:	\$ 1,598,918	\$ 1,809,270	\$ 1,800,140	\$ 1,822,118
Percent to All Funds	0.82%	0.88%	0.70%	0.86%



HUMAN RESOURCES

(303) 987-7700

www.lakewood.org/EmployeeRelations/





Department: Human Resources

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

Purpose: The leadership function of the Department of Human Resources partners with other business units to create effective human resource strategies to include talent management, total rewards, organizational development and risk management.

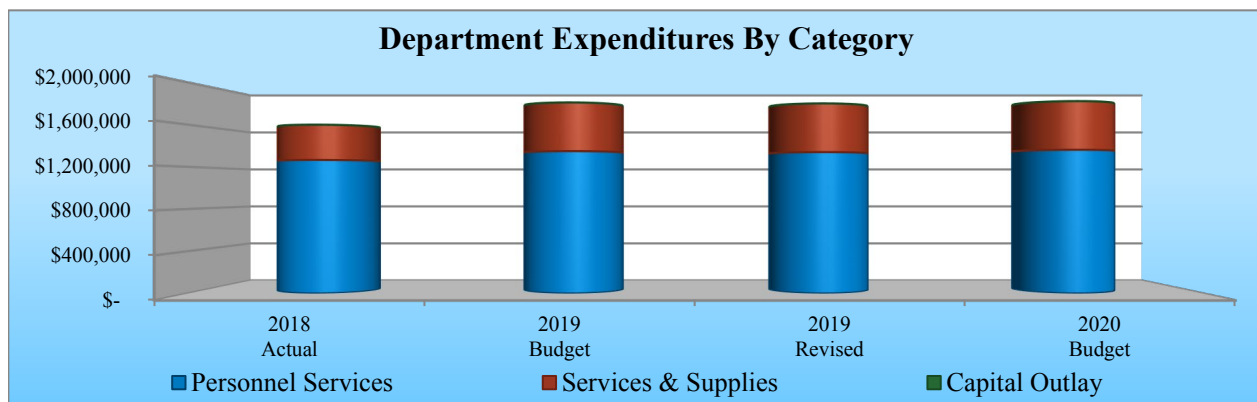
The Talent Management Division operationalizes strategies for overall workforce culture to include recruiting, interviewing, training, policy development and interpretation, Human Resource Information System (HRIS), Citywide work force and succession planning, budget, unemployment, performance management, employee recognition/engagement and new employee on-boarding efforts.

The Total Rewards Division strategizes and manages the City's total rewards program. They serve as the coordinating and communication point for numerous vendors that provide employee and retiree benefit packages. These packages include health plans, life insurance, disability insurance, pension and deferred compensation programs, time-off benefits, and miscellaneous employee benefits. This division also manages the City's compensation plans, classification system, and the HRIS systems for benefits and compensation. The Employee Wellness program ensures effective employee wellness initiatives are promoted and evaluated. Together the benefits, compensation, and wellness programs we offer help recruit and retain talented employees who carry out all City Council goals.

Risk Management partners with City Leadership to identify, assess, and mitigate threats to City resources and personnel or insure against their effects. Additionally, Risk is responsible for Work Comp and other claims to provide both superior customer support and fiscal acumen. Utilizing both a strong Safety Program and a proactive and preventative mindset Risk mitigates potential hazards to prevent mishaps. Through a continuous process of Organizational Development the City is poised to remain anticipatory in action rather than reactive.

Department Expenditures By Category

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Personnel Services	\$ 1,264,905	\$ 1,348,346	\$ 1,339,216	\$ 1,361,194
Services & Supplies	334,013	460,924	460,924	460,924
Capital Outlay	-	-	-	-
TOTAL:	\$ 1,598,918	\$ 1,809,270	\$ 1,800,140	\$ 1,822,118



**Department Expenditures By Fund**

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
General Fund	\$ 1,598,918	\$ 1,809,270	\$ 1,800,140	\$ 1,822,118
TOTAL:	\$ 1,598,918	\$ 1,809,270	\$ 1,800,140	\$ 1,822,118

Full-Time Positions

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

	2018 Revised	2019 Budget	2019 Revised	2020 Budget
Director of Human Resources	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
Employee Relations Coordinator	1.00	1.00	-	-
Employee Relations Specialist	1.00	1.00	-	-
HR Business Manager	-	-	1.00	1.00
HR Business Partner	-	-	2.00	2.00
HR Business Supervisor	-	-	1.00	1.00
Manager of Org Dev & Risk	0.50	0.50	0.50	0.50
Office Manager	-	-	1.00	1.00
Office Support Supervisor	1.00	1.00	-	-
Personnel Manager	1.00	1.00	-	-
SR Employee Relations Coordinator	2.00	2.00	-	-
Sr HR Business Partner	-	-	1.00	1.00
Worker's Comp/Safety Mgr	0.30	0.30	0.30	0.30
Total Full-Time Positions (FTE):	9.80	9.80	9.80	9.80
Part-Time Hours	1,456	1,456	1,560	1,560
Total Full-Time and Part-Time Positions Stated as FTE	10.50	10.50	10.55	10.55

Budget Variances❖ **Personnel Services**

- ♦ None.

❖ **Services & Supplies**

- ♦ The 2019 Budget is up \$126,911 over 2018 Actuals due to the budgeted amount in 2018 for Training (LMS System) and Other Professional and Technical (Executive Recruiting) not being completely utilized but being budgeted for again in 2019.

❖ **Capital Outlay**

- ♦ None.

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



❖ **FISCAL RESPONSIBILITY**

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

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

Expectation: Total rewards are 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 medical Health Reimbursement Account (HRA) plan and self-insured medical plan have resulted in significant savings for the City's annual renewals. This plan, along with all benefits, will continue to be refined to make cost-effective use of total compensation dollars.

♦ **GOAL: Provide fiscally responsible training activities in compliance with Federal, State, Local employment laws**

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 Nuts and Bolts supervisory training for supervisors/managers, Real Colors training addressing diversity, 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.

❖ **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: Employees are given an orientation and training to communicate organizational culture, programs available to citizens, and service expectations.

Expectation: Employees are trained during orientation to focus on citizen satisfaction and engagement.

Result-Benefit: Citizens who are more supportive of City processes, programs and efforts

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

- ♦ **GOAL: Reinforce and integrate City Manager's core characteristics, and culture into all programs, processes and services.**

Activity: Incorporate Performance Excellence, Leadership, Respect and Collaboration and Culture into organizational development programs, selection processes, performance management activities, job descriptions, recognition efforts, safety, diversity efforts and workforce planning and succession activities.

Expectation: Establish a communication strategy that incorporates written, electronic, verbal and video to reach all levels of our workforce. Establish an informal and formal feedback and engagement loop to stay relevant and improve overall citywide culture.

Results - Benefit: Improved employee morale which leads to improved citizen relations. Enhanced culture which understands and respects the diversity of our citizens and embraces inclusion efforts of our community.

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

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

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

Result-Benefit: Various opportunities exist to educate employees and retirees on benefits and total compensation.

	2017 Actual Participation	2018 Actual Participation	2019 Expected Participation	2020 Expected Participation
Employee Benefit Orientations	95	103	110	110
Benefits Fair (14 Providers)	425	430	430	430
Various Benefit Topics	210	200	200	200
Pension Meetings/ Individual Consultations	360	360	360	360

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 benefit programs.

- ♦ **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 order to maintain compliance with all applicable federal, state and local regulations.



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

- ♦ **GOAL:** To ensure the effective utilization of financial resources provided by CIGNA and Kaiser as well as our self-insurance program, the Employee Wellness Coordinator will coordinate and promote employee wellness initiatives

Activity: The Employee Wellness Coordinator will develop and implement programs to include on-line wellness point system, 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 that will contribute to and enhance our culture, is imperative to the organization. NEOGOV, an on-line application process, streamlines efforts for citizens accessing government jobs throughout the nation both by computer and mobile devices. The department will begin onboarding and offboarding efforts by utilizing another module of Neogov.

Expectation: Jobs are advertised widely to attract high-quality candidates from a diverse pool of applicants. Human Resources provides assistance to all departments in hiring the highest quality, best-fit candidates who will enhance the overall city wide culture. 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 Governmentjobs.com, Indeed, RecruitMilitary, Hire Veterans, Craigslist, 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. Human Resources has branded recruiting efforts through core characteristics identified as key requirements for all City endeavors. College Job Fair participation features the City's core characteristics brand and markets the City to interested applicants.

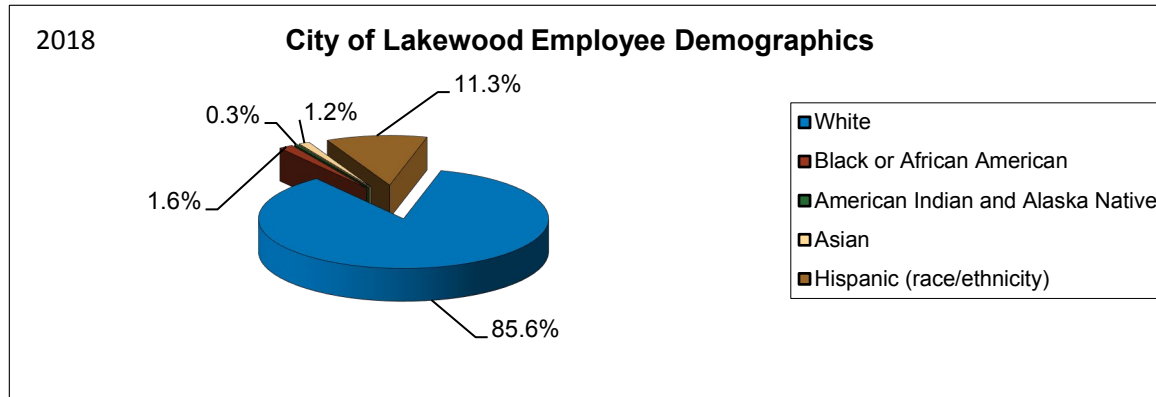
Activity: A positive workplace culture enhances all aspects of employees' lives by providing equal opportunity for training and career development, and a workplace that encourages and promotes diversity in all processes.

Expectation: The Human Resources 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. The department will institute an anonymous online reporting system.



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

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 2019, the department investigated and responded to two hostile work environment claims. The department investigated a citizen complaint of inappropriate behavior involving an employee.



Activity: Talent Management involves performance review and development, exit and retention 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 and mediation services are provided to enhance employee development and facilitate performance improvement plans. 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, Human Resources conducts meetings with employees, managers, and supervisors to discuss the transitional status process to include return to work plans, alternative duty, short-term and long-term disability, and at times, medical separations from the City.

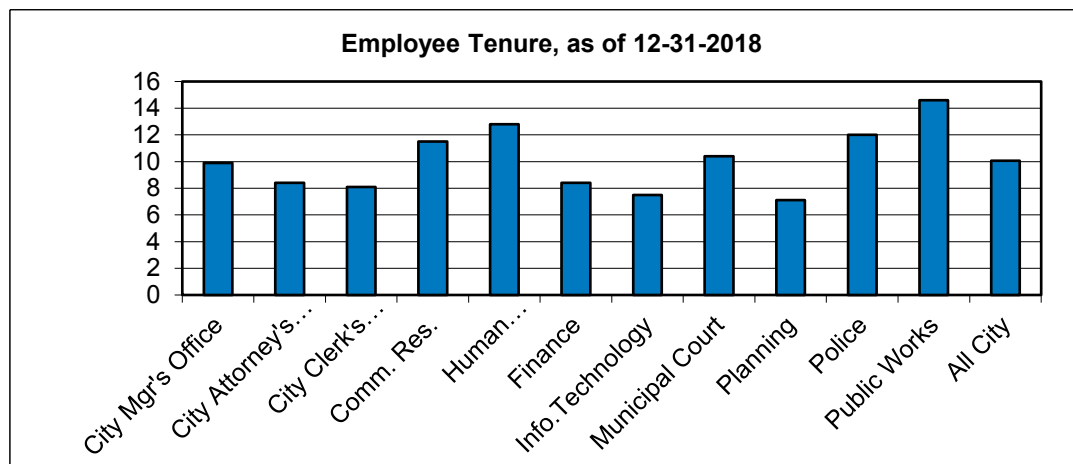
The Talent Management Division strives to perform a retention interview with new employees. In early 2019, retention and exit interviews were conducted. With the information from new and exiting employees, Human Resources' staff can assist supervisors in improving the work group or reinforcing the supervisor's leadership ability.

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

The turnover rate in 2018 for regular employees was 10.8 percent (10.8%), which is less than the "All Colorado" turnover rate of 17.2 percent (17.2%) for government, as published in the Personnel Pulse Survey from Employer's Council in April 2019. 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>
2018	10.8%	2014	8.2%	2010	6.3%
2017	10.1%	2013	6.6%	2009	2.9%
2016	11.9%	2012	6.6%	2008	9.2%
2015	9.6%	2011	5.4%	2007	9.3%

The City of Lakewood is a reimbursable employer for unemployment claims. The Talent Management Division manages these claims. In 2018, 34 claims were processed, totaling \$54,033.23. Each claim has the potential of costing the City as much as \$15,522.



- ♦ **GOAL:** To partner with City leadership to identify and develop workforce and succession plans to include human capital needs. Reinforce a culture of "build vs. buy" talent

Activity: Conduct department level needs assessments to identify core, semi-core and enhanced services. Conducted gap analysis to identify opportunities to leverage human capital, technological, equipment and process improvements.

Expectation: Develop a comprehensive workforce plan that strategically leverages city funding with critical business operational needs.

Results & Benefit: Establishing a controlled plan to proactively build talent when and where possible and buy talent when necessary. Activities range from establishing recognition / retention programs, performance review and development and management development and internships.

- ♦ **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

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

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, 2 flexible spending plans, an Employee Assistance program, various retiree plans, and numerous other benefits.

<u>Plan / Employees</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Revised</u>	<u>2020 Budget</u>
Medical Insurance/882	\$ 10,598,100	\$ 9,702,700	\$ 12,100,000	\$ 12,400,000
Vision Insurance/868	104,042	105,400	130,000	130,000
Dental Insurance/860	587,426	636,800	936,000	967,000
Life Related Insurance/896	284,157	397,900	430,000	443,000
Disability Insurance/896	380,338	421,600	445,000	445,000
Medicare/861	972,740	1,023,600	1,055,000	1,087,000
Pension/Retirement/896	6,496,975	7,241,200	9,926,000	9,926,000
TOTAL	\$ 19,423,778	\$ 19,529,200	\$ 25,022,000	\$ 25,398,000

Assistance is also provided to terminated and retired employees.

	<u>2017 Participation</u>	<u>2018 Participation</u>	<u>2019 Expected Participation</u>	<u>2020 Expected Participation</u>
Employee Terminations	112	119	120	120
Retirements	11	16	20	20
COBRA* Participants	22	13	18	18
Retirees Health Participants	35	37	40	45

*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.

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

Result-Benefit: The Benefits and Compensation Division completed approximately 40 workforce planning studies in 2018 and another 29 as of July 2019. Additional studies have been identified to be completed in 2019 and 2020. 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.

Type of Leave	2017 Utilization	2018 Utilization	2019 Expected Utilization	2020 Expected Utilization
Short-Term Disability	5	9	10	10
Long-Term Disability	6	7	5	5
Military Leave	1	6	10	10

- ♦ **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 is to proactively engage with both employees and the environment to identify potential risks and minimize exposure.

Activity: Risk Management assists all employees in maintaining safety and occupational health programs which will ensure the safe and effective completion of City services and reduce accidents and injuries.

Expectation: Staff provides an effective safety and wellness program along with training programs, policies and procedures which help eliminate mishaps and financial exposure.

Result-Benefit: 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. Catastrophic insurance coverage premiums remain lower than comparable municipalities.



General Comments

Regulatory changes from the state and federal level affecting employment and benefit issues regularly impact the Department of Human Resources. 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, American Health Care Act (AHCA), 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).

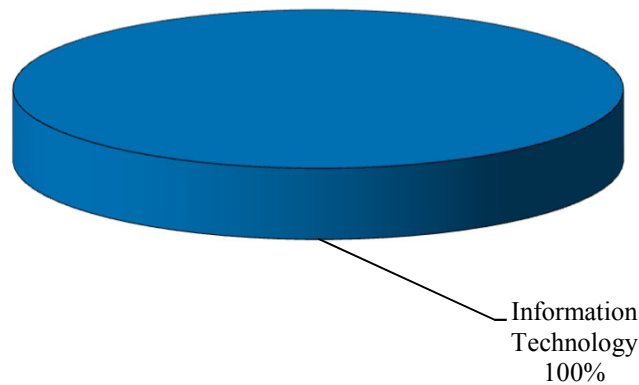
The Talent Management Division will continue to conduct training sessions to further manage development and succession planning as well as work on new employee on-boarding and retention efforts. Outreach efforts to the community will promote Lakewood City government to job seekers. Human Resources will focus on recruiting

Financial resources are provided by CIGNA and Kaiser and through the medical self-insurance fund for employee wellness initiatives. The City's Employee Wellness Coordinator ensures the effective utilization of this program. Analysis of the "Return on Investment" (ROI) for the funding of the Employee Wellness program is on-going.



INFORMATION TECHNOLOGY

2020 Department Overview



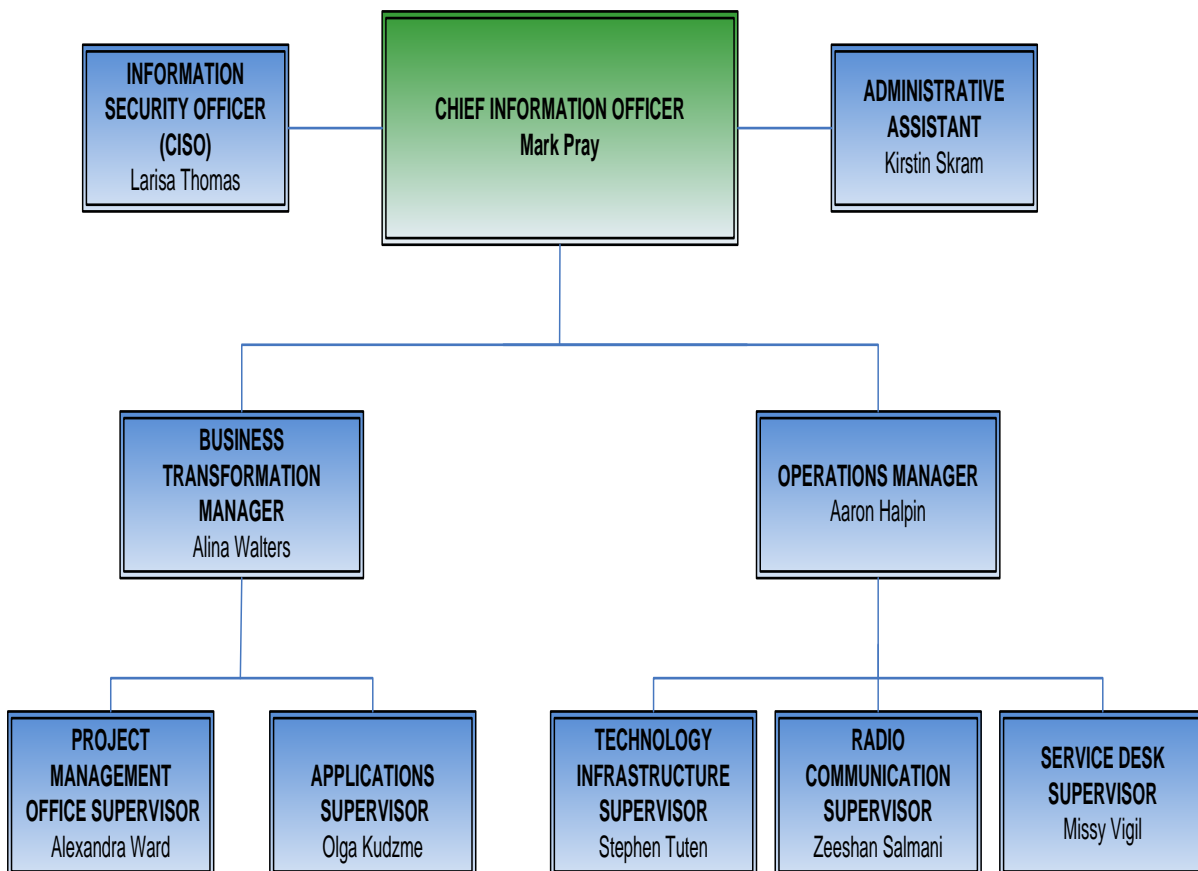
	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Information Technology	\$ 8,611,405	\$ 8,725,788	\$ 9,519,514	\$ 8,015,953
TOTAL:	\$ 8,611,405	\$ 8,725,788	\$ 9,519,514	\$ 8,015,953
Percent to All Funds	4.42%	4.24%	3.72%	3.78%



INFORMATION TECHNOLOGY

(303) 987-7676

www.lakewood.org/InformationTechnology/





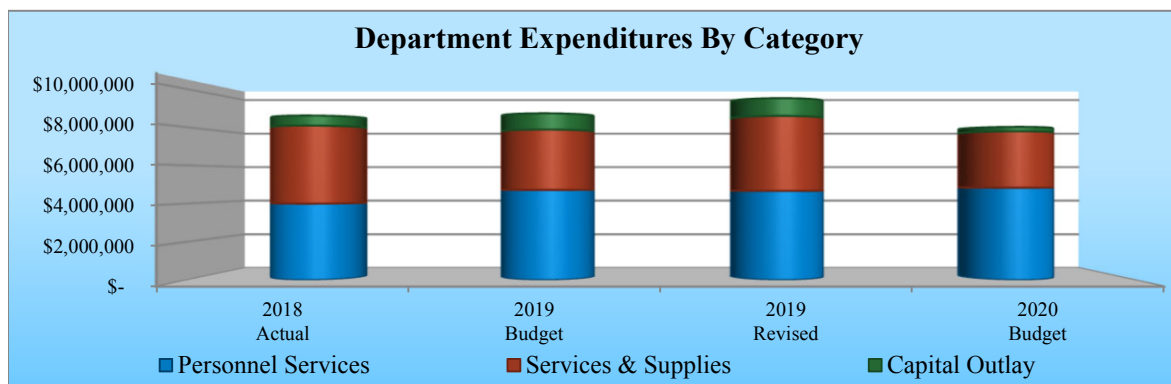
Department: Information Technology

Mission Statement: *Digital Innovation through Collaboration.* Through our focus on emerging technology, innovation, and collaboration, IT will help the City and community thrive.

Purpose: In support of our mission - Digital Innovation through Collaboration – the Information Technology team partners with the city’s departments to identify operational gaps and deliver technical solutions that will help the city and community thrive. Additionally, we are chartered to protect the city’s data and systems through education and security infrastructure management, as well as focused on providing exceptional technical support and managing and evolving the city’s technology and radio communications infrastructure. Our team is organized into two divisions - Business Transformation and IT Operations - and an Information Security Office, with skill sets to ensure that technology-focused initiatives, data, and systems are supported throughout their respective lifecycles.

Department Expenditures By Category

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Personnel Services	\$ 3,994,340	\$ 4,709,403	\$ 4,658,129	\$ 4,826,279
Services & Supplies	4,090,024	3,166,385	3,931,385	2,959,674
Capital Outlay	527,042	850,000	930,000	230,000
TOTAL:	\$ 8,611,405	\$ 8,725,788	\$ 9,519,514	\$ 8,015,953



Department Expenditures By Fund

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
General Fund	\$ 7,030,283	\$ 7,423,788	\$ 7,391,514	\$ 7,415,953
Equipment Replacement Fund	1,581,123	1,302,000	2,128,000	600,000
TOTAL:	\$ 8,611,405	\$ 8,725,788	\$ 9,519,514	\$ 8,015,953

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

	2018 Revised	2019 Budget	2019 Revised	2020 Budget
Chief Information Officer	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Business Analyst	1.00	1.00	-	-
Business Relationship Mgr/Analyst	-	-	1.00	1.00
Business Transformation Mgr	1.00	1.00	1.00	1.00
Communications Systems Tech	1.00	1.00	1.00	1.00
ERP Support Analyst	1.00	1.00	1.00	1.00
GIS Coordinator	1.00	1.00	1.00	1.00
Information Security Officer	1.00	1.00	1.00	1.00
Operations Manager	1.00	1.00	1.00	1.00
Project Manager	1.00	1.00	1.00	1.00
Radio Communications Engineer	2.00	2.00	2.00	2.00
Radio Communications Supervisor	1.00	1.00	1.00	1.00
Senior Business Analyst	2.00	2.00	1.00	1.00
Senior Bus Relationship Mgr/Analyst	-	-	1.00	1.00
Senior Database Administrator	1.00	1.00	1.00	1.00
Senior Network Engineer	1.00	1.00	1.00	1.00
Senior Project Manager	2.00	2.00	1.00	1.00
Senior Software Engineer	4.00	4.00	3.00	3.00
Service Desk Agent	3.00	3.00	3.00	3.00
Service Desk Analyst	1.00	1.00	1.00	1.00
Service Desk Supervisor	1.00	1.00	1.00	1.00
Service Desk Technician	1.00	1.00	1.00	1.00
Software Applications Manager	1.00	1.00	-	-
Software Engineer	1.00	1.00	2.00	2.00
Supervisor of Information Technology	-	-	2.00	2.00
Supervisor of Project Management	-	-	1.00	1.00
Systems Engineer	1.00	1.00	1.00	1.00
Technology Infrastructure Supv	1.00	1.00	-	-
Telecommunication Engineer	1.00	1.00	1.00	1.00
Total Full-Time Positions (FTE):	34.00	34.00	34.00	34.00
Part-Time Hours	-	-	-	-
Total Full-Time and Part-Time Positions Stated as FTE	34.00	34.00	34.00	34.00



Budget Variances

❖ Personnel Services

- ♦ The 2019 Original Budget is up \$715,064 over 2018 Actuals due to staff vacancies occurring during 2018 and anticipated salary and benefit increases.

❖ Services & Supplies

- ♦ The 2019 Original Budget is down \$923,639 from 2018 Actuals due to planning the 2019 Original budget to use capital outlay instead of non-capital outlay. Additionally, the City's match for the MDC replacement project was realized in 2018 and not planned for 2019.
- ♦ The 2019 Revised Budget is up \$765,000 from the 2019 Original Budget due to funding the PC replacement program from pre-appropriated funds.
- ♦ The 2020 Budget is down \$971,711 from the 2019 Revised Budget due to the PC Replacement program's anticipated drop at the end of 2019 to a more leveled funding rate.

❖ Capital Outlay

- ♦ The 2019 Original Budget is up \$322,958 over 2018 Actuals due to the appropriation for moving the City's radio site and other project approvals.
- ♦ The 2019 Revised Budget is up \$80,000 from the 2019 Original Budget due largely to the re-appropriation of the permits project.
- ♦ The 2020 Budget is down \$700,000 from the 2019 Revised Budget due to the Municipal Court system and City's radio site migration scheduled for completion in 2019.

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

❖ PHYSICAL & TECHNOLOGICAL INFRASTRUCTURE

GOAL: Stay abreast of technical innovations and leverage digital transformation advancements to meet business and citizen expectations for modern service delivery.

Activity:

Modernize and/or replace aging line of business applications to align with digital business trends and deliver maximum operational capabilities.

Expectation:

Collaborate with departments to document, streamline, and enhance intra- and inter-department business processes and the use of innovative technical solutions.

Result-Benefit:

Current projects in progress or planned include process improvements and technology upgrades associated with City systems that support asset management, city communications, financial operations, employee relations, permit management, police records management, and court case management.





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

GOAL: Enhance the City's information security posture to reduce the threat of data breaches and negative impacts to business operations.

Activity:

Continue information security training program, conduct monthly educational phishing assessments, and stay abreast of emerging cyber threats. Also, conduct thorough evaluation of Information Security processes and solutions to ensure alignment with regulatory requirements (CJIS, PCI, HIPAA) and industry best practices.

Expectation:

Ensure appropriate programs and tools are available to help protect the City and its employees and systems, and to comply with laws and regulations as related to cyber-security threats.

Result-Benefit:

Empower staff to deal with everyday security risks and act as a security shield for the City, thereby strengthening our internal security posture while also providing businesses and citizens with assurance that their interactions with the City are secure.



GOAL: Optimize the City's technology infrastructure to support business and citizen demand for high-performing and secure operations.

Activity:

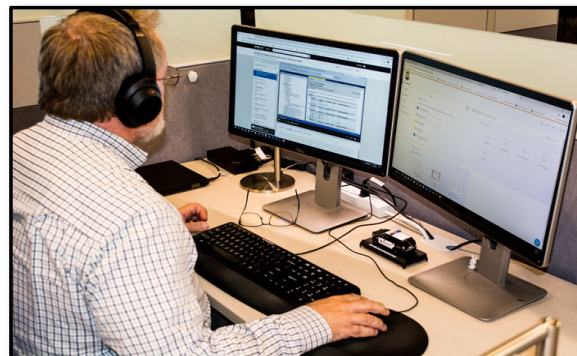
Modernize and/or replace aging infrastructure to improve connectivity, minimize system downtime, and reduce risks associated with outdated technology.

Expectation:

Implement modern technologies and best practices that manage the effectiveness of the City's IT infrastructure in support of operational objectives.

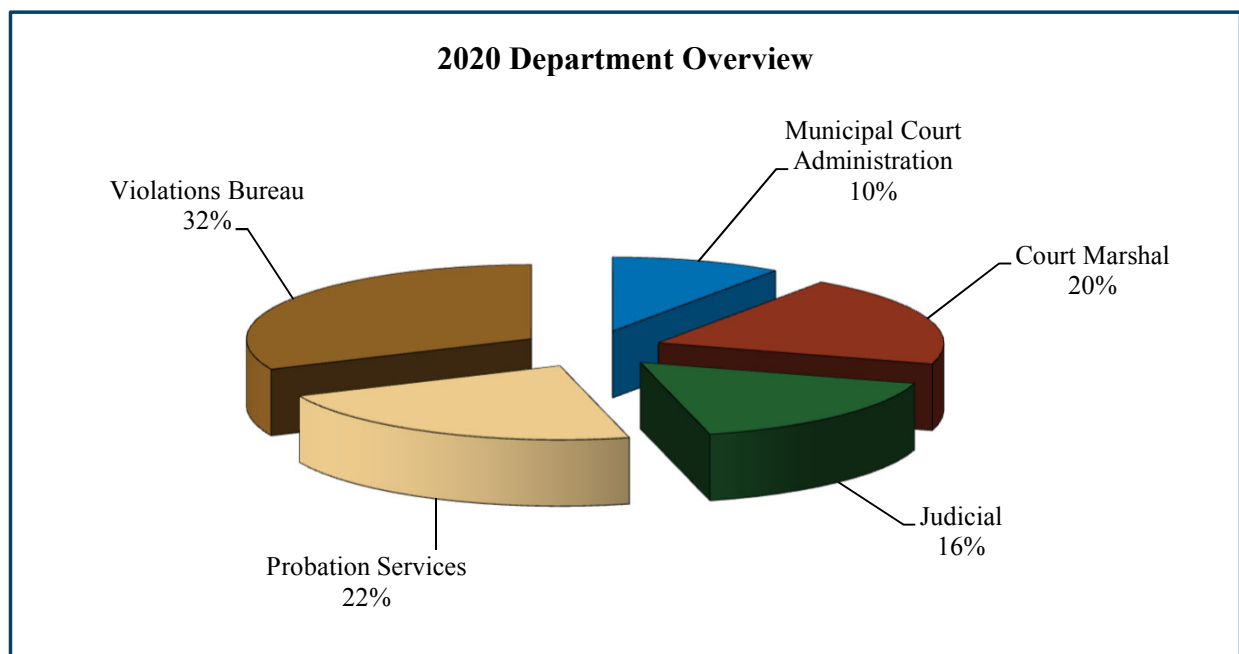
Result-Benefit:

Enable cost and operational efficiencies, and ensure reliable and secure performance of technology systems and services to support City and community goals.





MUNICIPAL COURT



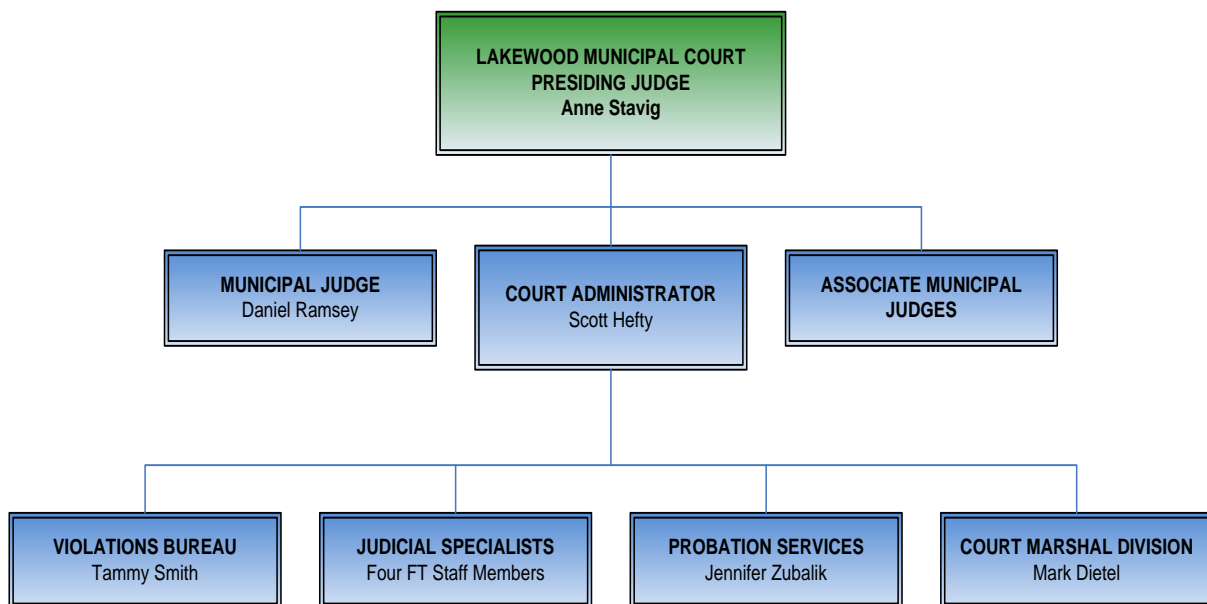
	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Municipal Court Administration	\$ 326,497	\$ 389,002	\$ 392,133	\$ 400,915
Court Marshal	724,169	790,354	777,078	820,843
Judicial	570,540	657,655	658,471	680,993
Probation Services	825,499	868,872	881,240	916,607
Violations Bureau	1,178,128	1,263,871	1,262,100	1,309,003
TOTAL:	\$ 3,624,832	\$ 3,969,755	\$ 3,971,022	\$ 4,128,361
Percent to All Funds	1.86%	1.93%	1.55%	1.95%



MUNICIPAL COURT

(303) 987-7400

www.lakewood.org/MunicipalCourt/



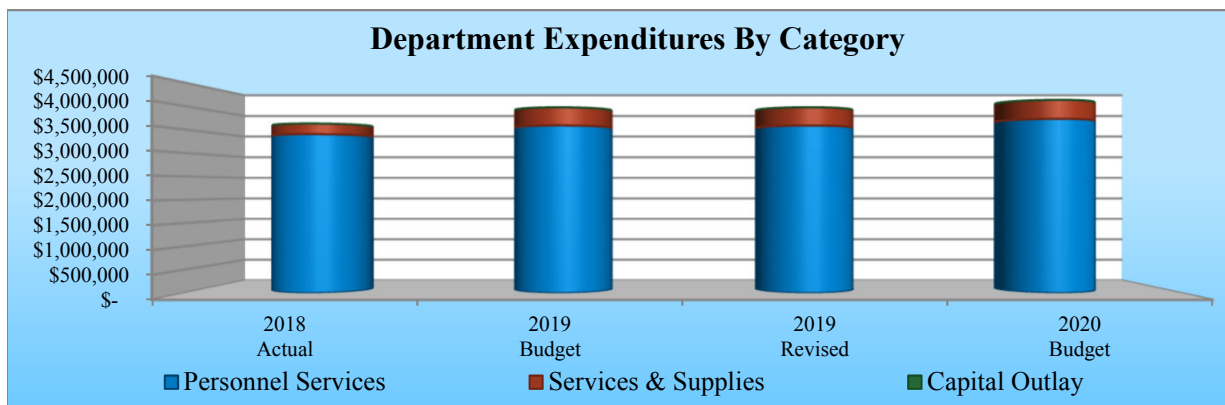


Department: Municipal Court

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 sound behavior.

Department Expenditures By Category

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Personnel Services	\$ 3,398,499	\$ 3,583,295	\$ 3,581,380	\$ 3,724,325
Services & Supplies	226,333	386,460	389,642	404,036
Capital Outlay	-	-	-	-
TOTAL:	\$ 3,624,832	\$ 3,969,755	\$ 3,971,022	\$ 4,128,361



Department Expenditures By Fund

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
General Fund	\$ 3,624,832	\$ 3,969,755	\$ 3,971,022	\$ 4,128,361
TOTAL:	\$ 3,624,832	\$ 3,969,755	\$ 3,971,022	\$ 4,128,361

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

	2018 Revised	2019 Budget	2019 Revised	2020 Budget
Presiding Municipal Judge	1.00	1.00	1.00	1.00
Chief Court Marshal	1.00	1.00	1.00	1.00
Chief of Court Operations	1.00	1.00	1.00	1.00
Chief Probation Officer	1.00	1.00	1.00	1.00
Court Administrator	1.00	1.00	1.00	1.00
Court Marshal	4.00	4.00	4.00	4.00
Court Technician	5.00	5.00	5.00	5.00
Judicial Specialist	6.00	6.00	6.00	6.00
Lead Court Specialist	1.00	1.00	1.00	1.00
Municipal Judge	1.00	1.00	1.00	1.00
Probation Support Technician	2.00	2.00	2.00	2.00
Probation/Diversion Officer	4.00	4.00	4.00	4.00
Senior Court Marshal	1.00	1.00	1.00	1.00
Senior Probation/Diversion Officer	1.00	1.00	1.00	1.00
Total Full-Time Positions (FTE):	30.00	30.00	30.00	30.00
Part-Time Hours	8,013	8,013	8,013	8,013
Total Full-Time and Part-Time Positions Stated as FTE	33.85	33.85	33.85	33.85

Budget Variances❖ **Services & Supplies**

- ♦ The 2019 Original Budget is up \$160,127 over 2018 actuals due to the implementation of several unfunded legislative mandates. HB17-1338 requires that the Marshals division transport defendants at a much greater rate than before. Additionally, HB16-1309 provides that an accused person has the right to be represented by counsel in criminal prosecutions at first advisement. This has been interpreted to mean that counsel will be provided at government expense for indigent persons in all cases in which incarceration is a possible penalty. This has resulted in a 25% increase in Public Defender appointments between 2016 and 2018. Additionally, insurance premiums have increased along with pay raises and the increased use of judicial variable hours for judicial training on the courts new record management system.



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

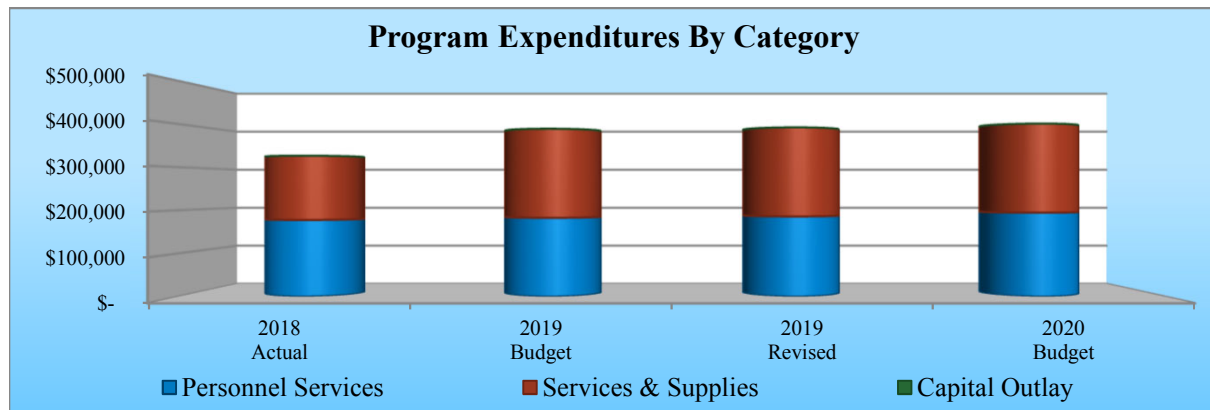
- ◆ **GOAL:** Provide the necessary support, training, technology, equipment, and facilities to achieve fair and efficient administration of justice. ECourt, the municipal court's new browser-based records management system (RMS), allows the Municipal Court to go from a file and paper court to most work in the court being completed electronically. One feature of ECourt is the use of public portals for defendants, service providers, public defenders, police, etc. These portals will be able to be accessed through most mobile devices as well. The defendant's public portal will allow individuals to make online payments 24/7, view their upcoming court dates, as well as check on the status of warrants on the system. The Court will also be able to accept electronic filings from attorneys. Additionally, ECourt will provide almost instantaneous information to both in-house and outside customers.

**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

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Personnel Services	\$ 177,302	\$ 182,409	\$ 185,540	\$ 194,322
Services & Supplies	149,195	206,593	206,593	206,593
Capital Outlay	-	-	-	-
TOTAL:	\$ 326,497	\$ 389,002	\$ 392,133	\$ 400,915



Program Expenditures By Fund

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
General Fund	\$ 326,497	\$ 389,002	\$ 392,133	\$ 400,915
TOTAL:	\$ 326,497	\$ 389,002	\$ 392,133	\$ 400,915

**Full-Time Positions**

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

	2018 Revised	2019 Budget	2019 Revised	2020 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**

- ♦ The 2019 Original Budget is up \$57,398 over 2018 Actuals due to over the past several years the municipal court has witnessed a steady increase in court interpreter costs and requests, Guardian ad Litem (GAL) and Public Defender (PD) appointments. For example, between 2016 and 2018, interpreter requests increased 15% with 447 cases involving interpreters in 2016 to 523 in 2018. These services are for both common (Spanish) and more frequently for uncommon languages such as Karenic, Berber, Creole, Amharic, Serbian, Romanian, Anuki and Tigrinya to name a few. These uncommon languages also typically cost more per-hour than common interpreter services (in the \$15 to \$20 range more per hour). The appointment of these services is Constitutionally mandated and central to the protection of the due process rights of defendants. This increased demand for these court services is anticipated to continue for the foreseeable future.

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. The number of 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.

	2016 Actual	2017 Actual	2018 Actual	2019 Budget
Requests for Counsel	1,181	1,223	1,584	1,600
Denied Public Defender	96	123	157	192
Granted Public Defender	943	923	1,228	1,260



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 bi-annual training as well as meet standards for continuing legal education requirements.

Staff receives regular training in order to comply with numerous legal requirements, policies, and procedures.

Activity: Leadership and guidance, internally and externally, are provided to increase the effectiveness of the Municipal Court.

Expectation: Collaborative projects and associations are created and maintained.

Result-Benefit: The Court participates in intergovernmental agreements, shared databases, and costs.

Information attained from participation in committees, task forces, and other collaborative work groups is used to improve all aspects of the Municipal Court.

General Comments

New statutory requirements and legislative initiatives continue to have a significant impact in several areas of the court, including the increased number of cases with public defender representation, the cost of that representation, the number of warrants issued, and the number of hearings scheduled and held. Additionally, the municipal court has been moving forward along with IT and Journal Technologies (vendor) in the development on a new record management system application which was deployed on April 29, 2019.

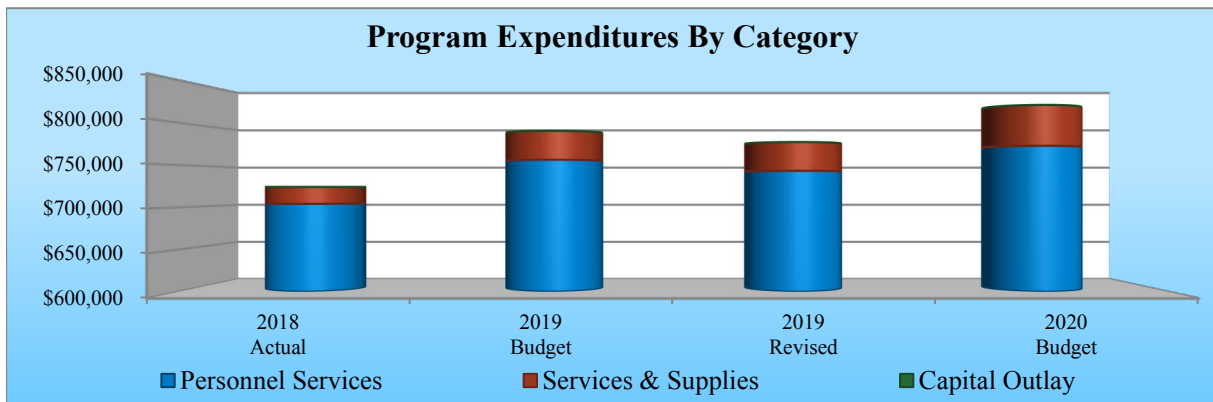
The Municipal Court through the deployment of a new electronic record management system in the spring of 2019 will provide an accessible and accurate software record management system for all parties having business before the court. This process will greatly increase court efficiencies while continuing to provide for fair and appropriate resolutions to municipal court violations. Converting current paper court records to “paperless” electronic court records will provide a highly efficient manner for managing all cases and optimize case processing and record sharing with our justice partners. A public portal with access to the court will deliver seamless interactions with the legal community and the public, resulting in increased access and efficiencies with the court.

**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. The marshals operate the security checkpoint into the Public Safety Building and screened over 40,000 people in 2018. The marshals also assist the Lakewood Police Department with prisoner transportation on a needed basis.

Program Expenditures By Category

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Personnel Services	\$ 704,054	\$ 756,220	\$ 743,153	\$ 772,656
Services & Supplies	20,114	34,135	33,925	48,187
Capital Outlay	-	-	-	-
TOTAL:	\$ 724,169	\$ 790,354	\$ 777,078	\$ 820,843

**Program Expenditures By Fund**

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
General Fund	\$ 724,169	\$ 790,354	\$ 777,078	\$ 820,843
TOTAL:	\$ 724,169	\$ 790,354	\$ 777,078	\$ 820,843

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

	2018 Revised	2019 Budget	2019 Revised	2020 Budget
Chief Court Marshal	1.00	1.00	1.00	1.00
Court Marshal	4.00	4.00	4.00	4.00
Probation Support Tech	0.50	0.50	0.50	0.50
Senior Court Marshal	1.00	1.00	1.00	1.00
Total Full-Time Positions (FTE):	6.50	6.50	6.50	6.50
Part-Time Hours	1,817	1,817	1,817	1,817
Total Full-Time and Part-Time Positions Stated as FTE	7.37	7.37	7.37	7.37

Budget Variances❖ **Personnel Services**

- ♦ None.

Goals / Activities / Expectations / Results-Benefits

- ♦ **GOAL: Provide the necessary support, training, technology, equipment, and facilities to achieve fair and efficient administration of justice**

Activity: The safety of the public, staff, and all parties having business with the Court is ensured.

Expectation: All individuals entering the Public Safety Center are screened; a secure environment is maintained; and the court docket is reviewed for individuals with active warrants or warnings.

Result-Benefit: Screening individuals entering the building allows the Marshals to locate any illegal weapons. A records search through Colorado Bureau of Investigations (CBI) alerts the Marshals to individuals appearing for court with active arrest warrants from other jurisdictions.

	2016 Actual	2017 Actual	2018 Actual	2019 Budget
CBI Criminal Histories	6,116	6,100	5,623	5,900
Arrests	42	20	66	96

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

Activity: The marshals are responsible for arrest warrants and restraining orders.

Expectation: All warrants and restraining orders 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.

	2016	2017	2018	2019
	Actual	Actual	Actual	Budget
Warrants Entered	5,283	5,300	4,597	4,960

Activity: Detainee transportation and video appearance scheduling.

Expectation: Detainees being held in the six county metro area are transported to municipal court or JCSD Jail. Detainees outside the metro area appear in court via video/audio link into the municipal court instead of being transported to court or jail.

Result-Benefit: Transportation requests are reviewed daily to comply with current state law.

	2016	2017	2018	2019
	Actual	Actual	Actual	Budget
Prisoners Transported	491	550	399	208
Video Arraignments	4,119	4,200	3,752	3,840

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

As a result of new laws regarding prisoner transportation and appearance in court, the number of prisoner transports directly into municipal court have increased. Consequently, the number of prisoner transports to the Jefferson County Jail have decreased. The 2018 prisoner transported total only reflects the transports to the jail. Arrest warrant notifications, via phone calls to defendants, have also reduced the number of arrests and jail lodging by having people respond to municipal court, cancelling their warrants, and placing them into court or given a return court date.

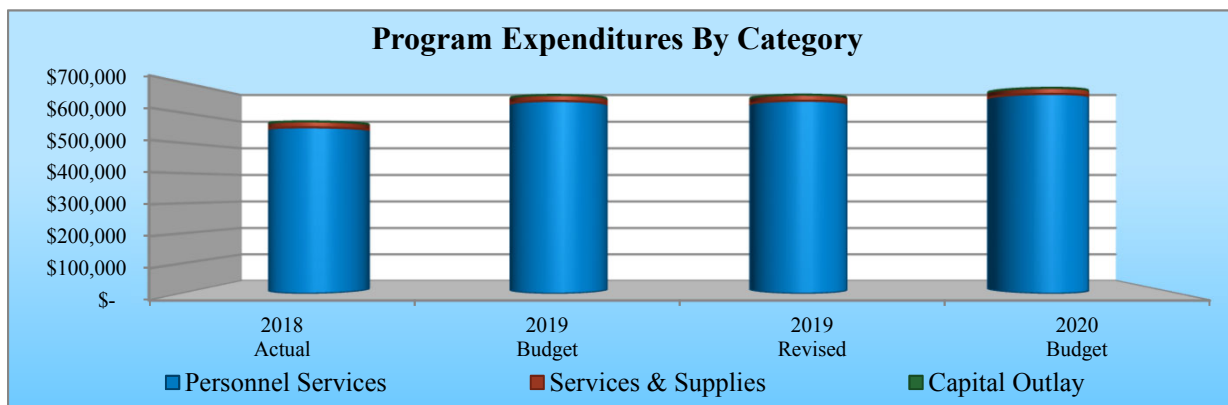


Program: Judicial
Department: Municipal Court
Division: Municipal Court

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

Program Expenditures By Category

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Personnel Services	\$ 551,017	\$ 637,805	\$ 638,621	\$ 661,143
Services & Supplies	19,523	19,850	19,850	19,850
Capital Outlay	-	-	-	-
TOTAL:	\$ 570,540	\$ 657,655	\$ 658,471	\$ 680,993



Program Expenditures By Fund

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
General Fund	\$ 570,540	\$ 657,655	\$ 658,471	\$ 680,993
TOTAL:	\$ 570,540	\$ 657,655	\$ 658,471	\$ 680,993

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

	2018 Revised	2019 Budget	2019 Revised	2020 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	3,059	3,059	3,059	3,059
Total Full-Time and Part-Time Positions Stated as FTE	3.32	3.32	3.32	3.32

Budget Variances❖ **Personnel Services**

- ♦ The 2019 Original Budget is up \$86,788 over 2018 Actuals due to insurance premium increases, employee performance raises and an increase in the use of judicial variable hours in part for training full time and relief judges on the new Municipal Court record management system (RMS).

Goals / Activities / Expectations / Results-Benefits♦ **GOAL: Provide fair and appropriate resolutions to Municipal Code violations**

Activity: Judges, in 3 courtrooms running simultaneously 5 days a week, hear all municipal cases for misdemeanor and traffic offenses filed by the Lakewood Police Department. The judges advise defendants of their rights, hold hearings and trials, and impose sentences designed to hold offenders accountable, enhance community safety and promote positive life changes to reduce criminal activity.

Expectation: The judges fairly and efficiently hold hearings and trials on all summons for misdemeanor and traffic offenses filed by the Lakewood Police Department. Judges remain educated on legal and constitutional laws as well as appropriate treatment and consequences for offenders.

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

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

	2016 Actual	2017 Actual	2018 Actual	2019 Budget
Arraignments Scheduled	12,094	10,500	10,772	12,108
Arraignments Held	7,441	6,820	6,852	8,358
Trials to Court Scheduled	591	601	602	576
Trials to Court Held	66	79	62	90
Jury Trials Scheduled	105	134	94	120
Jury Trials Held	34	36	19	36
Reached Disposition at Trial	118	99	116	108
Prisoner / Video Hearings	4,120	3,752	4,345	3,522
Bond Returns / Failure to Appear Hearings Scheduled	2,955	2,541	2,495	2,454
Bond Returns / Failure to Appear Hearings Held	2,005	1,662	1,535	1,458
Pre-trials / Disposition Hearings Scheduled	1,472	1,535	1,461	1,524
Pre-trials / Disposition Hearings Held	899	928	917	1,104
Probation Related Cases Scheduled	3,865	3,507	3,104	3,336
Probation Related Cases Held	1,817	1,658	1,529	2,286
Initial Public Defender Hearings Scheduled	1,528	1,486	1,814	1,722
Initial Public Defender Hearings Held	983	972	1,153	1,386
Other Hearings Scheduled	2,408	2,579	2,672	2,640
Other Hearings Held	1,097	963	1,067	1,638
Court Cases Closed	n/a	n/a	n/a	n/a

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.

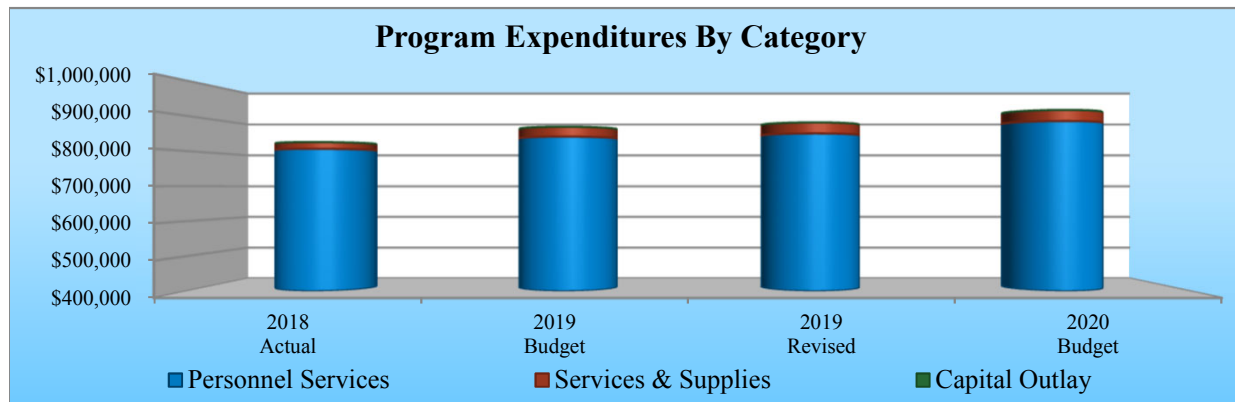
The Court maintains a high standard of legal expertise to protect the constitutional rights of offenders and victims and to provide focused interventions individually designed to promote healthy behavior and reduce criminal activity. The Court has developed specialized programs which include the Lakewood Municipal Court Veterans Process (LMCVP) which works with justice involved veterans and the Lakewood Early Action Program (LEAP), formerly the "Sobesky Academy Court", patterned after juvenile mental health courts. Additionally, the Court uses its professional probation department to supervise juveniles and high-risk adult offenders, offering mental health and addiction treatment and a variety of specialized programs such as a graffiti cleanup program, a Girls Circle Group, the Youth Education Treatment program (YET) and Teen Court among other interventions. Further, the Court, with the monitoring and reporting by the municipal prosecutors, orders mental health and addiction treatment, specialized programs and classes and further sanctions as appropriate for adult offenders not requiring probation supervision.

**Program:** Probation Services**Department:** Municipal Court**Division:** Municipal Court

Purpose: The Probation Division supervises and monitors both juvenile and adult offenders. Probation officers assess each individual case, refer defendants to classes or counseling, make recommendations to the court and manage the case for a determined amount of time. The Probation Division manages all supervised deferred judgment, probation and community service cases. The Probation Division also offers programs for youth and adults to provide resources; these programs include, Teen Court, Lakewood Early Action Program (LEAP), Girl's Circle, Lakewood Municipal Court Veterans Process (LMCVP), Youth Enrichment Support (YES) program and the Youth Educational Team (YET) program.

Program Expenditures By Category

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Personnel Services	\$ 806,341	\$ 840,941	\$ 849,917	\$ 885,152
Services & Supplies	19,157	27,931	31,323	31,455
Capital Outlay	-	-	-	-
TOTAL:	\$ 825,499	\$ 868,872	\$ 881,240	\$ 916,607



Program Expenditures By Fund

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
General Fund	\$ 825,499	\$ 868,872	\$ 881,240	\$ 916,607
Grants Fund	-	-	-	-
TOTAL:	\$ 825,499	\$ 868,872	\$ 881,240	\$ 916,607

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

	2018 Revised	2019 Budget	2019 Revised	2020 Budget
Chief Probation Officer	1.00	1.00	1.00	1.00
Probation/Diversion Officer	4.00	4.00	4.00	4.00
Probation Support Technician	1.50	1.50	1.50	1.50
Senior Probation/Diversion Officer	1.00	1.00	1.00	1.00
Total Full-Time Positions (FTE):	7.50	7.50	7.50	7.50
Part-Time Hours	3,137	3,137	3,137	3,137
Total Full-Time and Part-Time Positions Stated as FTE	9.01	9.01	9.01	9.01

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 interviewed and appropriate sentencing recommendations are made to the Court. The juvenile Probation Officers complete a risk assessment on all referred youth. The risk level is used to guide types of interventions and the length of supervision. 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:

	2016 Actual	2017 Actual	2018 Actual	2019 Budget
Probation statistics:				
Number of cases referred to probation	1,241	1,108	1,052	1,464
Average number of cases under supervision per probation officer	180	146	152	157

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

Activity: Focus is given to the individual's risk and needs as well as the details of their case when sentencing recommendations are made. The Probation Division utilizes specialized treatment programs in Domestic Violence cases to ensure adherence to the Domestic Violence Offender Management Board (DVOMB) standards. Graffiti Cleanup is a sanction used on juvenile cases to provide youth that opportunity to give back to their community in a useful way.

Expectation: Sentencing recommendations are made to the Court with interventions directed are the clients identified risks and needs to reduce their risk of reoffending.

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. Directed interventions and use of the risk assessments allow the division to appropriately allocate resources to the defendants that need them the most.

	2016 Actual	2017 Actual	2018 Actual	2019 Budget
Number of locations where graffiti was removed	670	879	556	456
Number of court ordered juveniles supervised			204	224
Number of community service hours performed			392	416

Juveniles have the opportunity to participate in peer sentencing and YET (Youth Educational Team).

	2016 Actual	2017 Actual	2018 Actual	2019 Budget
Number of Teen Court cases and participants	26	56	61	50
Number of YET participants	178	111	116	168
Number of YES participants			3	36
Number of LEAP participants			17	15
Number of Girl's Circle completions			13	10

General Comments

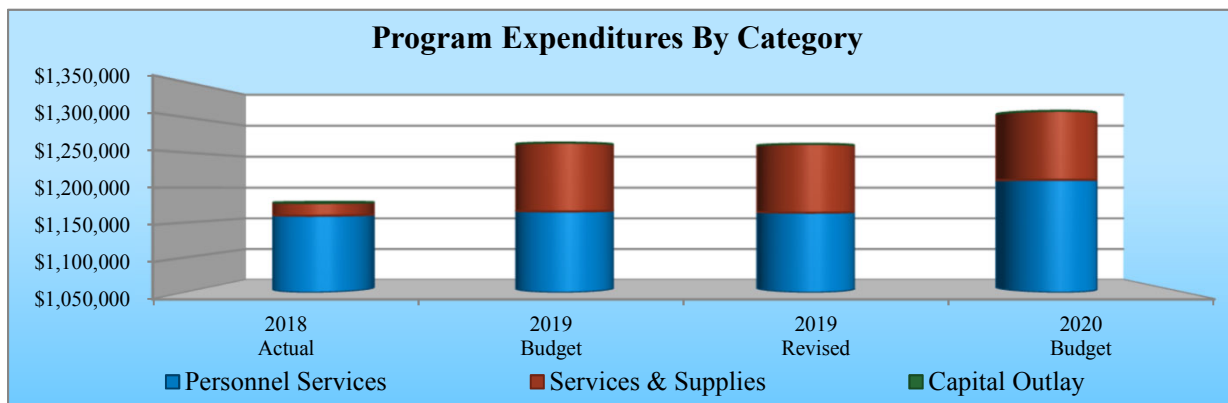
The Probation Division continues to collaborate with other agencies to improve services in addition to offering programs to build social skills and connect defendants with resources. Probation offers the Girl's Circle program for juvenile female defendants to build self-esteem and encourage positive female relationships with peers and authority figures. The Youth Enrichment Support (YES) program provides defendants the opportunity to try out activities offered through the City Recreation Centers for free. These programs in addition to YET, Teen Court and LEAP provide the juvenile probation officers with a wide range of positive programs to offer youth to help decrease their chance of re-offending. In coordination with the risk assessments conducted on all juveniles referred to the Probation Division, we are able to identify the teen's risks and needs then implement an individualized sentencing recommendation to address their specific situation.

**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

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Personnel Services	\$ 1,159,784	\$ 1,165,920	\$ 1,164,149	\$ 1,211,052
Services & Supplies	18,343	97,951	97,951	97,951
Capital Outlay	-	-	-	-
TOTAL:	\$ 1,178,128	\$ 1,263,871	\$ 1,262,100	\$ 1,309,003

**Program Expenditures By Fund**

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
General Fund	\$ 1,178,128	\$ 1,263,871	\$ 1,262,100	\$ 1,309,003
TOTAL:	\$ 1,178,128	\$ 1,263,871	\$ 1,262,100	\$ 1,309,003

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

	2018 Revised	2019 Budget	2019 Revised	2020 Budget
Chief of Court Operations	1.00	1.00	1.00	1.00
Judicial Specialist	6.00	6.00	6.00	6.00
Court Technician	5.00	5.00	5.00	5.00
Lead Court Specialist	1.00	1.00	1.00	1.00
Total Full-Time Positions (FTE):	13.00	13.00	13.00	13.00
Part-Time Hours	-	-	-	-
Total Full-Time and Part-Time Positions Stated as FTE	13.00	13.00	13.00	13.00

Budget Variances❖ **Supplies & Services**

- ♦ The 2019 Original Budget is up \$79,608 from 2018 Actuals due to savings and efficiencies achieved in 2018.

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.

	2016 Actual	2017 Actual	2018 Actual	2019 Budget
Jurors Subpoenaed	5,252	5,497	6,250	6,000
Financial Transactions	22,157	19,810	19,915	19,230
Bonds Posted	2,927	2,545	2,508	2,256
Records Provided	792	642	672	618
External Interpreters	447	480	523	492
Juvenile Information Records Requested	908	745	752	666
Driving Histories Requested from Department of Motor Vehicle	7,889	7,590	8,796	8,664
Convictions Reported to Department of Motor Vehicle	7,024	6,107	6,501	6,000
Cases Closed Without an Appearance	8,178	7,909	7,870	7,164

♦ **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.

	2016 Actual	2017 Actual	2018 Actual	2019 Budget
Traffic Infractions Sent to Collections	518	461	460	342
Parking Cases Sent to Collections	1,110	1350	1336	894

♦ **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.

	2016	2017	2018	2019
	Actual	Actual	Actual	Budget
New Summonses Received	17,609	16,971	16,966	14,868
Traffic Infractions	4,374	3,949	4,422	4,758
Traffic Offenses	2,699	2,608	2,684	2,376
Insurance Violations	1,789	1,757	1,690	1,530
Parking Violations	3,692	4,031	3,448	2,406
Animal Control	186	173	180	120
Adult Penal	3,723	3,493	3,582	2,808
Domestic Violence	160	159	180	186
Zoning Violations	37	52	30	18
Juvenile Penal	908	749	750	666

General Comments

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

The Violations Bureau Division identifies, recommends, and coordinates the destruction of inactive records which have reached the end of the required retention under state law. The Division reviews electronic recordkeeping systems to include the court application and imaging program to ensure each system meets record retention and public access requirements.

The Division continues to pursue collections through Integral Recoveries on unpaid cases. Integral Recoveries demonstrates a great deal of efficiency in monitoring and collecting on past due accounts.

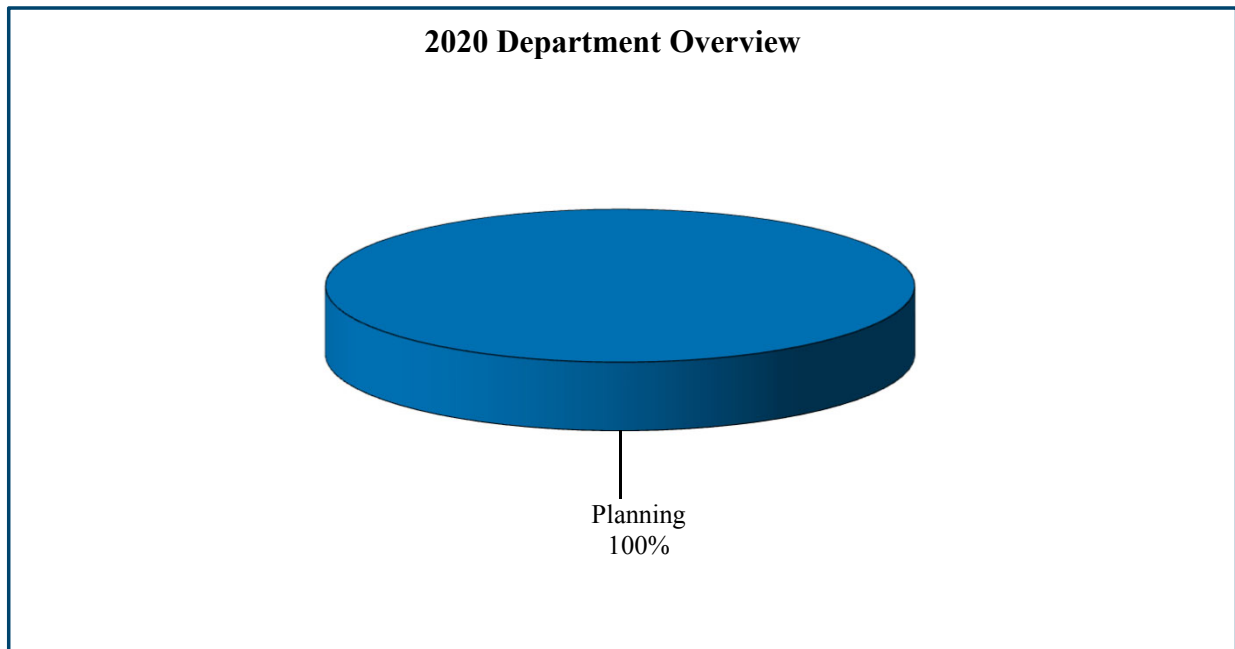
The Division has begun imaging court records to provide immediate and cost effective access to Court records. The imaging of court records will reduce the need for long-term storage of paper files.



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PLANNING



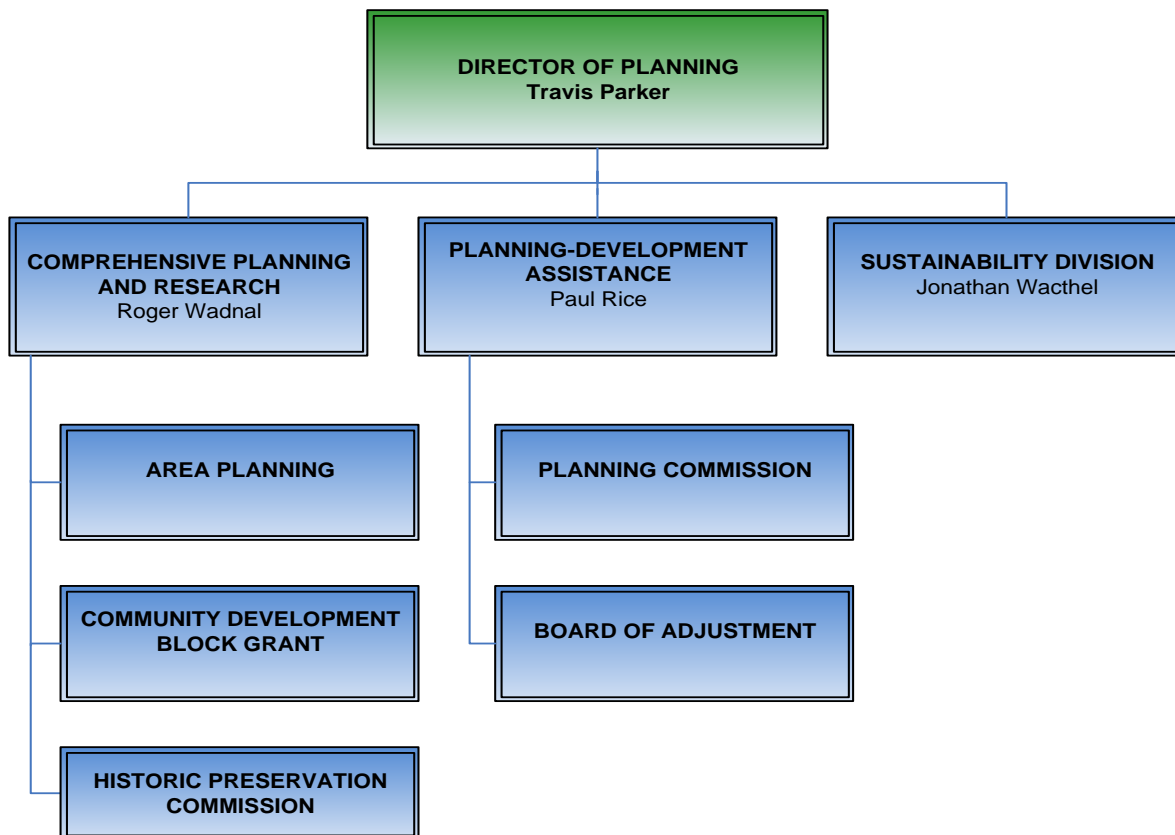
	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Planning	\$ 3,206,983	\$ 4,324,211	\$ 5,403,202	\$ 4,433,746
TOTAL:	\$ 3,206,983	\$ 4,324,211	\$ 5,403,202	\$ 4,433,746
Percent to All Funds	1.65%	2.10%	2.11%	2.09%



PLANNING

(303) 987-7900

www.lakewood.org/Planning/





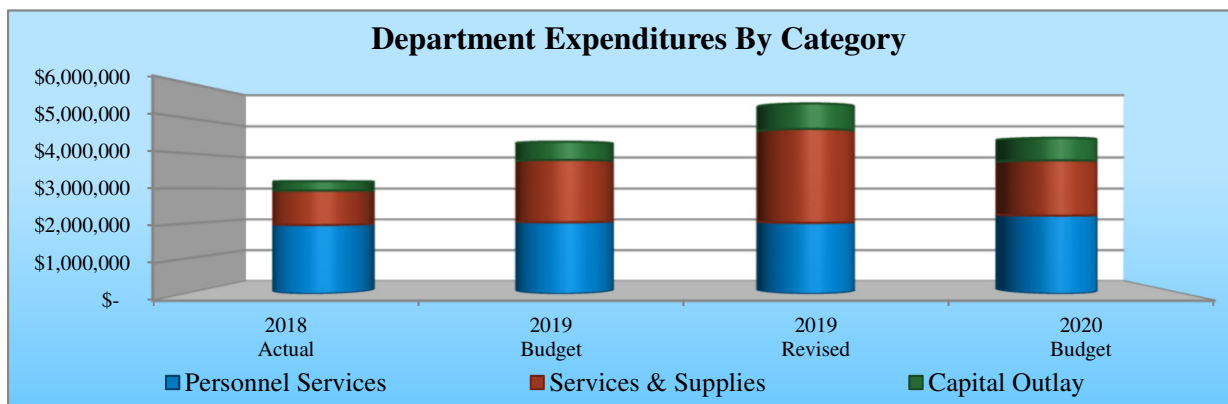
Department: Planning

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

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Personnel Services	\$ 1,958,452	\$ 2,033,979	\$ 2,019,487	\$ 2,226,752
Services & Supplies	980,677	1,775,732	2,664,891	1,568,494
Capital Outlay	267,855	514,500	718,824	638,500
TOTAL:	\$ 3,206,983	\$ 4,324,211	\$ 5,403,202	\$ 4,433,746



Department Expenditures By Fund

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
General Fund	\$ 2,038,564	\$ 2,152,771	\$ 2,139,780	\$ 2,341,086
Capital Improvement Fund	405,619	\$ 190,000	\$ 386,381	\$ 190,000
Grants Fund	762,800	\$ 1,981,441	\$ 2,877,041	\$ 1,902,659
TOTAL:	\$ 3,206,983	\$ 4,324,211	\$ 5,403,202	\$ 4,433,746

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

	2018 Revised	2019 Budget	2019 Revised	2020 Budget
Director of Planning	1.00	1.00	1.00	1.00
Associate Planner	3.00	3.00	2.00	2.00
Business Specialist	2.00	2.00	2.00	2.00
Planning Mgr- Compreh & Research	1.00	1.00	1.00	1.00
Planner	2.00	2.00	3.00	3.00
Planning Mgr - Devlp Assistance	1.00	1.00	1.00	1.00
Principal Planner	3.00	3.00	3.00	3.00
Planning Mgr - Sustainability	1.00	1.00	1.00	1.00
Sr. Planner	1.00	1.00	1.00	1.00
Sr. Sustainability Planner	1.00	1.00	1.00	2.00
Total Full-Time Positions (FTE):	16.00	16.00	16.00	17.00
Part-Time Hours	4,655	4,655	4,655	4,655
Total Full-Time and Part-Time Positions Stated as FTE	18.24	18.24	18.24	19.24
Planning Commissioners*	7.00	7.00	7.00	7.00

*Not included in Citywide staffing counts

Budget Variances❖ **Personnel Services**

- ♦ The 2020 Budget is up \$207,264 over the 2019 Revised budget due to the addition of a Sustainability Planner as well as increases for staff salary and benefits.

❖ **Services & Supplies**

- ♦ The 2019 Budget is up \$795,055 over 2018 Actuals generally due to the timing of the Community Development Block Grant (CDBG) programs and projects.
- ♦ The 2019 Revised Budget is up \$839,159 over the 2019 Original Budget generally due to the timing of the Community Development Block Grant (CDBG) programs and projects.
- ♦ The 2020 Budget is down \$1,046,397 from the 2019 Revised Budget generally due to the timing of the Community Development Block Grant (CDBG) programs and projects.

❖ **Capital Outlay**

- ♦ The 2019 Budget is up \$246,645 over 2018 Actuals generally due to the timing of the Neighborhood Participation Program (NPP) and Community Development Block Grant (CDBG) programs and projects.
- ♦ The 2019 Revised Budget is up \$1354,324 over the 2019 Original Budget generally due to the timing of the Community Development Block Grant (CDBG) programs and 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 2019 CDBG/HOME One Year Action Plan and prepare the 2020-2024 Consolidated Plan.

Result-Benefit: Community needs identified in the related Action Plans will be addressed.

Staff will prepare the CDBG Consolidated Annual Performance and Evaluation Report (CAPER) highlighting 2018 program expenditures and accomplishments.

The 2020-2024 Consolidated Plan.

Activity: The Comprehensive Planning and Research Division will continue to manage the Neighborhood Participation Program.

Expectation: The Comprehensive Planning and Research Division implements the 2019 Neighborhood Participation Program and completes outreach and recommendations for 2020 projects.

Result-Benefit: Projects approved by City Council for 2019 are underway or completed.

Activity: The Comprehensive Planning and Research Division will continue to implement the Historic Preservation Program.

Expectation: The Comprehensive Planning and Research Division will continue to advance the preservation program & maintain certified local government status.

Result-Benefit: Implementing the program will help to realize the community vision and the comprehensive plan.

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.



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

Activity: The Planning Department implements the City Comprehensive Plan.

Expectation: This Department-wide effort will support quality and sustainable development, protection of Lakewood's stable neighborhoods, and multi-modal transportation.

Result-Benefit: The Comprehensive Plan will be implemented to provide a quality living environment and economic development.

GOAL: Support neighborhood-level implementation of sustainability through voluntary programs and initiatives.

Activity:

- ♦ Staff will continue to oversee and expand the Sustainable Neighborhood Program
- ♦ Staff will work with other communities to expand the Sustainable Neighborhoods Program.

Expectation: The City will continue to provide resources to neighborhoods supporting their efforts to advance the principles of sustainability. The City will realize revenue in return for sharing intellectual property and expertise with partnering communities.

Result-Benefits: The Sustainable Neighborhood Program will help to achieve important City wide sustainability goals. The Sustainable Neighborhood Program will support goals for strengthening and supporting Lakewood neighborhoods. The expansion of the Sustainable Neighborhoods Program will increase program credibility and expand the resources and partnerships available to support neighborhood efforts.

❖ 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, comprehensive planning efforts, and sustainability planning and project implementation.

Expectation: Input from neighbors, neighborhood groups, and others is considered and applicants work with neighbors, neighborhood groups, and other external agencies to resolve issues. Expertise and insight from residents and stakeholders helps inform sustainability program implementation and outreach.

Result-Benefit: Potential issues with land development and plans are identified early and resolved. Active participation in projects and policy development will ensure successful implementation of Sustainability Plan goals.



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

❖ EDUCATION AND INFORMATION

♦ GOAL: Provide opportunities to educate and inform residents and businesses about community

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 Citizen's Planning Academy will create a greater sense of community involvement and more educated participation in local government.

Activity: The Sustainability will continue to develop a variety of outreach channels including social media feeds, webpages, a monthly electronic newsletter and the newly launched Sustainability Cooperative (SCOOP) which provides residents with the opportunity to catalog their skills, interests, expertise, and preferred methods of volunteering and participating in implementation of the City's sustainability goals.

Expectation: Information on programs, partnerships, emerging issues, accomplishments and other related items will be provided to the community through the Sustainability Division communication channels. The community (including residents, businesses, organizations, and other stakeholders) will provide feedback, ideas, expertise, and support to the Sustainability Division through the Lakewood Sustainability Cooperative.

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, social media, 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 program recommendations and accomplishments.

- ♦ The CDBG 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.



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

Activity: The Sustainability Division will develop a Sustainability Resource Center

Expectation: The Resource Center will be a collection of online tools, rebates, incentives, and contact information to provide information, resources, and expertise to residents and businesses in order to enhance resource efficiency.

Result-Benefit: Progress towards community goals and targets to reduce energy and water use and to reduce community-wide greenhouse gas emissions.

❖ 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, transfer of resources, expertise and information to businesses to support resource efficiency and other Comprehensive Plan and Sustainability Plan goals.

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: Comprehensive Plan is implemented for identified growth areas.

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

Activity: Plans for lands around major West Rail Line stations and West Colfax Avenue are being implemented.

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

Result-Benefit: Development around the light rail stations and West Colfax reflects the vision of the Comprehensive Plan 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.

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

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.
- ♦ Implementing the Comprehensive Plan
- ♦ Developing the Union Neighborhood Vision Plan

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

	2017 Actual	2018 Actual	2019 Actual	2020 Projected
Planning Cases Received				
Preplanning	99	103	95	80
Rezoning & Modifications	1	7	5	3
Final Site Plans	39	38	35	30
Subdivision Applications	27	26	25	20
Annexations	0	1	0	0
Variances	19	5	11	11
Other Cases	76		75	70
TOTAL	261	180	246	214

GOAL: Promote physical wellbeing through healthy eating and active living

Activity: Conduct an assessment of local food production and access, and support regional HEAL initiatives.

Expectation: Define and identify local food assets and work to support public health and the local economy through expanded access and number of assets. Work with the University of Colorado in Denver to complete food access study and support Jeffco Active Living Coalition Food Policy Council.

Result-Benefit: Progress towards community goals and targets in the Sustainability Plan and Comprehensive Plan related to local production and public health.

❖ **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:

- ♦ Continue to work collaboratively across the organization in order to achieve the adopted goals and measurable targets included in the City of Lakewood Sustainability Plan.
- ♦ Staff will continue to work collaboratively across the organization and the community in 2020 to implement the Sustainability Plan's vision with specific focus on energy efficiency, renewable energy, water conservation, waste diversion, greenhouse gas emissions reduction, climate adaptation, natural systems and ecosystem health, sustainable development standards and multi-modal transportation.



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

Expectation: Staff will continue to monitor and report on progress towards successful implementation of the Sustainability Plan's measurable goals and targets through the collection and monitoring of sustainability metrics and data points identified in the plan and will report progress to City Council and the community in an annual report.

Result-Benefit: The City will continue to advance in its efforts to achieve the vision of the Sustainability Plan both within the organization and throughout the community.

♦ **GOAL: Implement the newly adopted City of Lakewood Comprehensive Plan and Sustainability Plan.**

Activity: The Sustainability Division will begin implementation of the newly adopted Sustainability Plan including annual reporting and tracking of progress. The Comprehensive Planning Division will monitor implementation of Comprehensive Plan Action Steps.

Expectation: Development of a community sustainability dashboard to report on progress towards goals. The Comprehensive Plan Action steps are implemented.

Result-Benefit: 24 Comprehensive Plan action steps have been completed and 106 are underway since adoption.

Result-Benefit: Incremental progress towards achieving the measurable targets identified in the Plans. A Sustainability Plan with embedded metrics to achieve goals will enable the City and its citizens to benefit from increased resource efficiency, reduced pollution, protection of natural resources and enhanced social and economic sustainability. The Comprehensive Plan Action Steps help achieve vision for Lakewood.

Activity: Residential Waste Hauling system assessment and recommendations.

Expectation: Engage the community in a dialogue about waste collection and identify strategies to address key concerns.

Result-Benefit: Progress towards achieving the measurable targets identified in the Sustainability Plan, specifically regarding residential waste diversion and public safety.

♦ **GOAL: Advance community sustainability goals through a robust public outreach strategy and by providing useful and timely resources to Lakewood residents and businesses.**

Activity: The Sustainability Division will:

- ♦ Continue to organize and fund the City's annual Earth Day Celebration
- ♦ Continue to organize and fund the City's annual Sustainability Awards
- ♦ Expand educational efforts and outreach through the use of social media, workshops, and collaboration with community and regional organizations
- ♦ Continue to develop online tools and resources that support the City of Lakewood Sustainability Plan



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

Expectation: In addition to traditional annual events, public outreach and educational support opportunities are presented to Sustainability staff on a regular basis. Staff will continue to make itself available to organizations, schools, and other stakeholders looking for support and expertise related to sustainability. Staff will continue to develop online resources like the energy and water resource centers. Staff will provide program and policy recommendations to City Council with the goal of achieving the City's goals for waste diversion.

Result-Benefit: Effective outreach and education will result in implementation of sustainability goals. Community events will continue to grow in size and impact. Increased participation in curbside recycling and public space recycling.

GOAL: Engage with regional networks and resources to advance implementation of Lakewood's Sustainability Plan.

Activity: The Sustainability Division will continue to participate in regional committees, efficiency campaigns, and identify opportunities for collaboration that will result in new sustainability-related resources and programs for the Lakewood community.

Expectation: Continue to participate in and promote initiatives from the Regional Air Quality Council, DRCOG, APA Colorado Sustainability Division, the Urban Sustainability Director's Network, Compact of Colorado Communities, Western Adaptation Alliance, and others. Work collaboratively to identify regional resources for waste management, sustainable transportation, advance the transition to renewable energy, and other sustainability priorities.

Result-Benefit: Increased availability of sustainability-related resources and data to assist in achieving city-wide sustainability goals.

General Comments

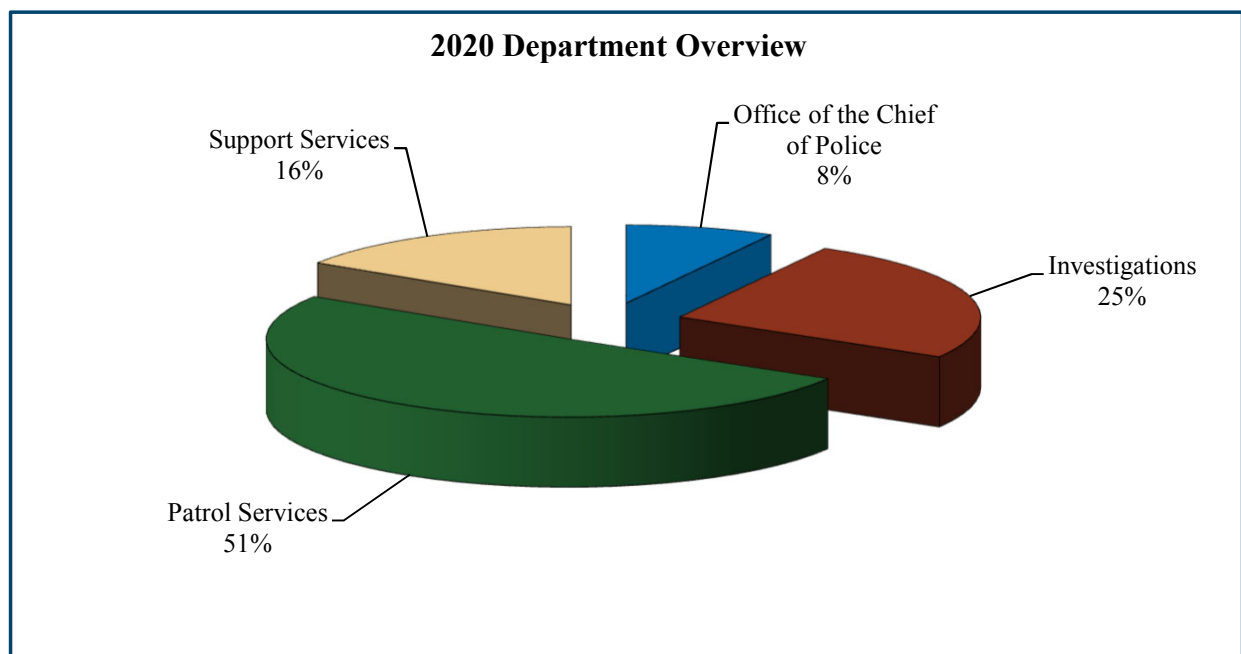
In addition to carrying out the responsibility for implementing the Comprehensive Plan, the Planning Department will continue to implement programs and projects that contribute to the City's overall sustainability goals. Planning will undertake efforts to implement the Comprehensive Plan and the City's first Strategic Sustainability Plan. Planning will also continue to work with 40 West Arts, the Lakewood West Colfax BID, and other partners in the community to sustain and enhance the 40W Arts Loop. Another priority of the Planning Department for 2020 is continuing to monitor the roll-out of the updated Zoning Ordinance. Planning will continue to work regionally to develop and implement policies and programs that address the needs of the homeless in Lakewood and Jefferson County.



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POLICE



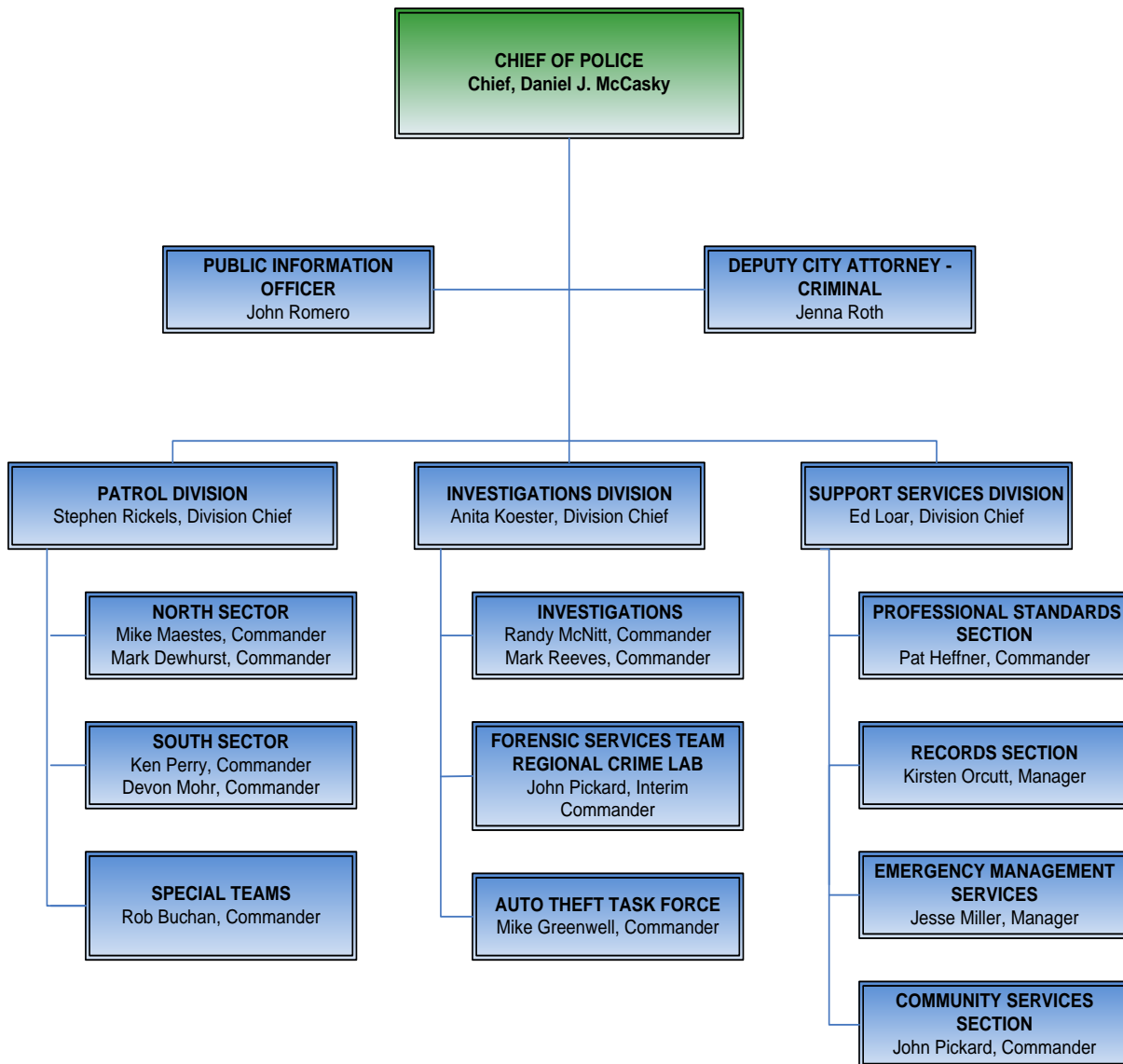
	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Office of the Chief of Police	\$ 4,426,528	\$ 7,647,229	\$ 4,813,375	\$ 5,001,219
Investigations	13,974,076	14,867,319	16,123,102	15,942,976
Patrol Services	24,901,306	25,359,425	28,155,950	31,639,399
Support Services	9,439,464	9,307,887	10,048,407	9,964,368
TOTAL:	\$ 52,741,374	\$ 57,181,860	\$ 59,140,834	\$ 62,547,963
Percent to All Funds	27.10%	27.78%	23.13%	29.48%



POLICE DEPARTMENT

(303) 987-7150

www.lakewood.org/Police/



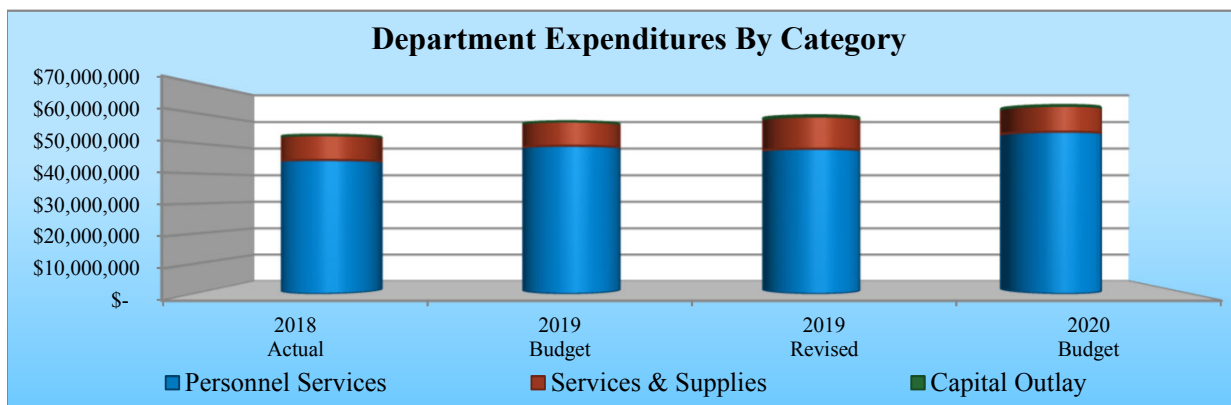


Department: Police

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

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Personnel Services	\$ 44,416,912	\$ 49,108,092	\$ 48,114,992	\$ 53,744,422
Services & Supplies	8,155,964	8,010,768	10,596,842	8,529,541
Capital Outlay	168,498	63,000	429,000	274,000
TOTAL:	\$ 52,741,374	\$ 57,181,860	\$ 59,140,834	\$ 62,547,963



Department Expenditures By Fund

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
General Fund	\$ 49,656,473	\$ 54,419,675	\$ 53,463,369	\$ 59,024,746
Equipment Replacement Fund	74,880	-	-	-
Grants Fund	3,010,021	2,762,185	3,255,309	3,100,978
Tabor Fund	-	-	2,422,156	422,239
TOTAL:	\$ 52,741,374	\$ 57,181,860	\$ 59,140,834	\$ 62,547,963

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

	2018 Revised	2019 Budget	2019 Revised	2020 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	4.00	4.00	4.00	4.00
Animal Control Officer II	2.00	2.00	2.00	2.00
Animal Control Supervisor	1.00	1.00	1.00	1.00
Business Specialist	4.00	4.00	4.00	4.00
Business Support Specialist	1.00	1.00	1.00	1.00
Code Enforcement Coordinator	1.00	1.00	1.00	1.00
Code Enforcement Officer	3.00	3.00	3.00	3.00
Code Enforcement Technician	1.00	1.00	1.00	1.00
Crime Analyst I	2.00	2.00	2.00	2.00
Crime Analyst II	1.00	1.00	1.00	1.00
Crime Scene Analyst	2.00	2.00	2.00	2.00
Emergency Manager	1.00	1.00	1.00	1.00
Equipment Service Technician	1.00	1.00	1.00	1.00
Fingerprint Technician	2.00	2.00	2.00	2.00
Forensic Analysis Supervisor	1.00	1.00	1.00	1.00
Forensic Imaging Analyst	1.00	1.00	1.00	1.00
Investigation Technician I	3.00	3.00	3.00	3.00
Investigation Technician II	8.00	8.00	8.00	8.00
Latent Print Examiner	3.00	3.00	3.00	3.00
Lead Code Enforcement Officer	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	231.00	233.00	233.00	231.00
Police Commander	10.00	10.00	10.00	10.00
Police Communications Manager	0.17	-	-	-
Police Communications Supervisor	0.50	-	-	-
Police Community Service Officer	5.00	9.00	9.00	9.00
Police Computer Analyst	1.00	1.00	1.00	1.00
Police Court Liaison	1.00	1.00	1.00	1.00
Police Dispatcher	5.00	-	-	-
Police Fugitive Warrant Technician	1.00	1.00	1.00	1.00
Police Homeless Navigators	-	-	-	2.00
Police Info Mgmt Systems Analyst	2.00	2.00	2.00	2.00
Police Info Mgmt Technician	17.00	17.00	17.00	17.00
Police Info Validations Technician	1.00	1.00	1.00	1.00
Police Lead Dispatcher	0.50	-	-	-
Police Property Evidence Technician	7.00	7.00	7.00	7.00
Police Property Services Supervisor	1.00	1.00	1.00	1.00
Police Records Admin Technician	1.00	1.00	1.00	1.00
Police Records Compliance Coordinator	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	35.00	35.00	35.00	37.00

**Full-Time Positions (continued)**

	2018 Revised	2019 Budget	2019 Revised	2020 Budget
Police Training Unit Technician	1.00	1.00	1.00	1.00
Police Records Support Specialist	1.00	1.00	1.00	1.00
Police Volunteer Prgrm Coordinator	1.00	1.00	1.00	1.00
Public Information Officer II	1.00	1.00	1.00	1.00
Quality Assurance Coordinator	1.00	1.00	1.00	1.00
Records Mgmt Sys Consortium Mgr	1.00	1.00	1.00	1.00
Records Mgmt Sys Consortium Tech Mgr	1.00	1.00	1.00	1.00
Senior Crime Scene Analyst	2.00	2.00	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):	393.17	393.00	393.00	395.00
Part-Time Hours	19,234	19,234	19,754	19,754
Total Full-Time and Part-Time Positions Stated as FTE	402.42	402.25	402.50	404.50
Police Recruits	29.00	20.00	44.00	24.00

Staff teams from the Police Department, Finance, and Human Resources 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 2018 and 2019 are the authorized number of police agents for the given year. The expenditures for current positions are presented in the budget and directly correlate to the current level of staff, minus anticipated attrition.

Budget Variances**❖ Personnel Services**

- ♦ The 2019 Original Budget is up \$4,691,179 over 2018 Actuals due to the receipt of the approval to hire 2 police agents, 4 community service officers, vacancy savings, and anticipated salary and benefit increases.
- ♦ The 2020 Budget is up \$5,632,649 over the 2019 Revised Budget due to planned salary and benefit cost increases and the addition of 2 new Homeless Navigator positions.

❖ Services & Supplies

- ♦ The 2019 Revised Budget is up \$2,579,074 over the 2019 Original Budget due largely to appropriations made to expend the 2018 TABOR Non-Refund.
- ♦ The 2020 Budget is down \$1,775,804 from the 2019 Revised Budget due to no appropriations for the 2018 TABOR non-refund.

❖ Capital Outlay

- ♦ The 2019 Original Budget is down \$105,498 from 2018 Actuals due to grant activity in 2018 not budgeted in 2019.
- ♦ The 2019 Revised Budget is up \$371,000 over the 2019 Original Budget due to carryover of unspent grant funds in 2018 as well as appropriations made to expend the 2018 TABOR Non-Refund.



Core Values / Goals

❖ SAFE COMMUNITY

- ♦ GOAL: Preserve a safe and peaceful 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 Lakewood 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, lower crime and provide a sense of security within its neighborhoods. Social media will be used for providing crime prevention information to citizens and as a crime investigation source. Opportunities for alternative funding sources will be explored for services and equipment to include the Jefferson County Emergency Communications Authority as well as local, state, and federal grants. In 2020, the department's standard of excellence in service will be maintained 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.



General Comments (Continued)

Lakewood Police Department will continue its commitment to exploring opportunities for resource sharing to include the continued support of the regional training academy, the Special Weapons And Tactics (SWAT) Team with Wheat Ridge, the county-wide regional crime lab, implementation of the regional Records Management System which should be completely operational in 2020. JeffCom 911, the regional communication center, will continue its work to ensure that quality service is provided to our community and police department.

The initiatives for 2020 and beyond will include a focus in three areas: community safety through crime prevention and reduction, critical evaluation of any regionalization opportunities that are presented, 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, gang 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, investigations, and support services that include records, community services, and emergency preparedness.

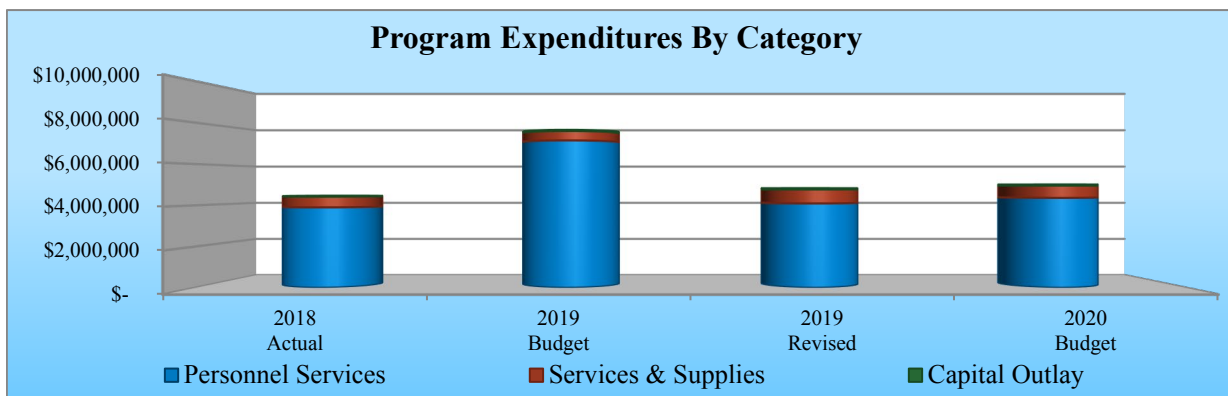
The office works closely with the City Manager's Office to ensure that the community's public safety needs are routinely met in an efficient and effective manner.

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.

In 2019 the Professional Standards Section was transferred to the Support Services Division. The Professional Standards Section oversees the Police Recruitment Team and works closely with the Human Resource Department (HR) 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 HR. This section operates the Police Recruit Training Academy, conducts in-service training, manages the written directive system, processes employee commendations, and investigates complaints of misconduct against police employees.

Program Expenditures By Category

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Personnel Services	\$ 3,899,823	\$ 7,139,107	\$ 4,091,469	\$ 4,362,890
Services & Supplies	519,799	455,122	678,906	595,329
Capital Outlay	9,687	53,000	53,000	53,000
TOTAL:	\$ 4,429,309	\$ 7,647,229	\$ 4,823,375	\$ 5,011,219



**Program Expenditures By Fund**

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
General Fund	\$ 4,336,634	\$ 7,642,229	\$ 4,657,934	\$ 4,853,719
Grants Fund	92,675	5,000	165,441	157,500
TOTAL:	\$ 4,429,309	\$ 7,647,229	\$ 4,823,375	\$ 5,011,219

Full-Time Positions

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

	2018 Revised	2019 Budget	2019 Revised	2020 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	2.00	2.00
Police Administrative Coordinator	1.00	1.00	1.00	1.00
Police Agent	5.00	5.00	5.00	5.00
Police Commander	1.00	1.00	1.00	1.00
Police Court Liaison	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):	15.00	15.00	15.00	15.00
Part-Time Hours	3,079	3,079	4,305	4,305
Total Full-Time and Part-Time	16.48	16.48	17.07	17.07
Anticipated Police Recruits	29.00	20.00	44.00	24.00

Budget Variances❖ **Personnel Services**

- ♦ The 2019 Original Budget is up \$3,239,284 from 2018 Actuals due to receipt of the approval to hire additional agents, vacancy savings, and anticipated salary and benefit increases.
- ♦ The 2019 Revised Budget is down \$3,047,637 from the 2019 Original Budget due to the graduation of police recruits who then transferred to the Patrol Division.
- ♦ The 2020 Budget is up \$271,421 from the 2019 Revised Budget due to anticipated salary and benefit increases.



Budget Variances (continued)

❖ Services & Supplies

- ♦ The 2019 Original Budget is down \$64,677 from 2018 Actuals due to grant expenditures in 2018 not budgeted for in the 2019 Original Budget.
- ♦ The 2019 Revised Budget is up \$223,783 from the 2019 Original Budget due to the re-appropriation of unused grant funds for JAG & POST grants as well as savings achieved in 2018.
- ♦ The 2020 Budget down \$83,577 from the 2019 Revised Budget due to fewer appropriations for anticipated grants.

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 Lakewood'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 employees of 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 ensures that employees are current and proficient in all areas mandated by law.



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

Result-Benefit: In 2018, the section continued to administer a selection process that facilitates the goal of selecting and hiring a work force that is representative of the citizens it serves. The Recruitment Plan was revised in 2019 with new strategies to achieve the goal of diversity in hiring. The Professional Standards Section successfully recruited and trained 39 new police agents in 2017, and 29 in 2018.

The Internal Affairs Section strives for a 90% case completion rate within 45 days.

At least 40 hours of in-service training for sworn personnel, as mandated by the State of Colorado Peace Officer Standards and Training, is coordinated throughout the year. In-service training for civilian personnel is coordinated, scheduled, and provided by the Training Unit. The department also hosts additional training each year which is also available to members of other statewide law enforcement agencies.

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

Activity: The Commission on Accreditation for Law Enforcement Agencies is a credentialing agency with a proven management model which provides a blueprint that promotes the efficient use of resources and improves service delivery. The 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 2017, the agency received its 10th accreditation award commending the agency for demonstrating a commitment to professional excellence in policy and practice. In 2018, the agency successfully completed its first online assessment of policy and practice. Each year, the agency will be assessed online to ensure ongoing compliance and every four years will have an on-ground visit by assessors.

♦ **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 2020. 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.



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

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 to utilize traditional communication mediums, social media, and the Lakewood website, to communicate with the public on a continuous basis.

♦ **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.

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. The city will introduce a Learning Management System in 2019. Web-based training will be examined and tested for feasibility for both sworn and non-sworn positions to increase training in areas of need.

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. Web-based training for sworn personnel increases training hours, allowing for more skills training. Web-based training allows increased non-sworn personnel opportunities for training.



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

♦ **GOAL: Position the Police Department to take advantage of environmental or economic sustainability projects or opportunities**

Activity: The City of Lakewood embraces sustainability and wants to lead by example by maintaining and growing its award-winning programs and initiatives. The Police Department will work toward this target by identifying sustainability projects that are responsible and beneficial to the community and environment. The Employees' Committee for a Sustainable Lakewood is a cross-departmental committee that works to: increase the efficiency, coordination, and sustainability of City operations; establish educational and outreach programs; explore opportunities to enhance sustainability through municipal policy; and collect ideas that encourage sustainable choices and practices.

Expectation: The Police Department continues to support the Lakewood Employees' Committee for a Sustainable Lakewood through police membership and participation.

Result-Benefit: Each division will identify and implement practices that encourage sustainability to include elimination of paper resource materials, utilizing PowerDMS for testing at the academy and other forms of electronic records, and the continued exploration of the use of alternative fuel for vehicles in police operations.

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 2020 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. In 2018 the citizens of the City of Lakewood approved a TABOR exemption allowing taxpayer funds to be used by the Police Department, Public Works Department, and the Community Resource Department. The Police Department will ensure these additional funds are utilized to promote safety for our community, and efficiency in our police operations.

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. Compliance monitoring will occur in 2020.



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 offenders, filing criminal cases, and assisting with the prosecution of those cases. The Investigations Division is made up of teams of detectives specializing in behaviors associated with specific crimes, along with detectives assigned to Federal and State funded tasks forces. The Investigation Division also helps ensure victims of crimes receive the resources and assistance they need through our Victim Assistance Unit.

The teams of detectives are located on two separate floors with an Investigations Commander overseeing each floor. Teams are located in close proximity to those working overlapping crimes to assist in collaboration and encouraging teamwork. Teams on the lower floor are the new Family Crimes Team, Persons Team, Burglary / Robbery, Economic Crimes and Victim Advocates. Those teams on the upper floor are Crimes Against Children, Juvenile Crime Team including School Resource Officers, Theft Team, Special Investigation Unit, Sex Offender Apprehension and Registration Team. These teams are responsible for investigations involving assaults, homicides, sexual assaults, child abuses, property crimes and juvenile delinquency matters. These teams are also responsible for gathering criminal intelligence and conducting background investigations for liquor licenses, towing operators, pawnshops, adult retail businesses, and massage parlors. 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 oversees the Victim Compensation Fund.

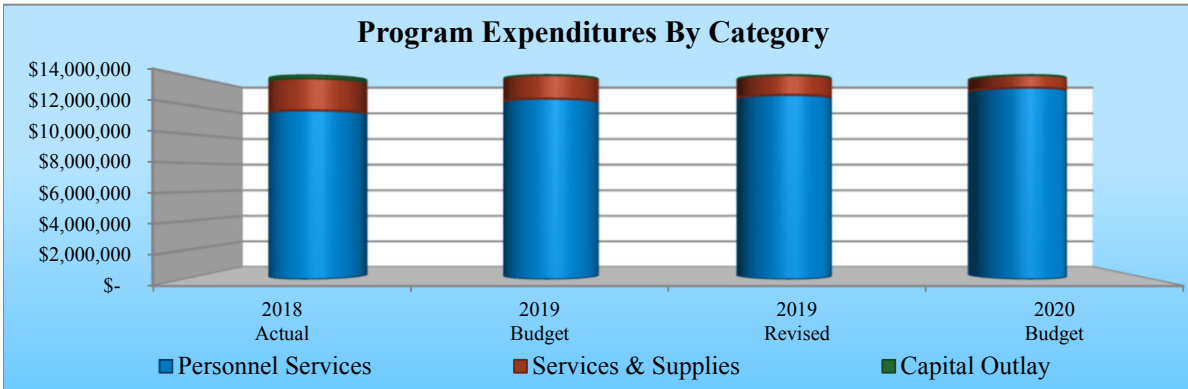
The Lakewood Police Department continues to co-host the multi-agency Metropolitan Auto Theft Task Force. CMATT's mission is to investigate continuing problems caused by auto theft crimes in the Denver metropolitan area. CMATT is funded by the Colorado Auto Theft Prevention Authority and supported by the partnering law enforcement agencies. CMATT utilizes a proactive investigative approach incorporating data sharing and public education to impact the organized criminal efforts related to auto theft.

The Criminalistics Section, which is also part of the Investigation Division, 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.



**Program Expenditures By Category**

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Personnel Services	\$ 11,594,714	\$ 12,392,587	\$ 12,649,522	\$ 13,147,424
Services & Supplies	2,185,937	2,464,732	3,097,580	2,574,552
Capital Outlay	193,424	10,000	376,000	221,000
TOTAL:	\$ 13,974,076	\$ 14,867,319	\$ 16,123,102	\$ 15,942,976

**Program Expenditures By Fund**

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
General Fund	\$ 11,633,512	\$ 12,291,396	\$ 12,564,406	\$ 13,131,499
Grants Fund	2,340,563	2,575,923	2,917,696	2,811,478
TABOR Fund	-	-	641,000	-
TOTAL:	\$ 13,974,076	\$ 14,867,319	\$ 16,123,102	\$ 15,942,976

Full-Time Positions

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

	2018 Revised	2019 Budget	2019 Revised	2020 Budget
Police Division Chief	1.00	1.00	1.00	1.00
Business Specialist	1.00	1.00	1.00	1.00
Crime Analyst I	1.00	1.00	1.00	1.00
Crime Scene Analyst	2.00	2.00	1.00	1.00
Forensic Analysis Supervisor	1.00	1.00	1.00	1.00
Forensic Imaging Analyst	1.00	1.00	1.00	1.00
Investigation Technician I	3.00	3.00	3.00	3.00
Investigation Technician II	7.00	7.00	7.00	7.00
Latent Print Examiner	3.00	3.00	3.00	3.00
Offender Registrar	2.00	2.00	2.00	2.00

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

	2018 Revised	2019 Budget	2019 Revised	2020 Budget
Police Agent	56.00	56.00	56.00	56.00
Police Commander	3.00	3.00	3.00	3.00
Police Computer Analyst	1.00	1.00	1.00	1.00
Police Sergeant	10.00	10.00	10.00	10.00
Quality Assurance Coordinator	1.00	1.00	1.00	1.00
Senior Crime Scene Analyst	2.00	2.00	3.00	3.00
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):	101.00	101.00	101.00	101.00
Part-Time Hours	4,844	4,844	5,364	5,364
Total Full-Time and Part-Time Positions Stated as FTE	103.33	103.33	103.58	103.58

Budget Variances❖ **Personnel Services**

- ♦ None.

❖ **Services & Supplies**

- ♦ The 2019 Original Budget is up \$278,795 over 2018 Actuals due to timing of expenditures of the CMATT grant.
- ♦ The 2019 Revised Budget is up \$636,848 over the 2019 Original Budget due to appropriations made for the expenditure of 2018 TABOR non-refund funds.
- ♦ The 2020 Budget is down \$527,028 from the 2019 Revised budget due to no appropriations made for TABOR expenditures.

❖ **Capital Outlay**

- ♦ The 2019 Original Budget is down \$183,424 from 2018 Actuals due to no Capital appropriations in the 2019 Original Budget for the CMATT grant.
- ♦ The 2019 Revised Budget is up \$371,000 over the 2019 Original Budget due to increased CMATT appropriations for capital as well as a HIDTA grant not anticipated in the 2019 Original budget.
- ♦ The 2020 Budget is down \$160,000 from the 2019 Revised budget due to no approval for next year's HIDTA grant yet.



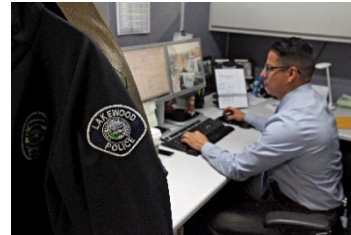
Goals / Activities / Expectations / Results-Benefits

♦ 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. Pending supplemental reports will be reviewed by supervisors on a weekly basis, as well as monthly case reviews with team sergeants.

Result-Benefit: Detectives will close 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.



Activity: The Lakewood Police Department is supporting a multi-agency metro-wide auto theft reduction team funded through grants from the Colorado Auto Theft Prevention Authority (CATPA). CATPA-Metropolitan Auto Theft Task Force utilizes an intelligence led investigative approach with the mission to aggressively investigate reported auto theft and its related crimes, recover property and proactively prevent auto theft. CMATT will accomplish this mission by utilizing various investigative, analytical and outreach methods. CMATT completed it's merging of three separate auto theft task forces in the Denver metropolitan region into one task force and consists of investigative and crime analysis personnel from eleven different agencies. Lakewood Police Department serves as the fiscal and management oversight of this multi-agency task force.

Expectation: CMATT will reduce the incidences of auto theft crimes through proactive investigations by arresting, prosecuting, and recovering stolen vehicles. CMATT will employ intelligence-led investigative approaches and provide a unified and focused law enforcement approach to reduce auto theft in the metropolitan area. The Lakewood Police Department will continue to be the fiscal and management agent for CMATT.

Result-Benefit: In 2018, the Denver Metro Area observed only a slight rise of 1% from 2017 to 2018 in auto theft, which corresponds to an increase of just one vehicle theft per capita. Along with this, in 2018 the Denver Metro Area observed the highest percentage increase (45%) in recoveries of stolen vehicles since 2014. CMATT alone recovered over \$3 million in stolen vehicles. CMATT held numerous vehicle theft prevention community events and provided over 1,000 vehicle theft deterrent devices to agencies around the metro area.

♦ GOAL: Enhance the public's perception of safety

Activity: The Investigations 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 complete multiple education and enforcement operations targeting prostitution, narcotic-related actions, massage parlor DORA violations and sex offender registration.

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

Result-Benefit: The division will focus on education, enforcement, and community partnerships targeting prostitution, narcotic-related actions, massage parlor DORA violations and sex offender registration.

Activity: The Lakewood 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 organized one community "Shred Day" in 2018 and will continue to provide this service in 2019.

Activity: The police department, in conjunction with the Drug Enforcement Administration, will sponsor an annual "Prescription Drug Take Back Day" to provide the community with an opportunity to dispose of unwanted prescription drugs.

Expectation: The Investigations 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 2018 collecting over 2000 pounds of unwanted prescription drugs and will conduct two events in 2019.

♦ **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 6,717 victims in 2018 and responded to 764 call-outs to assist agents and detectives. It is anticipated the team's services will continue to grow.

	2017 Actual	2018 Actual	2019 Revised	2020 Budget
Victims Served	5,907	6,717	6,710	6,800
Victim Services Call-Out	728	764	760	800
Assigned Cases	5,179	5,953	5,950	6,000

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

Activity: Forensic examination of cellular telephones and video retrieval will continue to increase with the rapid advances in technology. This is ever changing due to the continual technology advances and devices readily available to the public.

Expectation: The Criminal Identification Unit will maintain excellent customer service to victims and witnesses.

Result-Benefit: Examination of cellular telephones will be completed as soon as possible resulting in timely investigations.

♦ **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.

	2017	2018	2019	2020
	Actual	Actual	Revised	Budget
Sex Offender Registrations	1,852	1,511	1,500	1,550

Result-Benefit: It is projected that the Criminalistics Section will process 1,550 sex offenders in 2019 and 2020.

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. We also assisted other City departments in promoting community and public safety events. Also important is our engagement rate, or "reach." During a given week, most posts reach in excess of 1,600 people.



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 2018, the SROs were 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.

The Investigations Division will continue to maintain public and private professional associations. The division is a member of Denver Metro Crime Stoppers and partners with The Ralston House, which is dedicated to helping children and teens heal from the trauma of sexual, physical, and/or emotional abuse. It is the only child advocacy center in Jefferson County. The Investigations Division is also providing critical resources to the creation of a new Family Justice Center in Jefferson County.

The Criminal Identification Unit (Crime Lab) integrated with the new Jefferson County Regional Crime Lab in 2014. Three latent print examiners and the lab's quality assurance coordinator remain Lakewood employees. In addition to latent print examinations, the regional crime lab also provides firearms and ballistics analysis, and is able to provide DNA analysis. The City of Lakewood provides partial funding for the DNA analyst.

The workload for the Major Crimes Unit and other Investigative Units has increased over the 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 the most serious crimes. After a comprehensive staffing study of the Investigations Division, there was a reorganization starting at the beginning of 2018 within the division. It consisted of moving teams of detectives to locations which would allow for better communication and collaboration between the groups. This also included the creation of a Family Crimes Team responsible to investigate cases of domestic violence, sexual assault and cases against the elderly and at risk adults as mandated by the State of Colorado.



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. An emerging technology being explored is the use of surveillance cameras along public corridors with a concentration in higher crime areas. This camera system, known as ARGUS, has already been leveraged to apprehend criminals and has been used as evidence in many cases.

**Program:** Patrol Services**Department:** Police**Division:** Patrol

Purpose: Patrol Services performs 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 crime trends within the City of Lakewood. Special Weapons and Tactics (SWAT) is capable of responding as a coordinated, highly trained unit to critical incidents. The Community Action Team (CAT) 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. One agent was added to the CAT Team in 2019. The CAT Team addresses homelessness and those suffering from mental illness. Community Service Officers (CSO) are non-sworn employees who are assigned the more routine tasks, thereby freeing agents for higher priority calls for service. Four CSO positions were added in 2019. The Patrol Support Team (PST) provides clerical and administrative services for the division including service and maintenance needs and staffing the Telephone Reporting Unit (TRU).

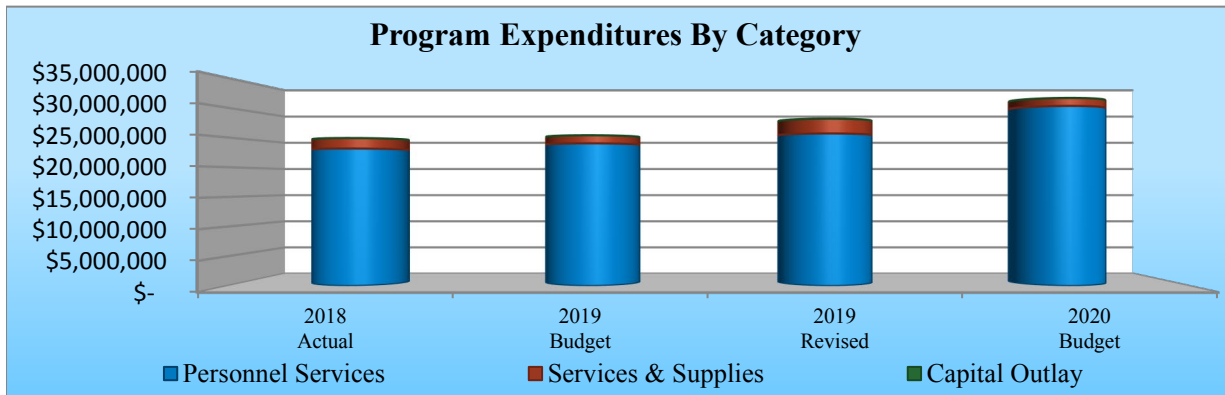
As the most visible arm of the Lakewood Police Department, Patrol Services, is the primary resource for the department's community policing philosophy. The Patrol Division's sector-based approach divides the city into two distinct areas. Agents are assigned to specific geographical areas, so that they can become more knowledgeable about the communities they serve. This promotes community partnerships and uses them to identify and solve crime and enhance quality of life in Lakewood.



National Night Out

Program Expenditures By Category

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Personnel Services	\$ 23,136,389	\$ 24,008,949	\$ 25,662,852	\$ 30,292,508
Services & Supplies	1,756,047	1,350,476	2,483,098	1,336,891
Capital Outlay	6,090	-	-	-
TOTAL:	\$ 24,898,526	\$ 25,359,425	\$ 28,145,950	\$ 31,629,399

**Program Expenditures By Category (continued)****Program Expenditures By Fund**

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Equipment Replacement Fund	\$ 74,880	\$ -	\$ -	\$ -
General Fund	24,331,432	25,247,025	26,936,658	31,436,399
Grants Fund	492,214	112,400	109,172	69,000
Tabor Fund	-	-	1,100,120	124,000
TOTAL:	\$ 24,898,526	\$ 25,359,425	\$ 28,145,950	\$ 31,629,399

Full-Time Positions

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

	2018 Revised	2019 Budget	2019 Revised	2020 Budget
Police Division Chief	1.00	1.00	1.00	1.00
Business Specialist	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	170.00	172.00	170.00	170.00
Police Commander	4.75	5.00	5.00	5.00
Police Community Service Officer	5.00	9.00	9.00	9.00
Police Homeless Navigator	-	-	-	2.00
Police Sergeant	23.00	23.00	24.00	24.00
Total Full-Time Positions (FTE):	209.75	216.00	215.00	217.00
Part-Time Hours	419	419	419	419
Total Full-Time and Part-Time Positions Stated as FTE	209.95	216.20	215.20	217.20



Budget Variances

❖ Personnel Services

- ♦ The 2019 Revised Budget is up \$1,653,903 over the 2019 Original Budget due to the graduation of police recruits who then transferred to the Patrol Division.
- ♦ The 2020 Budget is up \$4,629,656 over the 2019 Revised Budget due to planned salary and benefit cost increases and hiring new police agents.

❖ Services & Supplies

- ♦ The 2019 Budget is down \$405,571 from 2018 Actuals due to the purchase of MDCs in 2018 from grant funds.
- ♦ The 2019 Revised Budget is up \$1,132,622 over the 2019 Original Budget due to the re-appropriation of 2017 TABOR Non-Refund Projects.
- ♦ The 2020 Budget is down \$1,146,207 from the 2019 Revised Budget due to temporary increase in 2019 for the expenditure on 2017 TABOR Non-Refund Projects.

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: Agents provided professional and timely law enforcement services when responding to calls for service in 2018. This level of service will be maintained by encouraging citizens to use alternative reporting options for non-emergency incidents. Use of these options will continue to allow for immediate response to emergency calls.

- * **Result-Benefit:** The Patrol Division provides efficient responses to all calls for service expressed by an average response time however, the transition to Jeffcom in 2018 limited our ability to access this data. Jeffcom is working on addressing this issue.

	2017 Actual	2018 Actual	2019 Revised	2020 Budget
Citizen Generated Calls	74,632	*	75,000	75,000
Officer Generated Calls	77,124	*	71,000	71,000
Emergency Response	2:24	*	4:55	4:55

In 2018, the SET Team engaged in many patrol activities resulting in 128 arrests. The SET Team participated in target enforcement operations, prostitution sting operations, and arrests of wanted subjects for the Investigation Division.



Goals / Activities / Expectations / Results-Benefits

Activity: The Patrol Division will develop and implement community policing and crime prevention strategies. The goal is stemming the increase in crime and efficiently addressing quality of life concerns in areas of Lakewood experiencing chronic and growing crime patterns and trends.

Expectation: The SET, CAT Teams, and patrol agents working in tandem with the Investigation Division, will deploy to chronic problem areas in Lakewood.

Result-Benefit: Once a target is selected, the goal is to conduct high visibility traffic and pedestrian stops in that specific area to reduce the number of occurring incidents. The Patrol Division, in coordination with the Investigation Division, will conduct operations in 2020 on a regular basis as time permits.

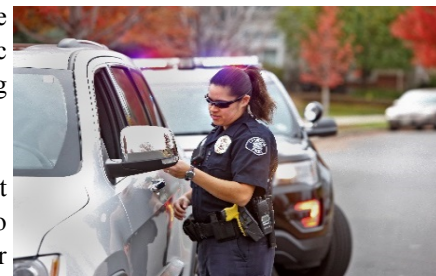
Activity: The Patrol Division has assigned ten agents, and one sergeant, to the Community Action Team. They enhance our current initiatives by improving our community service delivery, with an emphasis on homelessness and mental health.

Expectation: These dedicated liaisons will be able to perform functions including but not limited to: facilitate and attend important meetings, develop and implement strategies for resolving quality of life concerns, provide statistical reports, make community contacts, provide information for resources, maintain ongoing communication with community.

Result-Benefit: Reduce repeat calls for service, supplement Patrol shifts with specialized services and follow-up care to those in need, and improve quality of life for those persons living and visiting in the area.

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.

Result-Benefit: Driving Under the Influence (DUI) enforcement will continue to be a priority. The department will continue to pursue grant funding to support enforcement initiatives. Motor vehicle accidents occurring at the five highest rated intersections will be evaluated. Motor vehicle accident data from the current year will be compared with the data from the previous year and it is anticipated there will be a decrease.



	2017 Actual	2018 Actual	2019 Revised	2020 Budget
Accidents @ 5 Worst Intersections	425	444	424	424
Accidents	5,516	5,293	5,800	5,800
Citations	14,649	14,771	16,000	16,000
DUI Arrests	575	539	570	570



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

Activity: The public's perception of safety will be enhanced through the application of Sector Based Problem Solving strategies.

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 within the community and other agencies will be developed and maintained to reduce or eradicate neighborhood problems.

Activity: Training will be provided to members of the Patrol Division and Special Operations in areas of tactical skills, firearms training, less-lethal alternatives, and disaster and emergency preparedness.

Expectation: Special Weapons And Tactical Team (SWAT) members are used in situations when a tactical patrol response is needed but does not require full team engagement. This strategy reduces cost while providing enhanced safety to police agents and citizens in crisis.

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, and National Incident Management System (NIMS) compliancy. The regionalized approach of the West Metro SWAT has resulted 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 delivery of services will be on-going.

Result-Benefit: An annual analysis of patrol personnel deployment will be conducted to ensure efficient scheduling. The study will include future economic development and growth factors. In response to the analysis results, the Patrol Division will maintain professionalism and increase efficiency when providing services to the community.

Activity: The Community Action Team (CAT) will engage in innovative community crime prevention, community resource referral, and take appropriate enforcement action in addressing crime, homelessness, citizens' perception of crime, and quality of life issues. The CAT Team will work with the two embedded Jefferson County Mental Health (JCMH) case workers to ensure those citizens who suffer from homelessness and mental illness, are being referred to the proper services.



Crime Free Multi-Housing



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

Expectation: CAT Team agents assigned to each police sector will establish and maintain partnerships with various departments, cities, and community groups and organizations to seek creative and durable solutions to community issues.

Result-Benefit: As citizen expectations and demands for police services continue to increase, the CAT Team 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: Through the leveraging of the latest innovations in law enforcement technology, the Patrol Division will provide enhanced services to the community.

Expectation: The Patrol Division will continue to explore technology such as crime surveillance camera systems, and crime databases, to be utilized on both mobile data computers and smart phones.

Result-Benefit: It is anticipated that through the use of technology, the ability to better serve the public in a professional and efficient manner will be realized. The Patrol Division will collaborate with Information Technology to ensure the most modern tools are available for use by patrol agents.

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 of reducing crime and increasing 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 2020 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 responses could incorporate any or all of the following strategies: Data Driven Approaches to Crime and Traffic Safety (DDACTS), foot and bicycle patrols, proactive crime measures, flexible scheduling, and the use of a surveillance camera system.

A partnership with Jefferson County Mental Health (JCMH) has been developed and implemented. Two mental health crisis managers have been assigned to the Patrol Division to partner with agents in the field. They provide immediate, alternative resources to those in need.

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**

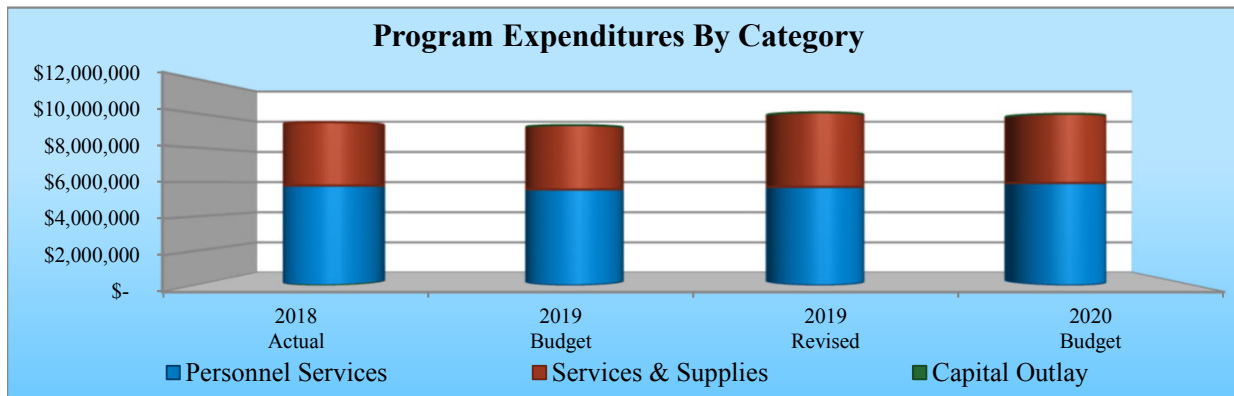
Purpose: The Support Services Division is comprised of three sections providing administrative and technical support to the Lakewood Police Department and the community.

1. The Police Records Section serves as the police department's primary information management center. The section manages and disseminates all criminal justice records to include incident/crime reporting, warrant processes, municipal and county bonds, traffic and criminal citations, quality control monitoring of electronic ticketing, and expungement orders. The information is maintained to assist victims of crime, enhance the decision-making for investigations, and for the timely prosecution of criminal activity. Records personnel work with various members of the department to promote and enhance the technology available, with the goal of increased efficiency and response to the request by citizens and other criminal justice agencies. Additionally, the section collects, processes, and submits statistical crime information to the state and federal crime databases.
2. The Emergency Management Section is responsible for administering Lakewood's Emergency Management and Homeland Security programs and providing response to hazardous material incidents.
3. The Community Services Section is comprised of the Animal Control Unit, Code Enforcement Unit, Crime Analysis Unit, Property Services Unit, Technology Liaison, and the Volunteer Program.
 - 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 Code Enforcement Unit provides enforcement of the Municipal Code for 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 Lakewood streets, wood burning, overflowing dumpsters, trash and graffiti. Officers also enforce the Zoning Ordinance regarding land use issues, parking requirements, fence regulations, home businesses, and signage. Reviews and inspections are conducted to ensure new development of residential site plan landscape requirements are met.
 - 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.
 - The Property & Evidence Unit serves the Lakewood Police Department and citizens by accepting and maintaining items booked for safekeeping and evidentiary value. The objectives of the Unit are to temporarily store found and safekeeping property and to maintain the highest level of integrity in evidence handling until needed for the judicial process. To meet these objectives, the preservation, storage, custody tracking, and timely release of property and evidence, are essential functions to the daily operations of the Unit.
 - The technology liaison agent provides communication to the Information Technology (IT) Department to maximize the effectiveness and efficiency of the computer applications that are utilized by the police department. This position is also responsible for maintenance and oversight of the ARGUS, application training and management of software programs, and with the implementation of the Records Management System.
 - 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, logging over 12,000 hours of service to the City.



**Program Expenditures By Category**

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Personnel Services	\$ 5,785,987	\$ 5,567,449	\$ 5,711,149	\$ 5,941,600
Services & Supplies	3,694,181	3,740,437	4,337,259	4,022,769
Capital Outlay	(40,703)	-	-	-
TOTAL:	\$ 9,439,464	\$ 9,307,887	\$ 10,048,407	\$ 9,964,368

**Program Expenditures By Fund**

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
General Fund	\$ 9,354,895	\$ 9,239,025	\$ 9,304,371	\$ 9,603,130
Grants Fund	84,570	68,862	63,000	63,000
Tabor Fund	-	-	681,036	298,238
TOTAL:	\$ 9,439,464	\$ 9,307,887	\$ 10,048,407	\$ 9,964,368

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

	2018 Revised	2019 Budget	2019 Revised	2020 Budget
Police Division Chief	1.00	1.00	1.00	1.00
Animal Control Officer I	4.00	4.00	4.00	4.00
Animal Control Officer II	2.00	2.00	2.00	2.00
Animal Control Supervisor	1.00	1.00	1.00	1.00
Business Specialist	1.00	1.00	2.00	2.00
Business Support Specialist	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	1.00	1.00
Crime Analyst II	1.00	1.00	1.00	1.00
Emergency Manager	1.00	1.00	1.00	1.00
Fingerprint Tech	2.00	2.00	2.00	2.00
Lead Code Enforcement Officer	1.00	1.00	1.00	1.00
Police Commander	1.25	1.00	1.00	1.00
Police Communications Manager	0.17	-	-	-
Police Communications Supervisor	0.50	-	-	-
Police Dispatcher	5.00	-	-	-
Police Fugitive Warrant Technician	1.00	1.00	1.00	1.00
Police Info Mgmt Systems Analyst	2.00	2.00	2.00	2.00
Police Info Mgmt Technician	17.00	17.00	17.00	17.00
Police Info Validations Technician	1.00	1.00	1.00	1.00
Police Lead Dispatcher	0.50	-	-	-
Police Property Evidence Technician	7.00	7.00	7.00	7.00
Police Property Services Supervisor	1.00	1.00	1.00	1.00
Police Records Admin Technician	1.00	1.00	1.00	1.00
Police Records Compliance Coordinator	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	-	-	1.00	1.00
Police Volunteer Prgrm Coordinator	1.00	1.00	1.00	1.00
Police Records Support Specialist	1.00	1.00	1.00	1.00
Records Mgmt Sys Cons Tech Mgr	1.00	1.00	1.00	1.00
Records Mgmt Sys Cons Mgr	1.00	1.00	1.00	1.00
Total Full-Time Positions (FTE):	67.42	61.00	62.00	62.00
Part-Time Hours	10,892	10,892	9,666	9,666
Total Full-Time and Part-Time Positions Stated as FTE	72.66	66.24	66.65	66.65



Budget Variances

❖ Personnel Services

- ♦ None.

❖ Services & Supplies

- ♦ The 2019 Revised Budget is up \$535,821 over the 2019 Original Budget due largely to appropriations for the expenditure of TABOR non-Refunds
- ♦ The 2020 Budget is down \$429,490 from the 2019 Revised Budget due to no appropriations being made for the expenditure of TABOR non-Refunds.

❖ Capital Outlay

- ♦ None.

Goals / Activities / Expectations / Results-Benefits

♦ GOAL: Preserve a safe and peaceful community

Activity: Continue to develop emergency plans and procedures focused on preparation, response and recovery to the threats and hazards to the community with an ongoing focus on education and outreach.

Expectation: The Emergency Management Section will provide effective emergency management leadership and coordinate response to man-made and natural emergencies and hazardous material spills.

Result-Benefit: Police department personnel will respond and provide control, containment, clean-up and mitigation response to hazardous materials incidents. Response to critical incidents will be in accordance with Incident Command System (ICS) protocols.

♦ GOAL: Enhance the public's perception of safety

Activity: To aid in successful criminal prosecution, the Property Services and Evidence Unit 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.

Result-Benefit: Annual inventories, collecting accurate data, and successful scheduled audit results shall be used to account for all property and evidence in Lakewood Police Department's custody.

	2017 Actual	2018 Actual	2019 Revised	2020 Budget
Property Received	47,822	53,307	56,000	58,700
Property Released	33,565	29,877	35,000	35,000
** Fingerprinting	385	319	325	N/A

**Fingerprint services are now provided by third party entities throughout the state in 2018.



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

♦ 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 area. A neighborhood cleanup will be the focus for 2018.

Activity: Manage and coordinate the property to owners to streamline and facilitate the retrieval process.

Expectation: The public may not be cognizant of the police department, city, state, and federal regulations that govern the release of property. The unit will focus on improving communication with citizens and accommodate special requests whenever possible.

Result-Benefit: Business cards will be made available for agents to issue to arrestees that explain the process of picking up their property. Signage will be installed to improve communications at the outside entrance to the Property Services and Evidence Unit public area.

On April 4, 2018, the Lakewood Police Department's Communication Section became a member of the new Jeffcom 911 Communication Center. The center is comprised of eight Jefferson County and surrounding districts. Jeffcom 911 works to provide police, fire, and emergency medical dispatch service, support, and public safety education.

Activity: The Records Section will research possible technological and process improvements to minimize the number of visits customers must make to the police department to receive their needed documents.

Expectation: Two identified processes are simplifying the impounded vehicle release procedures and providing online options for report requests and payment. Customers may now utilize the Carfax website to request and download traffic accident reports instead of physically coming in to the police department.

Result-Benefit: More meaningful statistics will be kept to help in the analysis of where time is being spent, so improvement efforts can be focused where they will have the greatest impact. Efficiency savings for the customer improves community satisfaction.

Activity: The Support Services Division will continue efforts with the members of the Criminal Justice Records Management System Consortium (RMSC), for the implementation of the Niche Regional Records Management System (RMS). Implementation with the first agencies began in 2018, with Lakewood going live in 2019.

Expectation: Working cooperatively within a consortium the Lakewood Police Department will install and implement a RMS to provide a state of the art system that encompasses innovative technology for greater efficiency and reliability for our law enforcement community and its citizens.

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. 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 regionalized project. Configuration of the RMS began in late 2015 and will continue through 2019.



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

♦ 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: The Animal Control Unit will provide education and information regarding reduced cost vaccination and veterinary care opportunities for pet owning residents within the community.

Result-Benefit: Vaccination compliance reduces the impact of potential zoonotic outbreaks. Affordable veterinary care results in responsible pet ownership, reduces animal neglect and decreases the number of pets euthanized in shelters.

♦ GOAL: Improve organizational effectiveness and efficiency

Activity: The Emergency Management Section will provide a formal All Hazards Plan to provide employees and City departments with a clear understanding of the constraints and expectations relating to Emergency Management and response to critical incidents. The plan will follow standard Incident Command System (ICS) protocols.

Expectation: Plans for carrying out the agency's activities will be revised as necessary by the emergency management manager.

Result-Benefit: The expanding scope and sophistication of emergency operations require law enforcement to act quickly to stabilize and control emergency situations. Affected personnel will receive annual training in the All Hazard Plan and ICS responsibilities.

A minimum of one (1) training exercise will occur annually and will include tabletop and/or actual exercises, multiple agency involvement and may be in conjunction with specific plans.

**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.

	2017 Actual	2018 Actual	2019 Revised	2020 Budget
Bites	315	307	300	300
Calls for Service	9,018	9,589	9,600	9,700
Follow-up	5,485	6,246	6,400	6,500
Impoundments	567	905	900	900
Field Returns	160	170	180	190
Summons	174	190	200	210
Vicious, aggressive	34	45	45	50
Coyote Complaints	1,446	1364	1,400	1,400

Activity: The Records Section will enhance the usability and durability of archived documents and the maintenance of electronic records as proscribed in the Lakewood's retention schedule established and accepted by the Colorado State Archivist.

Expectation: Coordinate with the Information Technology Division to determine the best format and mechanism for moving police report data to the new Niche RMS.

Results-Benefit: Combining the various databases and formats from legacy systems into a single repository will ensure continued accessibility of information without maintaining outdated technologies.

	2017 Actual	2018 Actual	2019 Revised	2020 Budget
Case Reports Processed	142,052	140,960	142,657	142,495
Requests for Reports/Services	34,980	29,560	31,021	27,895
Arrest Warrants Processed	23,553	23,800	24,378	24,735
NIBRS Reports**	31,367	31,988	30,202	30,021
Citation Entry/Court Interface	6,532	8,452	8,160	9,343
E-Citations entered/quality check	6,411	4,569	6,838	6,367
Internet Reports Processed	1,113	1,174	1,136	1,164
Transports Processed	475	364	683	715
Notice of Hearing Processed	84	21	25	23
Orders to Seal/Expunge	119	720	847	1,290
Courtesy Fingerprinting***	1,429	1,167	50	50
Probationer/Parole Processing***	249	236	247	242
Vehicle Impounds	2,251	2,214	2,247	2,233
Vehicle Releases	2,229	2,134	2,136	2,073
County Summons	6,418	6,014	6,216	6,014
E-Discovery	294	2,980	2,742	2,504

**NIBRS - National Incident Based Reporting System

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

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.

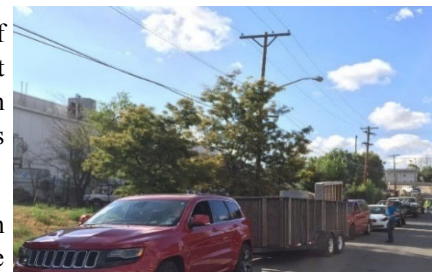
Activity: Efforts continue with a consortium of Jefferson County agencies to implement a regional Records Management System (RMS). Records staff will assist in identifying and monitoring the process to ensure that the development of the system meets the needs of the consortium members and the Records 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 implementation of the new RMS in 2019.

♦ **GOAL: Respond to the quality of life issues impacting the citizens of Lakewood**

Activity: The Code Enforcement Unit enhances the appearance of Lakewood by protecting the value of property. Code Enforcement conserves the value of land use designation to protect property from adverse influences of adjacent property where differing zone districts abut.



Expectation: Overall appearance of identified properties within Lakewood improves through education and enforcement of the Municipal Code and Zoning Ordinance.

Result-Benefit: Code Enforcement Unit annually responds to over 5,000 calls for service to address citizen concerns regarding property violations. Through education and enforcement, 98% of citizens complied to remove noted violations in 2018. 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 2019 and 2020.

	2017 Actual	2018 Actual	2019 Revised	2020 Budget
Nature of Complaint:				
Graffiti	356	325	400	400
Junk/Rubbish	980	890	1,000	1,000
Parking	578	580	600	600
Weeds	503	648	600	600
Zoning/Land Use	159	152	200	200
Activity Status:				
Calls for Service	5,829	5,983	6,500	6,500
Cases Open for Violations	1,895	2,047	2,200	2,200
Administrative Actions	707	761	725	725
Total Abatement Warrants	18	22	30	30
Total Summons Issued	33	23	30	30



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

Activity: The Code Enforcement Unit aids in the health, safety, order, convenience, prosperity, and welfare of the present and future citizens of Lakewood, 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 3 to 5 days; and most case concerns are resolved within 90 days using the summons and warrant abatement process when compliance is not voluntarily met.

General Comments

The Code Enforcement Unit addresses citizen concerns to improve property conditions. Staff is proactive on the major business corridors to address overgrown weeds and trash, and illegal signage concerns. In 2018, nuisance property activity showed an incline. It is anticipated these problem properties if not remedied by the owners, could have an impact on the use of clean up funds in 2019, as these properties require substantial clean up due to the amount of junk stored on the properties. Code Enforcement will utilize Community Development Block Grant funding to continue to provide outreach with neighborhood clean up efforts in low income areas.

Technology continues to offer opportunities in the Records Section to enhance efficiency, the most notable of which is the ensuing Records Management System. Moving forward, the focus of the section will be analyzing all procedures and processes to determine where technology can be better utilized and improved to ensure the best possible customer service to both internal and external clients.

The Animal Control Unit addresses citizen concerns about municipal code violations pertaining to animals, provides education about a variety of issues concerning companion animals, livestock and indigenous wildlife, mediates neighbor conflicts and enforces municipal code violations. All officers are required to be state certified through the Colorado Association of Animal Control Officers and many are Commissioned Bureau of Animal Protection Agents through the Colorado Department of Agriculture. Both agencies require continuing training in the animal control field to maintain these certifications. Lakewood animal control officers are subject matter experts in felony cruelty investigation and animal fighting. The unit will provide support to patrol and investigation activities within our jurisdiction. The City of Lakewood contracts animal sheltering to the Foothills Animal Shelter. This shelter, formerly known as the Table Mountain Animal Center, receives partial funding through dog licensing. The Animal Control Unit works to provide community safety and improve the quality of life for our citizens through education and enforcement.

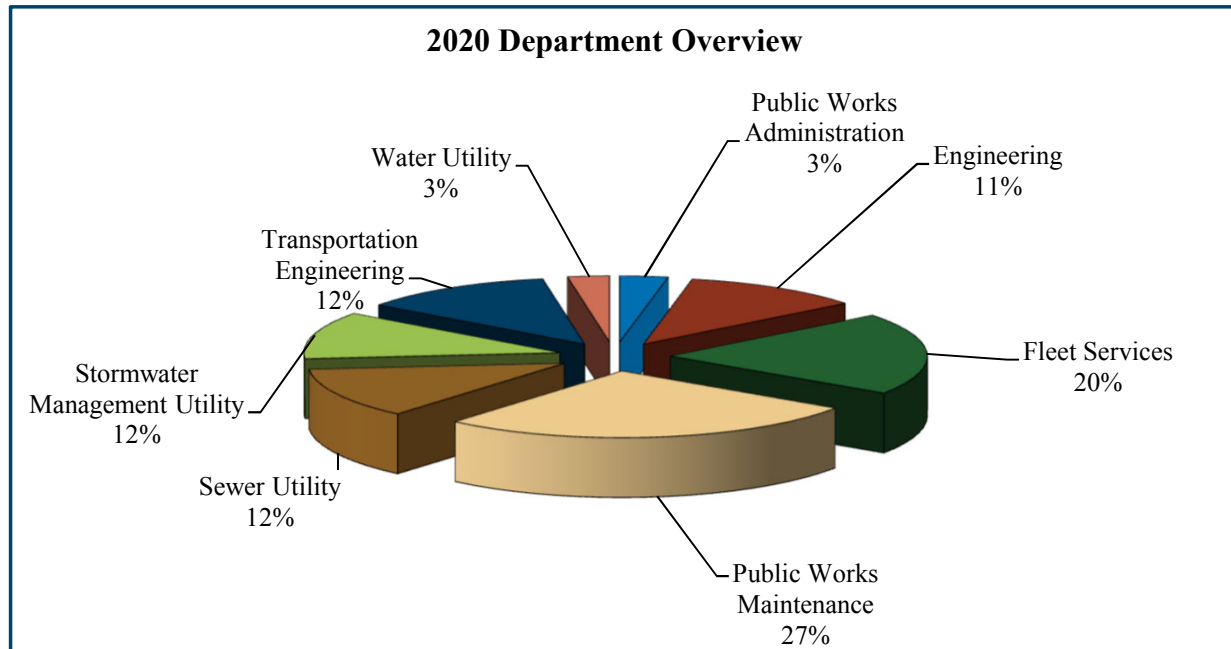
The Emergency Management Section will provide leadership and oversight to the City's preparedness, response and recovery from emergencies and crisis incidents. Core capabilities encompass the numerous facets of emergency management to man-made and natural emergencies. This program utilizes grants provided by the State of Colorado for partial funding of the emergency manager position.



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PUBLIC WORKS



	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Public Works Administration	\$ 485,363	\$ 1,571,562	\$ 1,573,252	\$ 1,592,577
Engineering	6,827,320	6,030,799	22,428,979	5,934,001
Fleet Services	7,464,880	9,454,523	9,107,072	10,437,617
Public Works Maintenance	11,455,517	13,359,006	13,332,836	13,999,571
Sewer Utility	4,464,144	6,481,026	6,762,964	6,417,843
Stormwater Management Utility	2,669,470	5,895,755	6,963,172	6,026,734
Transportation Engineering	5,752,082	6,404,556	10,443,285	6,406,333
Water Utility	1,039,641	1,356,252	2,342,293	1,374,514
TOTAL:	\$ 40,158,417	\$ 50,553,479	\$ 72,953,853	\$ 52,189,191

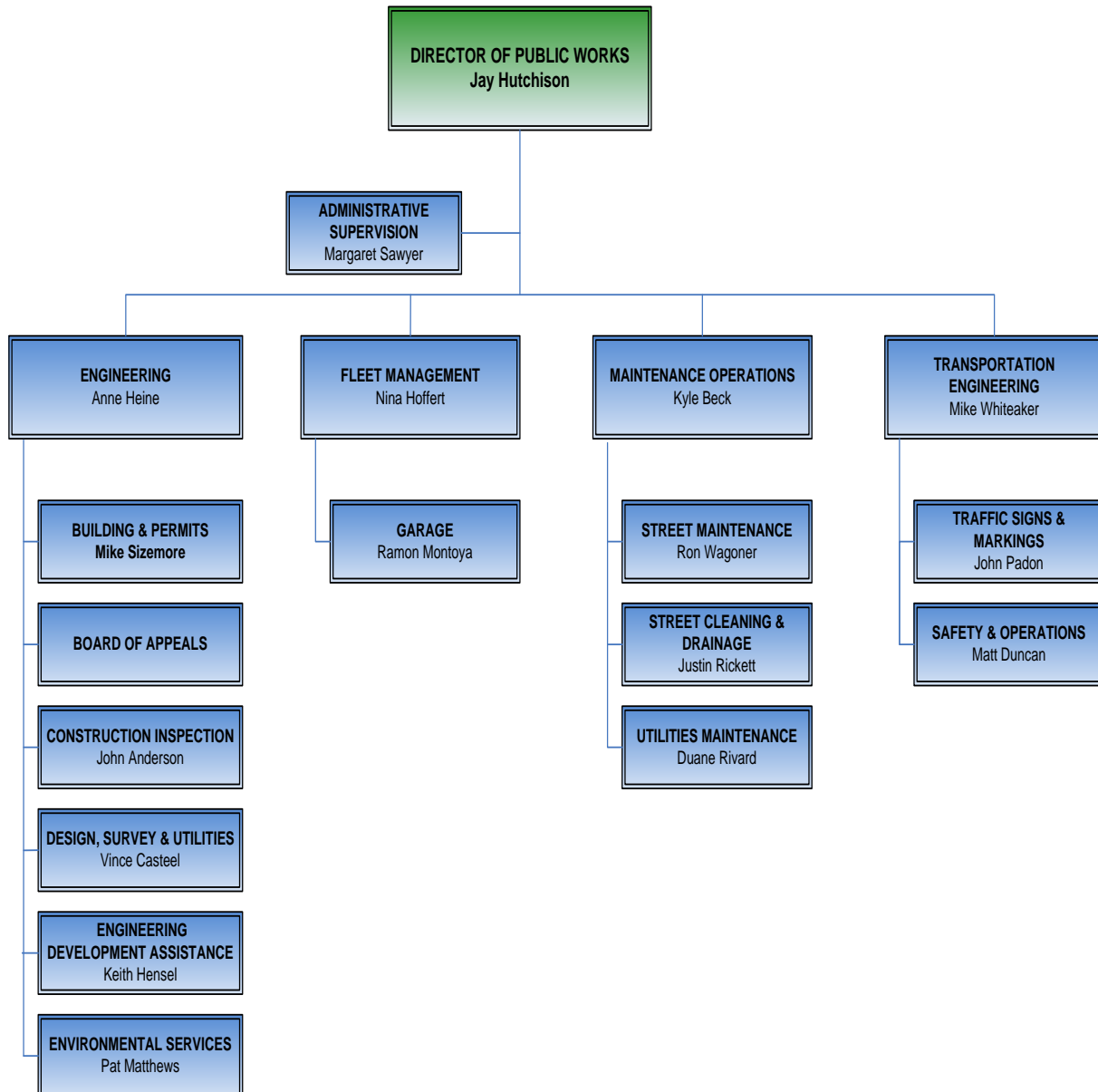
Percent to All Funds	20.63%	24.56%	28.53%	24.60%
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PUBLIC WORKS

(303) 987-7500

www.lakewood.org/PublicWorksDepartment/



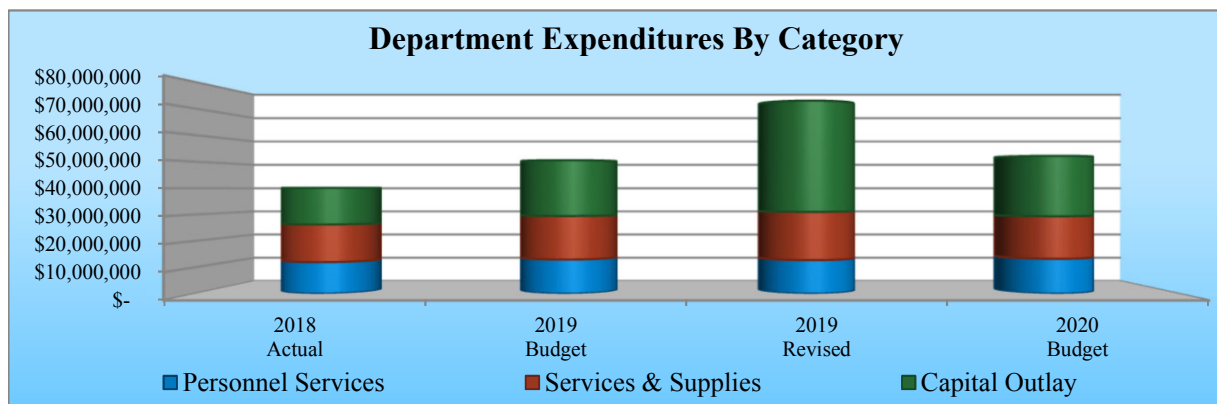


Department: Public Works

Mission Statement: Provide the following quality municipal services: 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 street lighting, traffic signals, signs, and pavement markings, 8) quality design and inspection of new streets, sidewalks, drainage facilities, and utility lines, 9) operation of a recycling center, 10) quality drinking water, and 11) safe wastewater collection.

Department Expenditures By Category

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Personnel Services	\$ 11,935,418	\$ 12,925,565	\$ 12,699,046	\$ 13,204,747
Services & Supplies	14,281,361	16,517,081	18,314,609	16,151,866
Capital Outlay	13,941,637	21,110,834	41,940,198	22,832,579
TOTAL:	\$ 40,158,417	\$ 50,553,479	\$ 72,953,853	\$ 52,189,191



Department Expenditures By Fund

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
General Fund	\$ 16,335,048	\$ 18,192,115	\$ 17,974,823	\$ 18,195,186
Capital Improvement Fund	12,930,020	14,338,331	22,590,861	14,924,914
Equipment Replacement Fund	2,371,299	2,840,000	3,115,000	3,800,000
Grants Fund	348,795	1,450,000	8,450,714	1,450,000
Sewer Enterprise Fund	4,464,144	6,481,026	6,762,964	6,417,843
Stormwater Enterprise Fund	2,669,470	5,895,755	6,963,172	6,026,734
TABOR Fund	-	-	4,754,026	-
Water Enterprise Fund	1,039,641	1,356,252	2,342,293	1,374,514
TOTAL:	\$ 40,158,417	\$ 50,553,479	\$ 72,953,853	\$ 52,189,191

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

	2018 Revised	2019 Budget	2019 Revised	2020 Budget
Director of Public Works	1.00	1.00	1.00	1.00
Accountant II	0.06	0.06	0.06	0.06
Accountant III	0.15	0.15	0.15	0.15
Alternative Transportation Coordinator.	1.00	1.00	1.00	1.00
Building Inspector I	2.00	2.00	2.00	2.00
Building Inspector II	1.00	1.00	1.00	1.00
Building Inspector III	3.00	3.00	3.00	3.00
Building Inspector Supervisor	1.00	1.00	1.00	1.00
Building Official	1.00	1.00	1.00	1.00
Business Specialist	2.00	2.00	-	-
Business Specialist II	-	-	3.00	3.00
Business Specialist III	-	-	2.00	2.00
Business Specialist Supervisor	-	-	1.00	1.00
Business Support Specialist	3.00	3.00	-	-
City Engineer	1.00	1.00	1.00	1.00
City Transportation Engineer	-	-	1.00	1.00
Civil Designer/CADD Tech	2.00	2.00	2.00	2.00
Civil Engineer II	1.00	1.00	1.00	1.00
Civil Engineer III	5.00	5.00	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	4.00	4.00	5.00	5.00
Construction Inspector II	5.00	5.00	1.00	1.00
Construction Inspector III	-	-	3.00	3.00
Engineering Assistance Technician	1.00	1.00	1.00	1.00
Engr Dev Assistance Coordinator	1.00	1.00	1.00	1.00
Environmental Services Coordinator	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	7.00	8.00	8.00	8.00
Infrastructure Maint & Oper Engr	1.00	1.00	1.00	1.00
Lead Fleet Mechanic	1.00	1.00	1.00	1.00
Maint Lead Person/Hvy Equip Oper	7.00	7.00	6.00	6.00
Maintenance Spec/Equip Operator	13.00	13.00	14.00	14.00
Maintenance Specialist	9.00	9.00	7.00	7.00
Maintenance Supervisor	2.00	2.00	2.00	2.00
Maintenance Worker	5.00	5.00	6.00	6.00
Office Support Supervisor	1.00	1.00	-	-
Permit Counter Supervisor	1.00	1.00	1.00	1.00
Permit Technician	2.00	2.00	2.00	2.00
Plans Examiner	2.00	2.00	2.00	2.00
Plans Examiner II	1.00	1.00	1.00	1.00
Principal Civil Engineer II	1.00	1.00	1.00	1.00
Principal Traffic Engineer	1.00	1.00	-	-
Principal Transportation Engineer	-	-	1.00	1.00
Sr Plans Examiner	2.00	2.00	2.00	2.00
Sr Principal Civil Engineer	1.00	1.00	1.00	1.00
Stormwater Maintenance Technician	1.00	1.00	1.00	1.00

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

	2018 Revised	2019 Budget	2019 Revised	2020 Budget
Stormwater Quality Coordinator	1.00	1.00	1.00	1.00
Stormwater Utility Cap Prog Mgr	1.00	1.00	-	-
Street Maintenance Crew Leader	1.00	1.00	2.00	2.00
Traffic Engineer	1.00	1.00	-	-
Traffic Engineering Manager	2.00	2.00	-	-
Traffic Engineering Technician II	3.00	3.00	-	-
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
Transportation Engineering Manager			2.00	2.00
Transportation Engineering Tech II			3.00	3.00
Utilities Maintenance Supervisor	1.00	1.00	1.00	1.00
Utility Locator	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):	122.21	123.21	123.21	123.21
Part-Time Hours	32,742	17,918	17,918	17,918
Total Full-Time and Part-Time Positions Stated as FTE	137.95	131.82	131.82	131.82

Budget Variances❖ **Personnel Services**

- ♦ The 2019 Original Budget is \$990,146 higher than 2018 Actuals primarily due to vacancies in 2018.

❖ **Services & Supplies**

- ♦ The 2019 Original Budget is \$2,235,719 higher than 2018 Actuals primarily due to 2018 expenses for building materials, electricity costs for street light & signals, fuel and vehicle repairs cost being less than anticipated for 2018.
- ♦ The 2020 Budget is \$1,362,743 less than the 2019 Revised Budget primarily due to the timing of transfers to the Grants fund to match state and federal funds for capital improvement projects.



Budget Variances (Continued)

❖ Capital Outlay

- ♦ The 2019 Original Budget is \$7,169,197 higher than 2018 Actuals due to the timing of capital improvement projects.
- ♦ The 2019 Revised Budget is \$20,829,364 higher than the 2019 Original Budget due to the timing of capital improvement projects.
- ♦ The 2020 Budget is \$19,107,619 than the 2019 Revised Budget due to the timing of capital improvement projects.

Core Values / Goals

❖ SAFE COMMUNITY

- ♦ **GOAL: Strengthen and support Lakewood's neighborhoods**

❖ FISCAL RESPONSIBILITY

- ♦ **GOAL: Charge sufficient rates to water and sewer customers to cover costs and to appropriately allocate those costs among customer classes**

❖ TRANSPORTATION

- ♦ **GOAL: Provide for public safety and mobility**

❖ PHYSICAL & TECHNOLOGICAL INFRASTRUCTURE

- ♦ **GOAL: Maintain public infrastructure and equipment**

❖ QUALITY LIVING ENVIRONMENT

- ♦ **GOAL: Provide reliable, high-quality water, sewer, and stormwater utility services; street surfaces; and transportation operations**

❖ COMMUNITY SUSTAINABILITY

- ♦ **GOAL: Manage a community recycling facility and, with other entities, a household hazardous waste drop-off facility**
- ♦ **GOAL: Monitor and, when appropriate, utilize alternative fuel sources**



Program: Public Works Administration

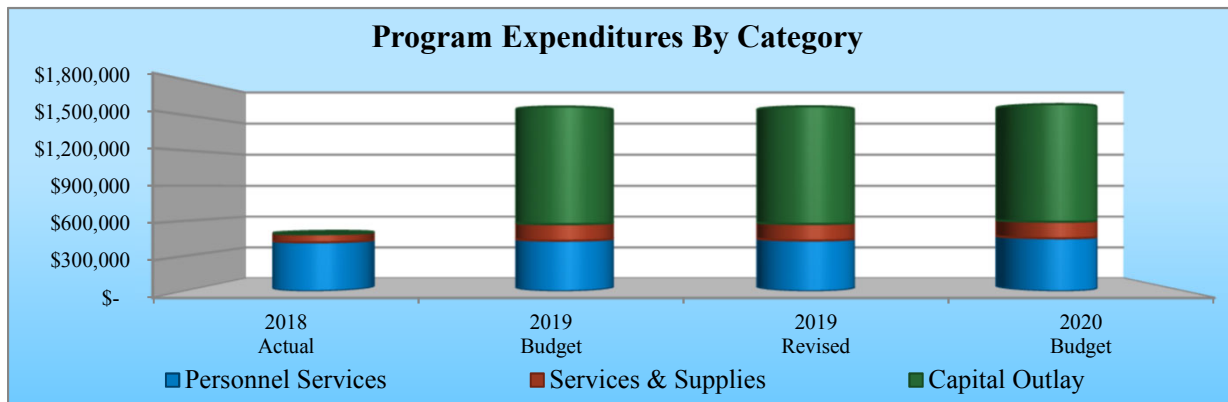
Department: Public Works

Division: Administration

Purpose: Public Works Administration plans, organizes, directs, and controls all projects, activities, and personnel in the Department.

Program Expenditures By Category

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Personnel Services	\$ 416,129	\$ 430,136	\$ 431,825	\$ 450,940
Services & Supplies	69,234	141,427	141,427	141,637
Capital Outlay	-	1,000,000	1,000,000	1,000,000
TOTAL:	\$ 485,363	\$ 1,571,562	\$ 1,573,252	\$ 1,592,577



Program Expenditures By Fund

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
General Fund	\$ 360,069	\$ 399,676	\$ 400,524	\$ 416,129
Capital Improvement Fund	125,294	171,887	172,727	176,448
Grants Fund	-	1,000,000	1,000,000	1,000,000
TOTAL:	\$ 485,363	\$ 1,571,562	\$ 1,573,252	\$ 1,592,577

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

	2018 Revised	2019 Budget	2019 Revised	2020 Budget
Director of Public Works	0.90	0.90	0.90	0.90
Business Specialist Supervisor	-	-	1.00	1.00
Office Support Supervisor	1.00	1.00	-	-
Sr Principal Civil Engineer	0.15	0.15	0.15	0.15
Total Full-Time Positions (FTE):	2.05	2.05	2.05	2.05
Part-Time Hours	3,898	3,898	3,898	3,898
Total Full-Time and Part-Time Positions Stated as FTE	3.92	3.92	3.92	3.92

Budget Variances❖ **Capital Outlay**

- ♦ The 2019 Original Budget is \$1,000,000 higher than 2018 Actuals due to money budgeted for potential grants in 2018 was not spent.

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, street repair, operation of water, sewer, and stormwater systems and environmental programs.



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

♦ **GOAL: Maintain city 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 city facilities.

Activity: Actions of the City water attorney, water engineer, and City staff are coordinated to occasionally 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: City served 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, and street maintenance.

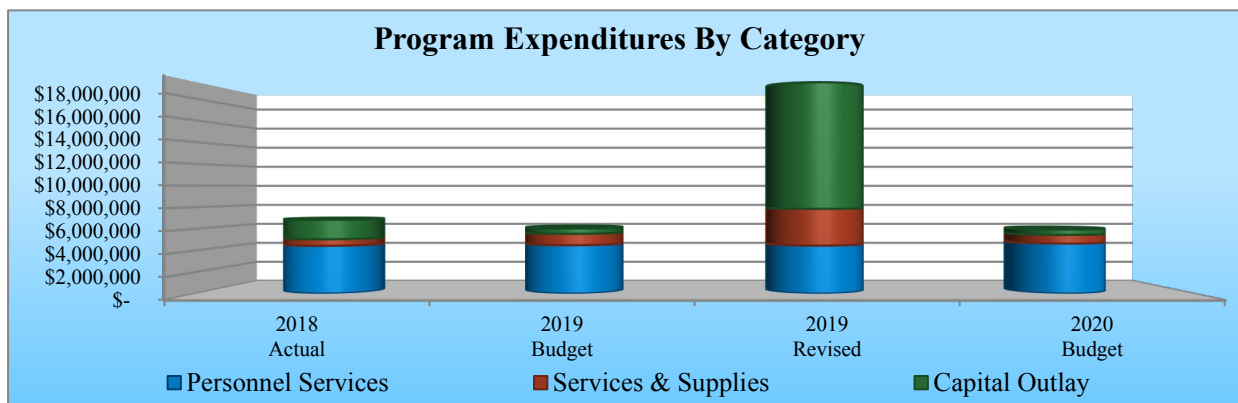
**Program:** Engineering**Department:** Public Works**Division:** Engineering

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 capital improvement projects is completed by private contractors through a competitive bid process.

Building and land development plans and specifications are reviewed to ensure compliance with adopted regulations. Building construction, roadway construction, grading and erosion control permits are issued and work is inspected.

Program Expenditures By Category

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Personnel Services	\$ 4,419,001	\$ 4,476,205	\$ 4,441,364	\$ 4,628,233
Services & Supplies	605,526	1,053,095	3,401,547	804,268
Capital Outlay	1,802,793	501,500	14,436,069	501,500
TOTAL:	\$ 6,827,320	\$ 6,030,799	\$ 22,278,979	\$ 5,934,001

**Program Expenditures By Fund**

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
General Fund	\$ 4,499,874	\$ 4,721,973	\$ 4,634,541	\$ 4,608,880
Capital Improvement Fund	2,095,743	858,826	8,374,699	875,120
Grants Fund	231,703	450,000	5,515,714	450,000
TABOR Fund	-	-	3,754,026	-
TOTAL:	\$ 6,827,320	\$ 6,030,799	\$ 22,278,979	\$ 5,934,001

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

	2018 Revised	2019 Budget	2019 Revised	2020 Budget
Building Inspector I	2.00	2.00	2.00	2.00
Building Inspector II	1.00	1.00	1.00	1.00
Building Inspector III	3.00	3.00	3.00	3.00
Building Inspector Supervisor	1.00	1.00	1.00	1.00
Building Official	1.00	1.00	1.00	1.00
Building Specialist II	-	-	2.00	2.00
Building Specialist III	-	-	1.00	1.00
Business Specialist	1.00	1.00	-	-
Business Support Specialist	2.00	2.00	-	-
City Engineer	0.95	0.95	0.95	0.95
Civil Design / CADD Technician	2.00	2.00	2.00	2.00
Civil Engineer II	1.00	1.00	1.00	1.00
Civil Engineer III	4.00	4.00	4.00	4.00
Construction Coordinator	1.00	1.00	1.00	1.00
Construction Documents Technician	1.00	1.00	1.00	1.00
Construction Inspector I	2.00	2.00	4.00	4.00
Construction Inspector II	2.00	2.00	-	-
Construction Inspector III	3.00	3.00	3.00	3.00
Engineering Assistance Technician	0.90	0.90	0.90	0.90
Engr Dev Assistance Coordinator	1.00	1.00	1.00	1.00
Environmental Service Coordinator	1.00	1.00	1.00	1.00
Permit Counter Supervisor	1.00	1.00	1.00	1.00
Permit Technician	2.00	2.00	2.00	2.00
Plans Examiner	2.00	2.00	2.00	2.00
Plans Examiner II	1.00	1.00	1.00	1.00
Principal Civil Engineer II	1.00	1.00	1.00	1.00
Sr Plans Examiner	2.00	2.00	2.00	2.00
Sr Principal Civil Engineer	0.50	0.50	0.50	0.50
Total Full-Time Positions (FTE):	40.35	40.35	40.35	40.35
Part-Time Hours	20,994	6,994	6,994	6,994
Total Full-Time and Part-Time Positions Stated as FTE	50.44	43.71	43.71	43.71

Budget Variances❖ **Services & Supplies**

- ♦ The 2019 Original Budget is up \$447,569 from 2018 actuals due to the timing of transfers to the Grant funds to match available state and federal funds for capital improvement projects.



Budget Variances (continued)

❖ Services & Supplies

- ♦ The 2019 Revised Budget is up \$1,548,452 from the 2019 Original Budget due to the timing of transfers to the Grant funds to match available state and federal funds for capital improvement projects.
- ♦ The 2020 Budget is down \$1,797,279 from the 2019 Revised Budget due to the timing of transfers to the Grant funds to match available state and federal funds for capital improvement projects.

❖ Capital Outlay

- ♦ The 2019 Original Budget decreased \$1,301,293 from 2018 Actuals due to the timing of capital improvement projects.
- ♦ The 2019 Revised Budget increased \$13,934,569 from the 2019 Original Budget due to the timing of capital improvement projects.
- ♦ The 2020 Budget decreased \$13,934,569 from the 2019 Revised Budget due to the timing of capital improvement projects.

Goals / Activities / Expectations / Results-Benefits

♦ GOAL: Provide for public safety and mobility

Activity: Project management, design, survey, and inspection are provided for City-initiated projects. Developer constructed public improvements are inspected.

Expectation: Improvements are safe, functionally adequate, cost effective, low maintenance, aesthetically pleasing, and include input from affected property owners. The use of funds from other agencies is maximized.

Result-Benefit: Capital improvement project goals are accomplished on schedule and within budget.



Sidewalk Improvements on Robb Street south of 20th Avenue

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

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 pedestrian and bicycle facilities are improved.

Activity: The program provides engineering reviews of land development projects.

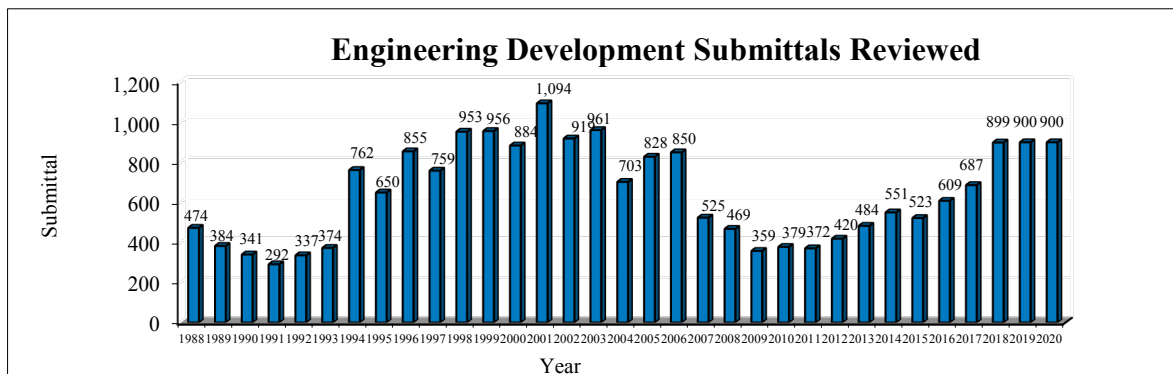
Expectation: Engineering reviews are completed and referrals are sent to outside agencies (Colorado Department of Transportation (CDOT), Urban Drainage and Flood Control District (UDFCD), Jefferson County, etc.). Public improvement agreements, cost estimates for public improvements, and cost estimates 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.

Engineering Development Statistics	2017 Actual	2018 Actual	2019 Revised	2020 Budget
Development Submittals				
Reviewed	687	899	900	900
Average Work Days Elapsed				
Per Review	32	32	30	30
Public Improvement				
Agreements Prepared	12	18	20	20
Flood Plain Information				
Requests Answered	104	124	150	150
Flood Insurance Rating				
Classification*	6	6	6	6

*A classification of six results in a 20 percent (20%) savings for homeowners in Lakewood purchasing flood insurance.



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

Activity: Plan reviews are provided for all building permit submittals.

Expectation: Most building plan reviews are completed within 4-6 weeks of submittal.

Result-Benefit:

Approximately 1,900 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.

<u>Building Plan Reviews</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Revised</u>	<u>2020 Budget</u>
Projects reviewed with applicant (While-you-wait review for simpler projects)	1,510	1,493	1,550	1,550
Projects taken in for review (Applicant receives comments at later date)				
Residential	337	274	300	300
Commercial	116	112	150	150
Average work days for initial review comments (initial submittal to response)				
Residential	11	17	15	15
Commercial	19	14	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:

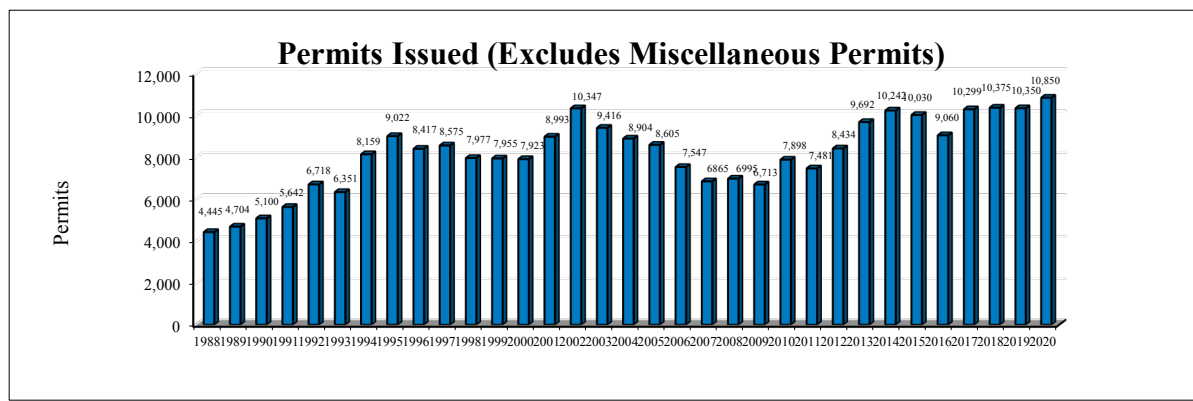
Approximately 12,250 walk-in customers (an average of one every nine minutes) receive services annually at the permit counter.



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

<u>Permits Issued</u>	2017 Actual	2018 Actual	2019 Revised	2020 Budget
Residential Building	2,257	1,944	2,000	2,500
Non-Residential Building	393	327	400	400
Electrical	2,359	2,606	2,500	2,500
Plumbing	1,146	1,254	1,200	1,200
Mechanical	1,993	2,205	2,000	2,000
Sign	193	187	200	200
Miscellaneous*	14,912*	5019*	5,000*	1,500
Public Way	1,707	1,576	1,800	1,800
Alternative Energy	251	276	250	250
TOTAL	25,211	15,394	15,350	12,350

* Includes re-roof permits resulting from the May 8, 2017 hailstorm



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 2018, 34,864 building inspections, excluding re-roofing inspections, were made with more than 99% completed within 24 hours of the request.

<u>Inspections Performed</u>	2017 Actual	2018 Actual	2019 Revised	2020 Budget
Structural	13,847	15,884	15,000	13,000
Electrical	7,813	8,259	8,000	8,000
Plumbing	4,836	4,866	4,500	4,500
Mechanical	4,651	4,559	4,500	4,500
Courtesy	356	284	200	200
Miscellaneous	1,278	1,012	1,100	1,100
Re-roof	14,603*	7638*	6,000*	1,300
TOTAL	47,384	42,502	39,300	32,600

* May 8, 2017 hailstorm resulted in an increase in re-roof inspections

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

Activity: Regulations are developed and enforced that govern the quality of stormwater in the City.

Expectation: Citizen concerns involving stormwater conditions in the City, including recycling issues, are addressed.

Result-Benefit:

	2017 Actual	2018 Actual	2019 Revised	2020 Budget
Responses to citizen generated environmental concerns and questions (approximate)	750	735	750	750
Environmental studies conducted/reviewed	4	8	8	8
Environmental investigations conducted	67	42	50	50
Material recycled annually at the Quail Street Recycling Center (Tons)	1,558	1,583	1,600	1,600
Material recycled annually at the Rooney Road Recycling Center (Tons)	294	288	300	300

General Comments

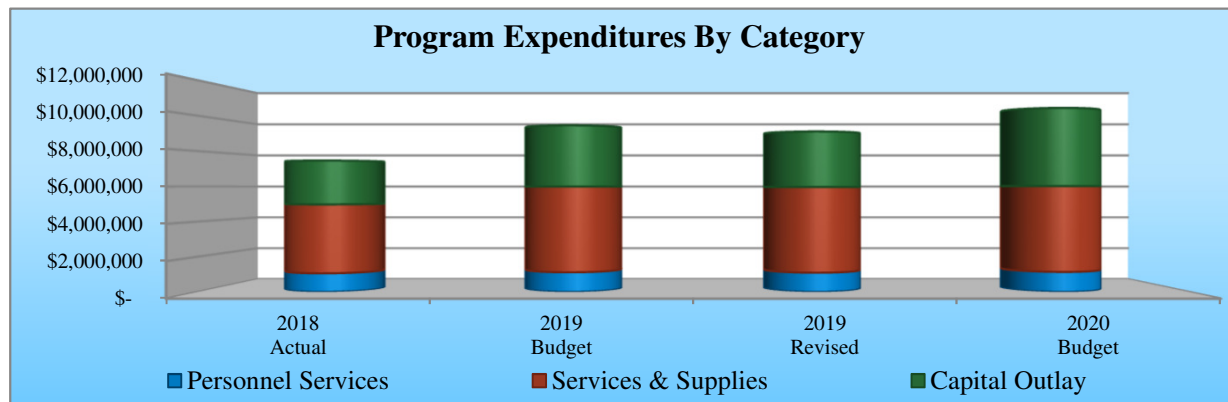
Staff from this program also work on capital projects in the Sewer, Stormwater, and Water Utilities. When working on utility projects, staff time is charged to the appropriate utility thus reducing expenditures in this program. Information on capital projects is provided in the Capital Improvement and Preservation Plan section of the budget.

This budgetary program is responsible for day-to-day operation of the Quail Street Recycling Center. In 2018, the center recycled 3,166,000 pounds of material and approximately 150,000 visitors disposed of material at the facility. All of the material is sorted prior to recycling, which increases the quality of the recyclables and supports financial sustainability of the facility.

This budgetary program takes a leadership role in the day-to-day operations of the multi-jurisdictional Rooney Road Recycling Center. In 2018, the program serviced 4,166 Jefferson County residents, of which 915 were from the City of Lakewood. In 2018, residents and businesses utilized this program to properly recycle/dispose of 577,331 pounds of household hazardous waste.

**Program:** Fleet Services**Department:** Public Works**Division:** Fleet Services**Purpose:** Fleet Services Division purchases, repairs, maintains and provides fuel for City vehicles and heavy equipment.**Program Expenditures By Category**

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Personnel Services	\$ 1,053,514	\$ 1,113,933	\$ 1,090,119	\$ 1,135,530
Services & Supplies	3,923,198	4,880,590	4,881,953	4,882,087
Capital Outlay	2,488,168	3,460,000	3,135,000	4,420,000
TOTAL:	\$ 7,464,880	\$ 9,454,523	\$ 9,107,072	\$ 10,437,617

**Program Expenditures By Fund**

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
General Fund	\$ 3,486,442	\$ 4,493,660	\$ 4,471,250	\$ 4,511,264
Capital Improvement Fund	1,607,139	2,120,863	1,520,822	2,126,353
Equipment Replacement Fund	2,371,299	2,840,000	3,115,000	3,800,000
TOTAL:	\$ 7,464,880	\$ 9,454,523	\$ 9,107,072	\$ 10,437,617

**Full-Time Positions**

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

	2018 Revised	2019 Budget	2019 Revised	2020 Budget
Fleet Manager	1.00	1.00	1.00	1.00
Fleet Maintenance Supervisor	1.00	1.00	1.00	1.00
Fleet Mechanic	7.00	8.00	8.00	8.00
Lead Fleet Mechanic	1.00	1.00	1.00	1.00
Total Full-Time Positions (FTE):	10.00	11.00	11.00	11.00
Part-Time Hours	1,710	128	128	128
Total Full-Time and Part-Time Positions Stated as FTE	10.82	11.06	11.06	11.06

Budget Variances❖ **Services & Supplies**

- ♦ The 2019 Budget is \$957,391 higher than 2018 Actuals primarily due to lower than anticipated 2018 expenses for fuel and vehicle repairs.

❖ **Capital Outlay**

- ♦ The 2019 Budget is \$971,832 higher than 2018 Actuals primarily due to lower than anticipated 2018 vehicle replacements costs and the timing of capital improvements at the maintenance campus facility.
- ♦ The 2020 Budget is up \$1,285,000 from the 2019 Revised Budget primarily due to replacing some higher cost heavy equipment and the timing of capital improvements at the maintenance campus facility.

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.



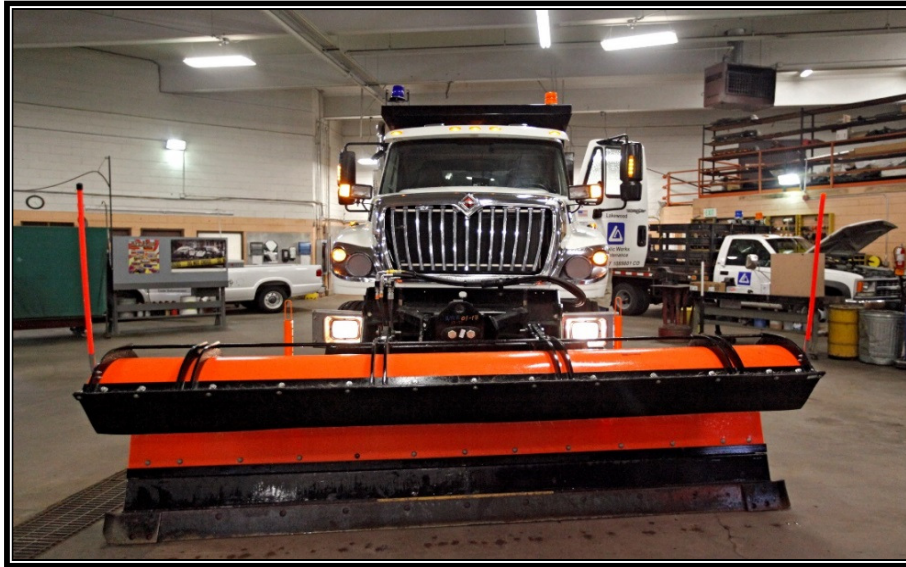
Activity: The Division purchases vehicles and equipment that best meet the needs of City operations.



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

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 and to maximize equipment availability for City operations.

Result-Benefit: The Division will purchase vehicles as needed totaling no more than \$3,800,000 in 2020.



- ♦ **GOAL:** Monitor the marketplace and, when appropriate, utilize alternative fuel sources and obtain alternative fuel vehicles

Activity: Fuel and vehicle options are evaluated for environmental benefits, serviceability and cost.

Expectation: The Division understands market and other relevant factors.

Result-Benefit: The fleet transitions to alternative fuels as appropriate.

General Comments

The Fleet Management program supports and maintains the City's vehicles and motorized self-propelled equipment. The Division maintains over 650 pieces of equipment with nine mechanics and two managerial positions which is one of the more 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 2020, anticipated vehicle and equipment replacements include replacement of patrol cars, three dump trucks, a vac truck, a motor grader and pickup trucks.



Program: Public Works Maintenance

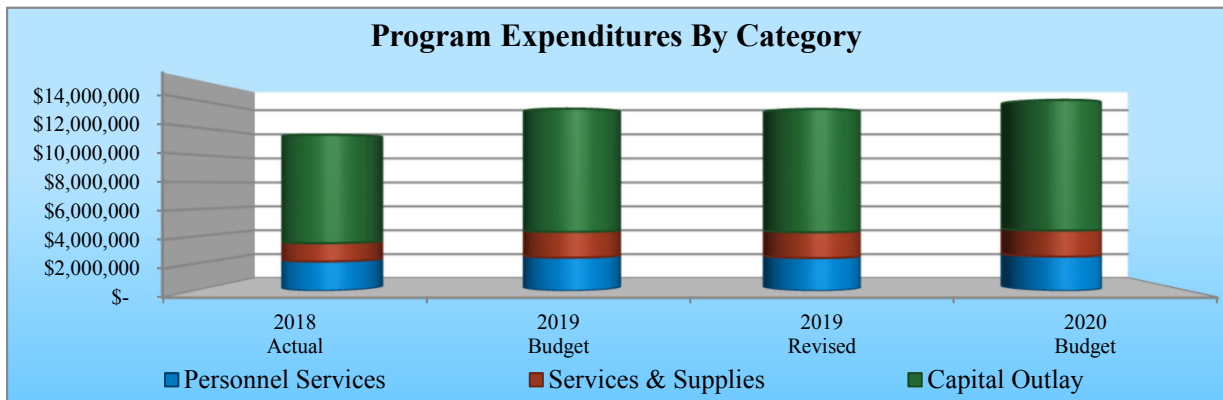
Department: Public Works

Division: Street Maintenance

Purpose: This program provides maintenance and preservation of the City's streets, parking lots, sidewalks and certain paths, including snow and ice control, 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 path/sidewalk repair.

Program Expenditures By Category

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Personnel Services	\$ 2,155,331	\$ 2,440,112	\$ 2,410,844	\$ 2,516,785
Services & Supplies	1,349,792	1,897,112	1,900,210	1,919,698
Capital Outlay	7,950,394	9,021,782	9,021,782	9,563,089
TOTAL:	\$ 11,455,517	\$ 13,359,006	\$ 13,332,836	\$ 13,999,571



Program Expenditures By Fund

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
General Fund	\$ 3,321,404	\$ 4,049,495	\$ 4,015,863	\$ 4,130,088
Capital Improvement Fund	8,134,113	9,309,510	9,316,973	9,869,484
TOTAL:	\$ 11,455,517	\$ 13,359,006	\$ 13,332,836	\$ 13,999,571

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

	2018 Revised	2019 Budget	2019 Revised	2020 Budget
Business Specialist	1.00	1.00	1.00	1.00
Construction Inspector I	1.00	1.00	1.00	1.00
Construction Inspector II	1.00	1.00	1.00	1.00
Infrastructure Maint & Oper Engr	0.75	0.75	0.75	0.75
Maint Lead Person/Hvy Equip Oper	4.22	4.22	4.30	4.30
Maintenance Spec/Equip Operator	5.75	5.75	6.75	6.75
Maintenance Specialist	8.00	8.00	4.30	4.30
Maintenance Supervisor	1.53	1.53	1.53	1.53
Maintenance Worker	3.30	3.30	5.15	5.15
Stormwater Maintenance Technician	0.31	0.31	0.31	0.31
Street Maintenance Crew Leader	1.00	1.00	1.62	1.62
Total Full-Time Positions (FTE):	27.86	27.86	27.71	27.71
Part-Time Hours	2,675	3,433	3,433	3,433
Total Full-Time and Part-Time Positions Stated as FTE	29.15	29.51	29.36	29.36

Budget Variances❖ **Personnel Services**

- ♦ The 2019 Original Budget is \$284,781 higher than 2018 Actuals primarily due to vacancies in 2018.

❖ **Services & Supplies**

- ♦ The 2019 Original Budget is \$547,320 higher than 2018 Actuals primarily due to lower than anticipated 2018 expenditures for fleet charges, materials for in-house street maintenance and snow & ice control and lower contract snow removal expenses.

❖ **Capital Outlay**

- ♦ The 2019 Original Budget is 1,071,388 higher than 2018 Actuals due to lower than anticipated 2018 street resurfacing contract expenditures.

**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.

	2017 Actual	2018 Actual	2019 Revised	2020 Budget
Number of deployments	14	16	18	18
Snowplow miles operated	51,425	65,158	75,000	75,000
Gallons of liquid deicer used	17,881	18,820	20,000	20,000
Tons of sand/salt used	1,509	2,476	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 creating square edges on the repair area, tacking, and properly compacting the new asphalt.

Result-Benefit: 1,200 to 2,000 potholes are patched per year.



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 or in a bike lane and are more than one-half 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 -	Crack seal, 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)**

	2017	2018	2019	2020
	Actual	Actual	Revised	Budget
Lane miles receiving overlay	78	83	75	90
Lane miles receiving sealcoat	87	106	87	90
Lane miles cracksealed	130	195	142	130
Lane miles receiving concrete repair	117	66	68	100
		Good	Fair	Poor
Street conditions	1999	68%	28%	4%
	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%
	2015	78%	22%	0%
	2017	79%	21%	0%
	2018	81%	19%	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 forecast to occur quickly. During most snowstorms 26 snowplows are deployed to cover priority routes. Four (4) of the 26 plows are equipped with a wing plow which provides wider pavement coverage. For large snowstorms, an additional 12 to 15 contract motor graders are brought in to assist City crews. Additional contract forces are 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 6,900 accounts in north Lakewood.



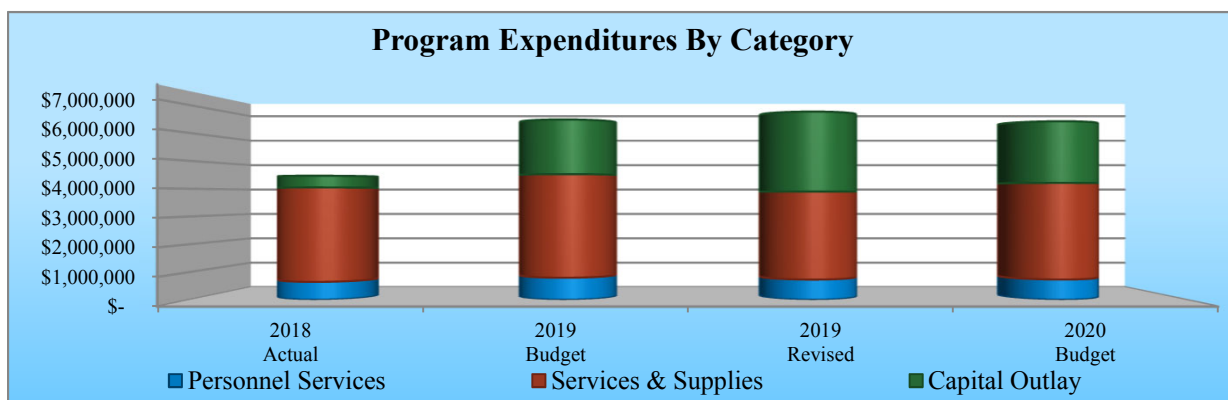
Deteriorated Sewer Lines



New Sewer Lines

Program Expenditures By Category

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Personnel Services	\$ 644,674	\$ 794,292	\$ 729,081	\$ 730,877
Services & Supplies	3,400,368	3,727,838	3,169,987	3,478,070
Capital Outlay	419,103	1,958,896	2,863,896	2,208,896
TOTAL:	\$ 4,464,144	\$ 6,481,026	\$ 6,762,964	\$ 6,417,843



**Program Expenditures By Fund**

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Sewer Enterprise Fund	\$ 4,464,144	\$ 6,481,026	\$ 6,762,964	\$ 6,417,843
TOTAL:	\$ 4,464,144	\$ 6,481,026	\$ 6,762,964	\$ 6,417,843

Full-Time Positions

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

	2018 Revised	2019 Budget	2019 Revised	2020 Budget
Director of Public Works	0.10	0.10	0.10	0.10
Accountant II	0.04	0.04	0.04	0.04
Accountant III	0.08	0.08	0.08	0.08
Civil Engineer III	0.20	0.20	0.20	0.20
Infrastructure Maint & Oper Engr	0.21	0.21	0.21	0.21
Maintenance Spec/Equip Operator	2.55	2.55	2.55	2.55
Maintenance Specialist	0.85	0.85	0.85	0.85
Sr Principal Civil Engineer	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	0.75	0.75	0.75	0.75
Water, Sewer, Stormwater Technician	1.02	1.02	1.02	1.02
Total Full-Time Positions (FTE):	6.80	6.80	6.80	6.80
Part-Time Hours	796	796	796	796
Total Full-Time and Part-Time Positions Stated as FTE	7.18	7.18	7.18	7.18

Budget Variances❖ **Personnel Services**

- ♦ The 2019 Original Budget is \$149,618 higher than 2018 Actuals due to vacancies in 2018.

❖ **Supplies & Services**

- ♦ The 2019 Original Budget is \$327,470 higher than 2018 Actuals primarily due to lower than anticipated sewer treatment charges in 2018.
- ♦ The 2019 Revised Budget is \$557,851 less than the 2019 Original Budget primarily due to lower than anticipated sewer treatment charges in 2019.
- ♦ The 2020 Budget is \$308,083 higher than the 2019 Revised Budget primarily due to anticipated increases in sewer treatment charges for 2020.



Budget Variances (continued)

❖ Capital Outlay

- ♦ The 2019 Original Budget is \$1,539,793 higher than 2018 Actuals due to the timing of capital improvement projects.
- ♦ The 2019 Revised Budget is \$905,000 higher than the 2019 Original Budget due to the timing of capital improvement projects.
- ♦ The 2020 Budget is \$655,000 less than the 2019 Revised Budget due to the timing of capital improvement projects.

Goals / Activities / Expectations / Results-Benefits

- ♦ **GOAL: Charge sufficient service charges to sewer customers to cover costs and to appropriately allocate those 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.



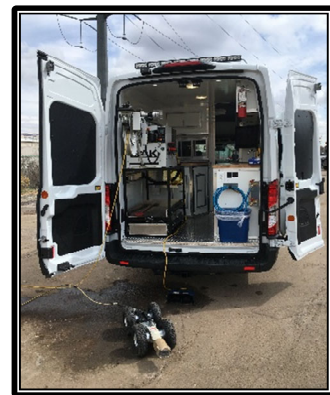
Jet Truck used to Clean Sewer Lines

- ♦ **GOAL: Provide reliable, high-quality sewer 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.



Closed-circuit television inspection van



General Comments

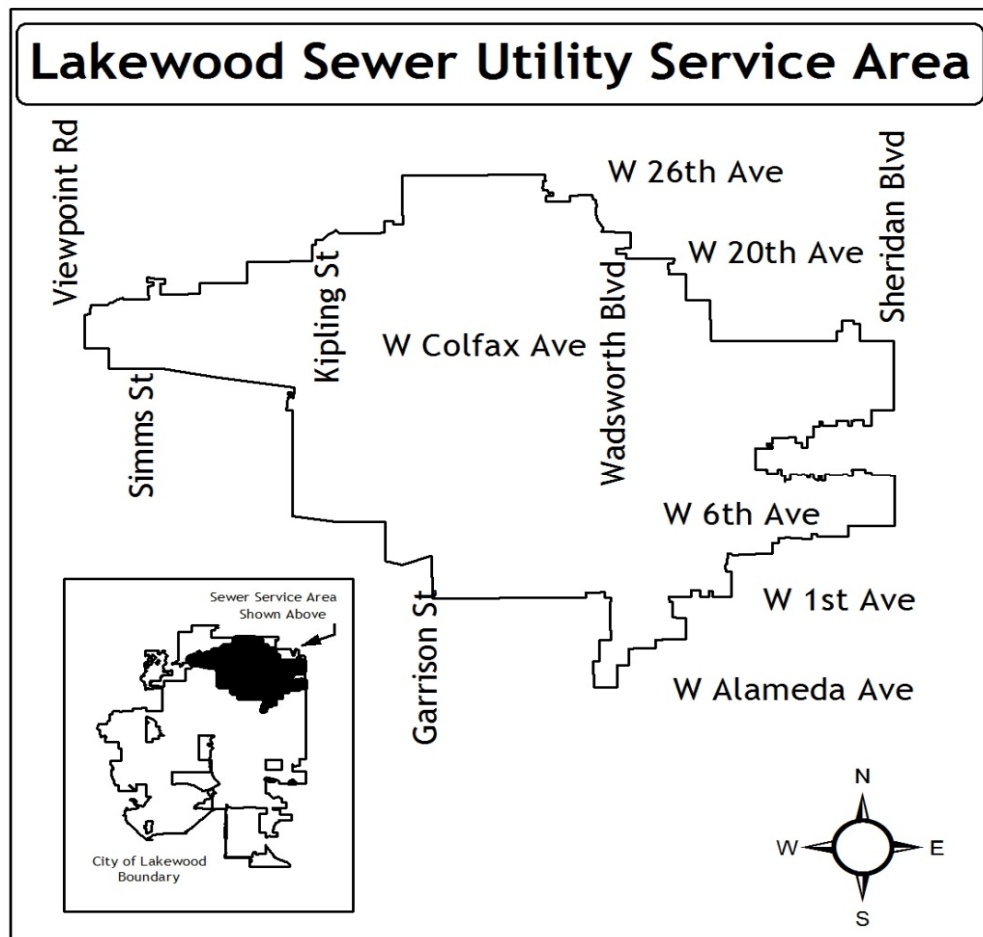
Lakewood's Sewer Utility is one of 23 entities that provide sewer services to the citizens of Lakewood. All sewage collected is treated by the Metro Wastewater Reclamation District. Wastewater treatment charges paid to Metro is the largest single expense for the Sewer Utility.

A closed-circuit television van was added in 2019 to improve emergency response time and maintenance prioritization. It is shared with the stormwater management utility.

A new billing system, in conjunction with the water and stormwater utilities, including enhanced functionality for customers, was implemented in 2019.

Information on sewer utility capital projects is provided in the Capital Improvement and Preservation Plan section of the budget.

Service charge increases are typically expected annually primarily due to increasing costs of wastewater treatment.





Program: Stormwater Management Utility

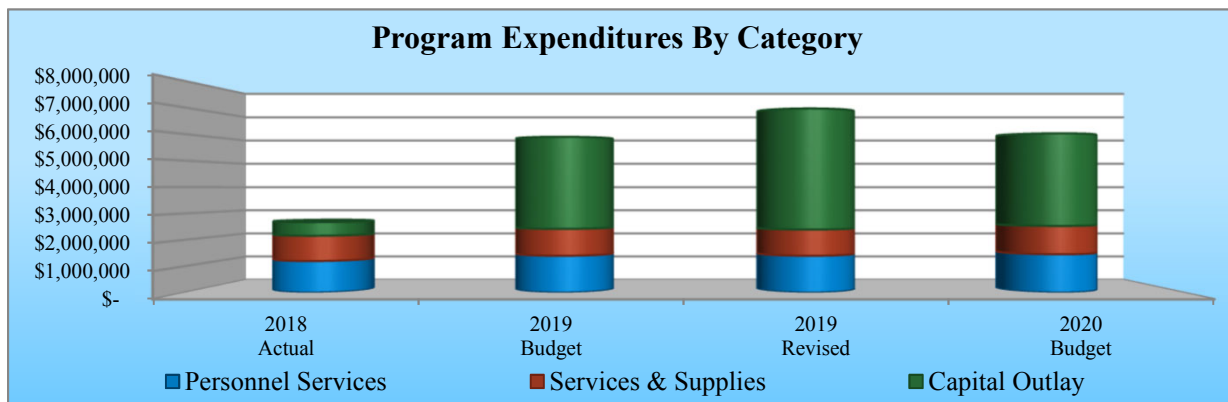
Department: Public Works

Division: Engineering

Purpose: The City's Stormwater Management Utility is responsible for new construction, maintenance and replacement of the stormwater system, and compliance with federal stormwater quality requirements.

Program Expenditures By Category

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Personnel Services	\$ 1,193,837	\$ 1,393,212	\$ 1,393,592	\$ 1,450,426
Services & Supplies	960,079	1,022,981	997,031	1,076,308
Capital Outlay	515,554	3,479,562	4,572,549	3,500,000
TOTAL:	\$ 2,669,470	\$ 5,895,755	\$ 6,963,172	\$ 6,026,734



Program Expenditures By Fund

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Stormwater Enterprise Fund	\$ 2,669,470	\$ 5,895,755	\$ 6,963,172	\$ 6,026,734
TOTAL:	\$ 2,669,470	\$ 5,895,755	\$ 6,963,172	\$ 6,026,734

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

	2018 Revised	2019 Budget	2019 Revised	2020 Budget
City Engineer	0.05	0.05	0.05	0.05
Accountant II	0.01	0.01	0.01	0.01
Accountant III	0.04	0.04	0.04	0.04
Civil Engineer III	0.75	0.75	1.75	1.75
Engineering Assistance Technician	0.10	0.10	0.10	0.10
Maint Lead Person/Hvy Equip Oper	2.78	2.78	1.70	1.70
Maintenance Specialist	-	-	1.70	1.70
Maintenance Spec/Equip Operator	4.25	4.25	4.25	4.25
Maintenance Supervisor	0.47	0.47	0.47	0.47
Maintenance Worker	1.70	1.70	0.85	0.85
Sr Principal Civil Engineer	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
Stormwater Utility Cap Prog Mgr	1.00	1.00	-	-
Street Maintenance Crew Leader	-	-	0.38	0.38
Water & Sewer Technician	0.15	0.15	0.15	0.15
Water, Sewer, Stormwater Technician	0.88	0.88	0.88	0.88
Total Full-Time Positions (FTE):	14.03	14.03	14.18	14.18
Part-Time Hours	686	686	686	686
Total Full-Time and Part-Time Positions Stated as FTE	14.36	14.36	14.51	14.51

Budget Variances❖ **Personnel Services**

- ♦ The 2019 Original Budget is \$199,375 higher than the 2018 Actuals primarily due to vacancies in 2018.

❖ **Services & Supplies**

- ♦ The 2019 Original Budget is \$62,902 higher than 2018 Actuals due to anticipating additional consultant services needed to negotiate a new federal stormwater permit.
- ♦ The 2020 Budget is \$79,277 higher than the 2019 Revised Budget primarily due to the need for consultant service to negotiate a new federal stormwater permit moving from 2019 to 2020.

❖ **Capital Outlay**

- ♦ The 2019 Original Budget is \$2,964,008 higher than 2018 Actuals due to the timing of capital improvements projects.
- ♦ The 2019 Revised Budget is \$1,092,987 higher than the 2019 Original Budget due to the timing of capital improvements projects.
- ♦ The 2020 Budget is higher \$1,072,549 than the 2019 Revised Budget due to the timing of capital improvements projects.



Goals / Activities / Expectations / Results-Benefits

♦ GOAL: Provide reliable, high-quality stormwater utility services

Activity: The stormwater system is well constructed, maintained, and operated.

Expectation: Staff completes emergency repairs quickly; routinely inspects and cleans inlets, culverts, 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 within budget.

Result-Benefit: Flood danger is reduced.



Box culvert construction on McIntyre Gulch at Holland Street

General Comments

Inlets, storm sewer pipes, culverts and gulches are inspected and cleaned as needed.

Information on stormwater capital projects is provided in the Capital Improvement and Preservation Plan section of the budget.

A closed-circuit television van was added in 2019 to improve emergency response time and maintenance prioritization. It is shared with the sewer utility.

A new billing system, in conjunction with the sewer and water utilities, including enhanced functionality for customers, was implemented in 2019.



Program: Transportation Engineering

Department: Public Works

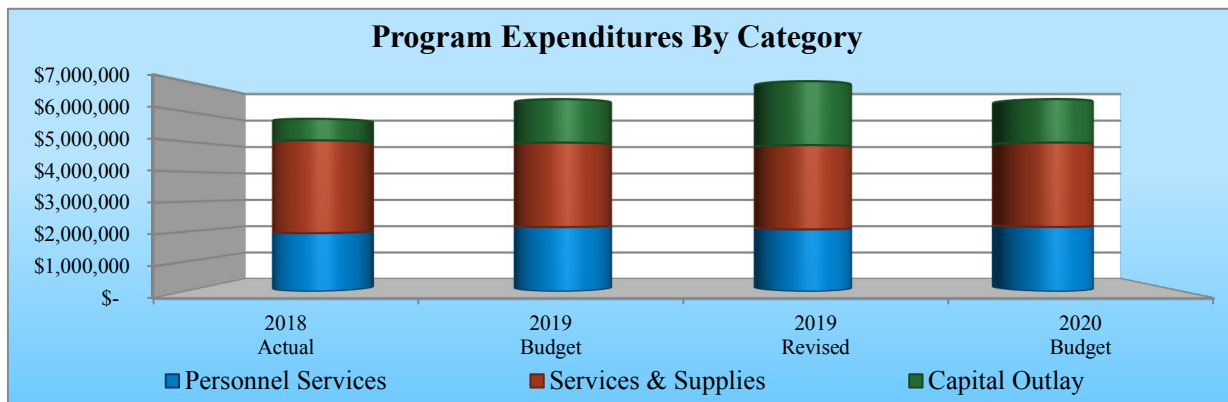
Division: Transportation Engineering

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

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Personnel Services	\$ 1,950,754	\$ 2,154,601	\$ 2,076,738	\$ 2,159,701
Services & Supplies	3,088,426	2,809,593	2,804,377	2,806,270
Capital Outlay	712,902	1,440,362	5,712,170	1,440,362
TOTAL:	\$ 5,752,082	\$ 6,404,556	\$ 10,593,285	\$ 6,406,333



Program Expenditures By Fund

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
General Fund	\$ 4,667,259	\$ 4,527,311	\$ 4,452,645	\$ 4,528,825
Capital Improvement Fund	967,731	1,877,244	3,205,640	1,877,509
Grants Fund	117,092	-	1,935,000	-
TABOR Fund	-	-	1,000,000	-
TOTAL:	\$ 5,752,082	\$ 6,404,556	\$ 10,593,285	\$ 6,406,333

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

	2018 Revised	2019 Budget	2019 Revised	2020 Budget
Alternative Transportation Coordinator	1.00	1.00	1.00	1.00
Business Specialist II	1.00	1.00	1.00	1.00
City Transportation Engineer	1.00	1.00	1.00	1.00
Transportation Engineer	1.00	1.00	1.00	1.00
Transportation Engineering Manager	2.00	2.00	2.00	2.00
Transportation Engineering Technician	3.00	3.00	3.00	3.00
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
Utility Locator	1.00	1.00	1.00	1.00
Total Full-Time Positions (FTE):	20.00	20.00	20.00	20.00
Part-Time Hours	1,905	1,905	1,905	1,905
Total Full-Time and Part-Time Positions Stated as FTE	20.92	20.92	20.92	20.92

Budget Variances❖ **Personnel Services**

- ♦ The 2019 Budget is \$203,847 higher than 2018 Actuals primarily due to vacancies in 2018

❖ **Services & Supplies**

- ♦ The 2019 Budget is \$278,833 less than 2018 Actuals primarily due to anticipating reduced Xcel street light maintenance costs.

❖ **Capital Outlay**

- ♦ The 2019 Budget is \$727,460 higher than the 2018 Actuals due to the timing of capital improvement projects.
- ♦ The 2019 Revised Budget is \$4,121,808 higher than the 2019 Original Budget due to the timing of capital improvement projects.
- ♦ The 2020 Budget is \$4,121,808 less than the 2019 Revised Budget due to the timing of capital improvement projects.



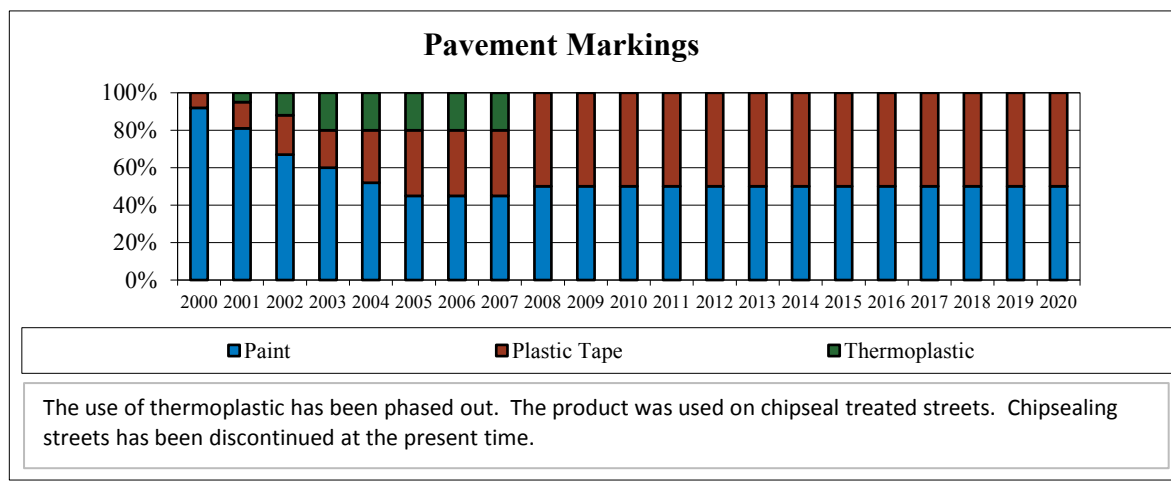
Goals / Activities / Expectations / Results-Benefits

♦ 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 crashes.



New pavement markings on Jewell Avenue

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

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, when deemed appropriate, traffic capacity impacts of proposed developments are reviewed.

Expectation: Potential development traffic impacts are anticipated and, when appropriate, mitigated.

Result-Benefit: Traffic impacts from land development are managed to the extent practical.

Activity: Street lights are installed based on lighting levels established by City policy.

Expectation: Roadway lighting is installed to current City policies.

Result-Benefit: Street lighting is maintained in conformance with City policy.

	2017 Actual	2018 Actual	2019 Revised	2020 Budget
Number of Xcel Street Lights	7,681	7,749	7,749	7,755
Number of City Owned Street Lights	209	251	251	263
Street Light Power Cost*	\$1,522,256	\$1,551,585	\$1,813,856	\$1,813,856
Street Light Maintenance Cost*	\$678,711	\$688,124	\$787,000	\$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.

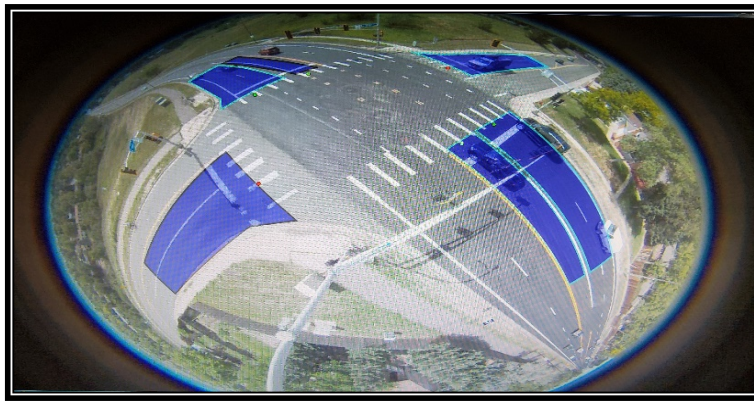


1st Avenue street lights

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

	2017 Actual	2018 Actual	2019 Revised	2020 Budget
Total Traffic Signals Maintained	202	202	202	201
School Speed Zone/Cross Walk Warning Flashers	110	111	111	111
Speed Display Signs	14	16	21	23
Average Cost Per New Signal	\$320,000	\$375,000	\$425,000	\$475,000
Average Cost Per New School Speed Zone Flasher*	\$3,700	\$6,500	\$8,000	\$8,500
Average Cost Per New Solar Powered Speed Zone Flasher	\$6,500	\$7,400	\$8,200	\$8,800

* Not including Xcel Energy connection charges



New detection system at Jewell Avenue and Wright Street

General Comments

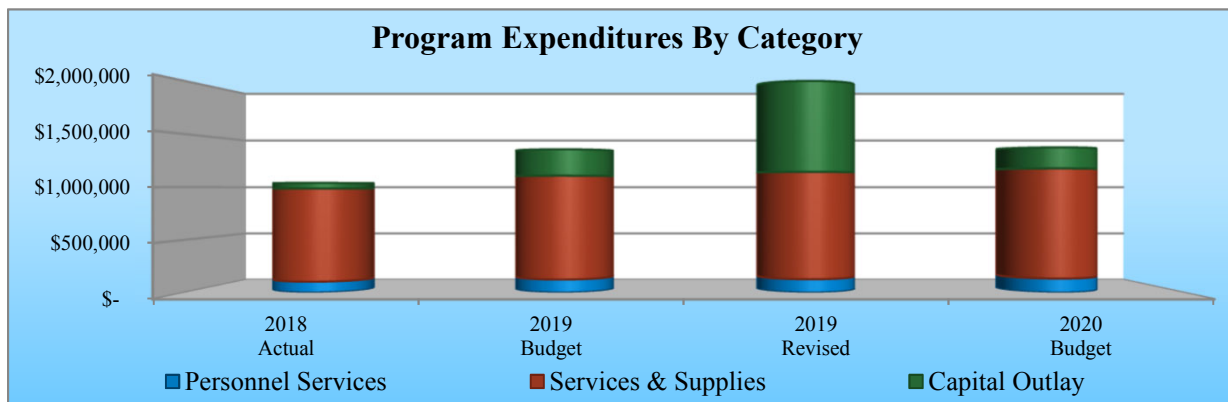
Information on capital projects is provided in the Capital Improvement and Preservation Plan section of the budget.

**Program:** Water Utility**Department:** Public Works**Division:** Utilities

Purpose: The Water Utility provides and maintains the water distribution system for approximately 800 accounts in northeast Lakewood.

Program Expenditures By Category

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Personnel Services	\$ 102,179	\$ 123,075	\$ 125,483	\$ 132,254
Services & Supplies	884,739	984,446	1,018,078	1,043,528
Capital Outlay	52,723	248,732	1,198,732	198,732
TOTAL:	\$ 1,039,641	\$ 1,356,252	\$ 2,342,293	\$ 1,374,514



Program Expenditures By Fund

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Water Enterprise Fund	\$ 1,039,641	\$ 1,356,252	\$ 2,342,293	\$ 1,374,514
TOTAL:	\$ 1,039,641	\$ 1,356,252	\$ 2,342,293	\$ 1,374,514

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

	2018 Revised	2019 Budget	2019 Revised	2020 Budget
Infrastructure Maint & Oper Engr	0.04	0.04	0.04	0.04
Accountant III	0.04	0.04	0.04	0.04
Accountant II	0.01	0.01	0.01	0.01
Civil Engineer III	0.05	0.05	0.05	0.05
Maintenance Spec/Equip Operator	0.60	0.60	0.45	0.45
Maintenance Specialist	-	-	0.15	0.15
Sr Principal Civil Engineer	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):	1.13	1.13	1.13	1.13
Part-Time Hours	78	78	78	78
Total Full-Time and Part-Time Positions Stated as FTE	1.17	1.17	1.17	1.17

Budget Variances❖ **Services & Supplies**

- ♦ The 2019 Original Budget is \$99,707 higher than 2018 Actuals primarily due to vacancies in 2018.

❖ **Capital Outlay**

- ♦ The 2019 Original Budget is \$196,009 higher than 2018 Actuals due to the timing of capital improvement projects.
- ♦ The 2019 Revised Budget is \$950,000 higher than the 2019 Original Budget due to the timing of capital improvement projects.
- ♦ The 2020 Budget is \$1,000,000 less than the 2019 Revised Budget due to the timing of capital improvement projects.



Goals / Activities / Expectations / Results-Benefits

- ♦ **GOAL:** Charge sufficient service charges to water customers to cover costs and to appropriately allocate those 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 utility services

Activity: The water 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



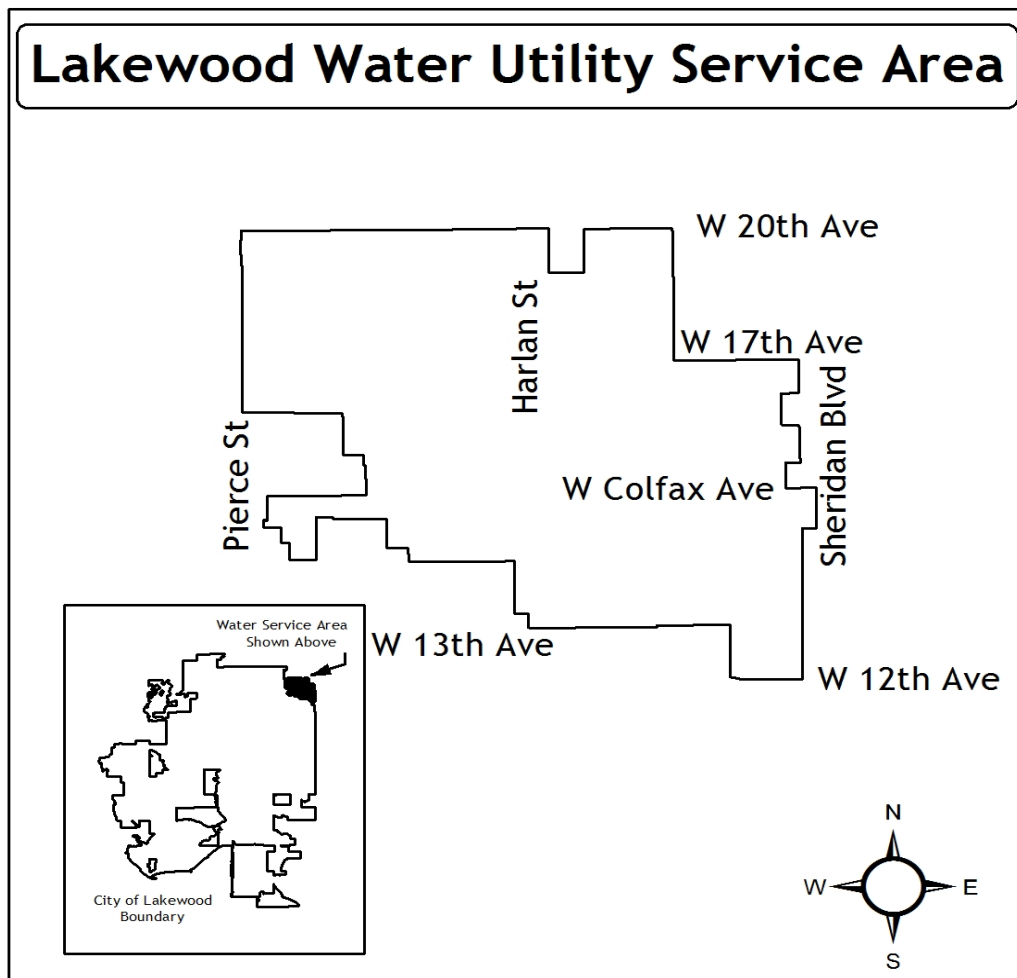
General Comments

Lakewood's Water Utility is one of 21 entities that provide water to the citizens of Lakewood. All water distributed by Lakewood is purchased from Denver Water.

A new billing system, in conjunction with the sewer and stormwater utilities, including enhanced functionality for customers, was implemented in 2019.

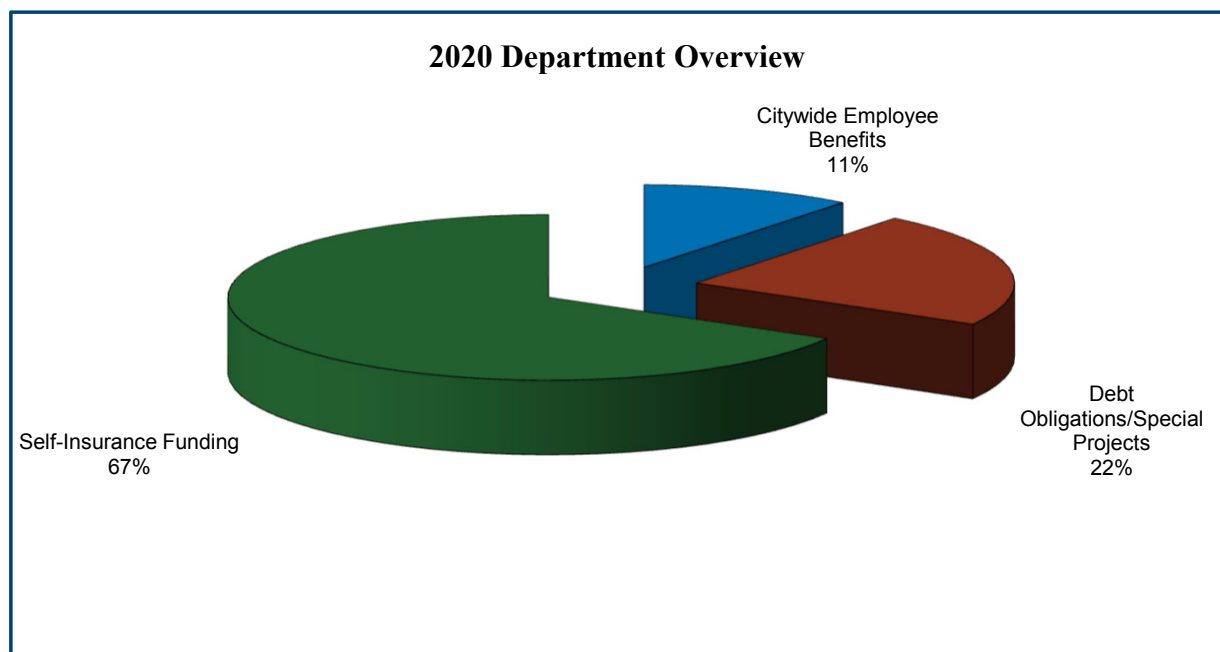
Information on water utility capital projects is provided in the Capital Improvement and Preservation Plan section of the budget.

Service charge increases are typically expected annually primarily due to increasing costs to purchase water.





NON-DEPARTMENTAL



	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Citywide Employee Benefits	\$ 1,897,228	\$ 2,704,260	\$ 2,770,272	\$ 2,795,495
Debt Obligations/Special Projects	5,887,019	6,024,674	7,268,055	5,938,905
Self-Insurance Funding	14,585,394	17,410,191	20,360,213	17,491,435
Non-Specific	4,267	-	-	-
TOTAL:	\$ 22,373,908	\$ 26,139,125	\$ 30,398,540	\$ 26,225,835
Percent to All Funds	11.49%	12.70%	11.89%	12.36%



Department: Non-Departmental

Mission Statement: Meet the needs of all City Departments and the Community by appropriately funding Citywide Employee Benefits, Self-Insurance Funding, the Certificates of Participation, capital lease payments for a police facility, and certain special projects.

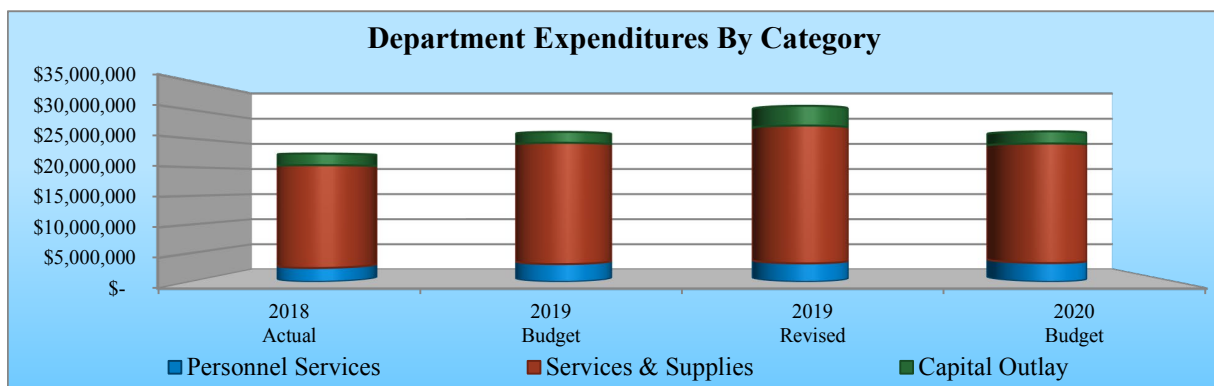
Purpose: The City has a number of employee benefits that are not assigned to the specific budgets within departments. These costs are paid for out of the Citywide Employee Benefits Program. These include retiree health plan funds, termination and severance payouts, workforce planning, contributions to the Police Duty Death and Disability Fund, recreation center passes, educational assistance, unemployment benefits, employee assistance programs, employee recognition 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. The Medical and Dental self-insurance funds provide competitive and compliant health insurance for employees in a fiscally responsible manner.

Department Expenditures By Category

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Personnel Services	\$ 2,420,768	\$ 3,102,724	\$ 3,229,737	\$ 3,280,203
Services & Supplies	17,928,852	21,141,493	24,014,514	20,845,493
Capital Outlay	2,024,289	1,894,908	3,429,289	2,100,139
TOTAL:	\$ 22,373,908	\$ 26,139,125	\$ 30,673,540	\$ 26,225,835



**Department Expenditures By Fund**

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
General Fund	\$ 6,799,252	\$ 7,351,357	\$ 7,126,369	\$ 7,151,592
Capital Improvement Fund	2,410,289	2,275,908	2,910,289	2,481,139
Medical / Dental Self-Ins. Fund	9,642,080	13,351,607	13,352,931	13,362,085
Golf Course Enterprise Fund	-	21,305	21,305	21,305
Property & Casualty Self-Ins. Fund	1,813,134	1,640,178	4,579,333	1,694,304
Retiree's Health Program Fund	40,000	220,000	220,000	220,000
Sewer Enterprise Fund	-	15,218	315,218	15,218
Stormwater Enterprise Fund	13,974	42,609	242,609	42,609
Water Enterprise Fund	-	2,537	402,537	2,537
Workers' Comp Self-Ins. Fund	1,655,180	1,218,406	1,227,950	1,235,045
TABOR Fund	-	-	275,000	-
TOTAL:	\$ 22,373,908	\$ 26,139,125	\$ 30,673,540	\$ 26,225,835

Full-Time Positions

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

	2018 Revised	2019 Budget	2019 Revised	2020 Budget
Benefits Specialist	1.00	1.00	1.00	1.00
Employee Wellness Coordinator	1.00	1.00	-	-
Enterprise Training Manager	-	-	1.00	1.00
Manager of Org Dev & Risk	0.50	0.50	0.50	0.50
Occup Health & Wellness Coord	-	-	1.00	1.00
Risk Management Claims Specialist	-	-	1.00	1.00
Risk Management Technician	1.00	1.00	-	-
Risk Manager	1.00	1.00	-	-
Workers' Comp/Safety Manager	0.70	0.70	0.70	0.70
Total Full-Time Positions (FTE):	5.20	5.20	5.20	5.20
Part-Time Hours*	691	691	691	691
Total Full-Time and Part-Time Positions Stated as FTE	5.53	5.53	5.53	5.53



Budget Variances

❖ Personnel Services

- ♦ The 2019 Original Budget is up \$681,957 over 2018 Actuals due primarily to the budgeted amount for final payoffs to employees in 2018 not being completely utilized but being budgeted again in 2019.

❖ Supplies & Services

- ♦ The 2019 Original Budget is up \$3,212,641 over 2018 Actuals due to not fully expending the 2018 budgeted amount for claims expense, but budgeting the full amount again in 2019.
- ♦ The 2019 Revised Budget is up \$2,598,021 over the 2019 Original Budget due to the re-appropriation of hail funding for repairs expected to be completed in 2019.
- ♦ The 2020 Budget is down \$2,894,021 from the 2019 Revised Budget due to the expected completion of hail repairs in 2019.

❖ Capital Outlay

- ♦ The 2019 Revised Budget is up \$1,534,381 due to an increase in budgeting for capital contingencies and the anticipated completion of several large projects.
- ♦ The 2020 Budget is down \$1,329,150 from the 2019 Revised Budget as a result of decreased capital contingency budgeting.

Core Values / Goals

❖ PHYSICAL & TECHNOLOGICAL INFRASTRUCTURE

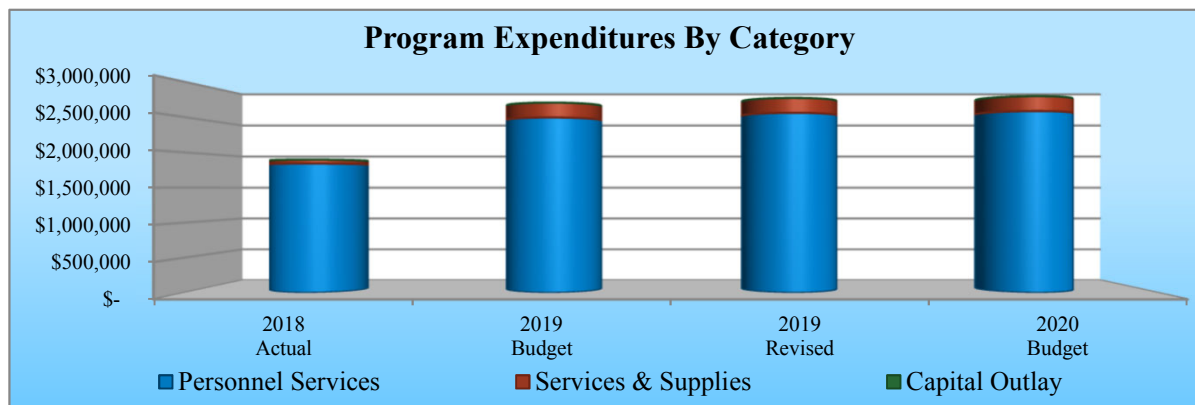
- ♦ **GOAL: Appropriate for debt and rental obligations**
- ♦ **GOAL: Appropriate for expected and unexpected special project expenditures**
- ♦ **GOAL: Administer competitive, responsive, and progressive employee benefit programs providing centralized personnel services for all City departments**
- ♦ **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:** Human Resources

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, separation and severance payouts, contributions to the Police Duty Death and Disability Fund, recreation center passes, educational assistance, unemployment benefits, employee assistance programs, employee recognition programs, consulting and miscellaneous insurance and benefit programs.

Program Expenditures By Category

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Personnel Services	\$ 1,841,315	\$ 2,493,260	\$ 2,559,272	\$ 2,584,495
Services & Supplies	55,913	211,000	211,000	211,000
Capital Outlay	-	-	-	-
TOTAL:	\$ 1,897,228	\$ 2,704,260	\$ 2,770,272	\$ 2,795,495

**Program Expenditures By Fund**

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
General Fund	\$ 1,843,254	\$ 2,402,591	\$ 2,468,603	\$ 2,493,826
Golf Course Enterprise Fund	-	21,305	21,305	21,305
Retiree's Health Program Fund	40,000	220,000	220,000	220,000
Sewer Enterprise Fund	-	15,218	15,218	15,218
Stormwater Enterprise Fund	13,974	42,609	42,609	42,609
Water Enterprise Fund	-	2,537	2,537	2,537
TOTAL:	\$ 1,897,228	\$ 2,704,260	\$ 2,770,272	\$ 2,795,495

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

	2018 Revised	2019 Budget	2019 Revised	2020 Budget
*	-	-	-	-
Total Full-Time Positions (FTE):	-	-	-	-
Part-Time Hours*	-	-	-	-
Total Full-Time and Part-Time Positions Stated as FTE	-	-	-	-

*No person is assigned to this division. Personnel Services relate to benefits only.

Budget Variances❖ **Personnel Services**

- ♦ The 2019 Original Budget is up \$651,945 over 2018 Actuals due to the budgeted amount for final payoffs to employees in 2018 not being completely utilized but being budgeted again in 2019.

❖ **Services & Supplies**

- ♦ The 2019 Original Budget is up \$155,087 over 2018 Actuals due to actual costs in various benefit programs in 2018 being less than budgeted; however, the full amount is again budgeted in 2019.

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.

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

Expectation: Necessary dollars are provided in this resource account to maintain various Citywide benefits.

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, separation and severance payouts, workforce planning, contributions to the Police Duty Death and Disability Fund, recreation center passes, educational assistance, unemployment benefits, employee assistance programs, consulting, employee recognition programs and miscellaneous insurance and benefit programs.

	2017 Actual	2018 Actual	2019 Revised	2020 Budget
Payouts/Benefits	600,297	1,188,948	1,052,826	1,052,826
Miscellaneous Benefits	194,393	187,177	224,500	224,500
Pension	448,777	463,777	490,000	490,000
Police Duty Death and Disability	118,795	124,253	129,000	134,000
Recreation Center Passes	31,000	31,000	31,000	31,000
Travel Insurance	1,000	1,000	1,000	1,000
Tuition Assistance	54,293	45,139	100,000	100,000
Unemployment Compensation	75,281	54,034	108,000	108,000
Consulting/Actuarial Costs for				
Pension & Benefits	14,228	16,728	35,000	35,000
Retiree Health Plan Reserve	320,000	320,000	320,000	320,000
Retiree Health Plan Premiums	76,260	59,126	219,000	219,000
Retiree Health Lump Sum	8,964	15,058	60,000	60,000
TOTAL	\$ 1,943,288	\$ 2,506,240	\$ 2,770,326	\$ 2,775,326

General Comments

The medical Health Reimbursement Account (HRA) plans continued to result in savings for the City during the 2019 annual renewal. These will be continually refined to make cost-effective use of total rewards 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 continue to 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

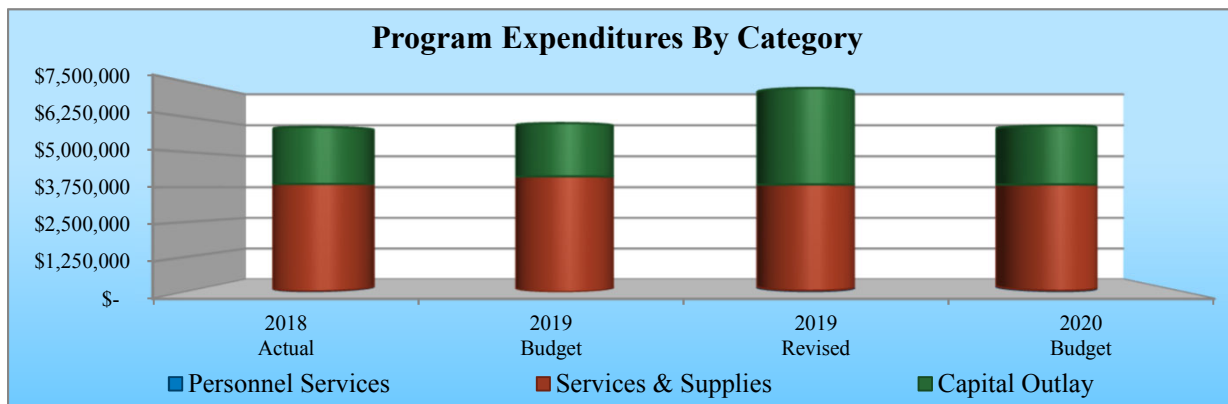
Department: Non-Departmental

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

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Personnel Services	\$ 27,464	\$ 4,000	\$ 49,000	\$ 49,000
Services & Supplies	3,835,266	4,130,766	3,794,766	3,794,766
Capital Outlay	2,024,289	1,889,908	3,424,289	2,095,139
TOTAL:	\$ 5,887,019	\$ 6,024,674	\$ 7,268,055	\$ 5,938,905



Program Expenditures By Fund

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
General Fund	\$ 3,476,730	\$ 3,748,766	\$ 3,457,766	\$ 3,457,766
Capital Improvement Fund	2,410,289	2,275,908	2,910,289	2,481,139
Sewer Enterprise	-	-	300,000	-
Stormwater Enterprise	-	-	200,000	-
Water Enterprise	-	-	400,000	-
TOTAL:	\$ 5,887,019	\$ 6,024,674	\$ 7,268,055	\$ 5,938,905

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

	2018 Revised	2019 Budget	2019 Revised	2020 Budget
	-	-	-	-
Total Full-Time Positions (FTE):	-	-	-	-
Part-Time Hours*	-	-	-	-
Total Full-Time and Part-Time Positions Stated as FTE	-	-	-	-

*No person is assigned to this division. Personnel Services relate to benefits only.

Budget Variances❖ **Services & Supplies**

- ♦ The 2019 Original Budget is up \$295,500 over 2018 Actuals due to savings and efficiencies achieved in 2018.
- ♦ The 2019 Revised Budget is down \$336,000 from the 2019 Original Budget due to budget reductions.

❖ **Capital Outlay**

- ♦ The 2019 Revised Budget is up \$1,534,381 due to an increase in budgeting for capital contingencies and the anticipated completion of several large projects.
- ♦ The 2020 Budget is down \$1,329,150 from the 2019 Revised Budget as a result of decreased capital contingency budgeting.

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 2016 debt service payments will be made on the date that they are due.

♦ **GOAL: Appropriate for expected and unexpected special project expenditures**

Activity: Separate accounts are managed for each special project in the City and reimbursements are obtained for these expenditures whenever possible.

Expectation: Costs for certain special projects are tracked on a project by project basis to assure that the expenses are accurate and reimbursements are obtained whenever possible.

Result-Benefit: Costs of individual projects are tracked and reimbursements are charged back to outside parties whenever warranted and allowed.

General Comments

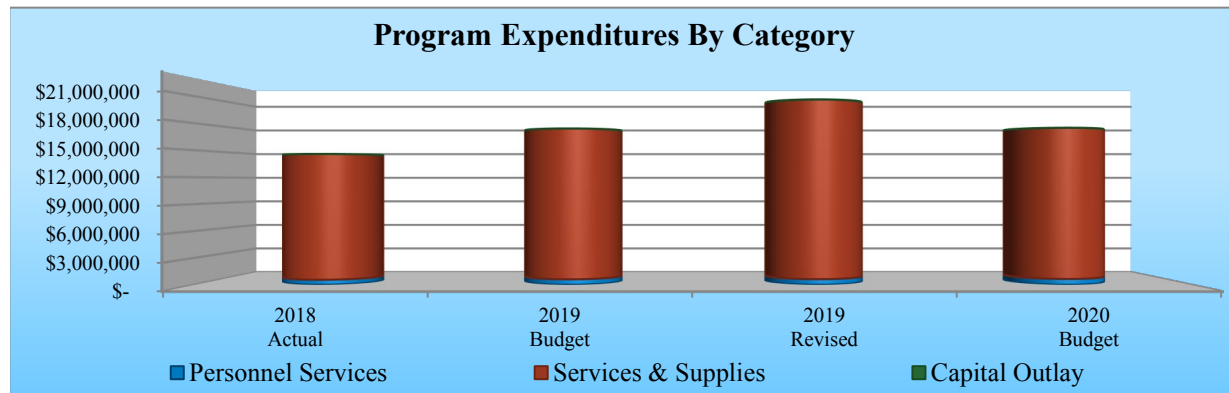
Funding for special projects is provided for in this Non-Departmental budget. Expenses include one-time costs needed to complete special projects.

**Program:** Self-Insurance Funding**Department:** Non-Departmental**Division:** Human Resources

Purpose: The Self-Insurance Funding program provides protection of the City's assets 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. The Medical and Dental self-insurance funds provide competitive and compliant health insurance for employees in a fiscally responsible manner.

Program Expenditures By Category

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
Personnel Services	\$ 551,989	\$ 605,464	\$ 621,465	\$ 646,708
Services & Supplies	14,033,405	16,799,727	20,008,748	16,839,727
Capital Outlay	-	5,000	5,000	5,000
TOTAL:	\$ 14,585,394	\$ 17,410,191	\$ 20,635,213	\$ 17,491,435

**Program Expenditures By Fund**

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
General Fund	\$ 1,475,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000
Medical / Dental Self-Ins. Fund	9,642,080	13,351,607	13,352,931	13,362,085
Property & Casualty Self-Ins. Fund	1,813,134	1,640,178	4,579,333	1,694,304
Workers' Comp Self-Ins. Fund	1,655,180	1,218,406	1,227,950	1,235,045
TABOR Fund	-	-	275,000	-
TOTAL:	\$ 14,585,394	\$ 17,410,191	\$ 20,635,213	\$ 17,491,435

**Full-Time Positions**

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

	2018 Revised	2019 Budget	2019 Revised	2020 Budget
Benefits Specialist	1.00	1.00	1.00	1.00
Employee Wellness Coordinator	1.00	1.00	-	-
Enterprise Training Manager	-	-	1.00	1.00
Manager of Org Dev & Risk	0.50	0.50	0.50	0.50
Occup Health & Wellness Coord	-	-	1.00	1.00
Risk Management Claims Specialist	-	-	1.00	1.00
Risk Management Technician	1.00	1.00	-	-
Risk Manager	1.00	1.00	-	-
Workers' Comp/Safety Manager	0.70	0.70	0.70	0.70
Total Full-Time Positions (FTE):	5.20	5.20	5.20	5.20
Part-Time Hours*	691	691	691	691
Total Full-Time and Part-Time Positions Stated as FTE	5.53	5.53	5.53	5.53

Budget Variances❖ **Supplies & Services**

- ♦ The 2019 Original Budget is up \$2,766,322 over 2018 Actuals due to not fully expending the 2018 budgeted amount for claims expense, but budgeting the full amount again in 2019.
- ♦ The 2019 Revised Budget is up \$2,934,021 over the 2019 Original Budget due largely to the re-appropriation of funds for repairs to be made from the May 2017 hail storm.
- ♦ The 2020 Budget is down \$2,894,021 from the 2019 Revised Budget due to the expected completion of hail repairs in 2019 and lack of need for additional appropriation in 2020.

Goals / Activities / Expectations / Results-Benefits

- ♦ **GOAL: Minimize expenditure of dollars associated with mishaps and injuries as well as physical losses by proactively developing programs designed to prevent occurrences.**

Activity: Utilize professional knowledge to anticipate vulnerabilities and incorporate trend analysis into program development and implementation.

Expectation: Safety training and risk awareness campaigns will reduce mishaps and compensation costs

Random drug tests and alcohol programs are administered as required by the Department of Transportation for commercial drivers.

Accurate reporting data is maintained as required by the National Council of Compensation Insurance, State Workers' Compensation, and state and private insurance auditors.



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

Result-Benefit: In 2017, Risk Management completed the following activities:

- * Safety program continued to focus on preventative and proactive measures to reduce risk and prevent employee and customer injury.
- * On-boarded “Lakewood University” an online training platform focused on compliance and risk related training
- * Stop-the-bleed classes were held to educate front line employees on the use of tourniquets and wound packing material. Kits were placed in city vehicles and various locations around city facilities
- * Multiple CPR/AED classes, certifying employees in lifesaving techniques, were performed by the wellness coordinator.
- * Conducted random drug testing as required by Department of Transportation.
- * Expanded use of online mishap reporting tool to better understand the types of exposures.
- * Established a third party vendor to support claims management related to workers' compensation and property & casualty

General Comments

The City continues to maintain a self-insurance program to pay for expected and unexpected losses that occur in the course of delivering municipal government services. By self-insuring, the City has saved a significant amount of money over the years compared to the traditional approach of purchasing full insurance or being a member of an insurance pool.

Operating as a self-insured requires that the City maintain an appropriate fund reserve to cover its losses from year to year. The City is also required to maintain a reserve of funds in the event that the City incurs an unusually high number of claims or high payouts on claims. In addition, an appropriate fund reserve is mandated by the State of Colorado in order to maintain a permit to operate as self-insured. Forecasting the amount of money the City needs in the self-insurance fund is determined through an actuarial study conducted by an independent actuary. Every two years such a study is conducted. From this study, a reserve fund level is established for the new period and the proper reserve fund level is maintained.

The cost of insurance continues to rise in all arenas, including property, fiduciary liability, and workers' compensation due to an increasingly litigious environment. 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



FIVE-YEAR CAPITAL IMPROVEMENT AND PRESERVATION PLAN (CIPP)

2020 BUDGET CIPP OVERVIEW

The Capital Improvement and Preservation Plan (CIPP) continues to be dominated by growing needs for maintenance and replacement of city facilities and equipment and by fulfillment of long-term commitments. The approximate percentage of CIPP planned expenditures for such uses in 2020 through 2024 is as follows:

- 92% of the Capital Improvement Fund
- 97% of the Conservation Trust and Open Space Funds
- 100% of the Equipment Replacement Fund

The other funds in the CIPP are restricted as enterprise funds (golf, stormwater, sewer, water utilities), federal Community Development Block Grant funds, or TABOR funds committed to particular purposes.

The following sections describe (1) new and modified projects included in the proposed CIPP, (2) the funding sources available to the CIPP, and (3) impacts on the operating budget.

NEW PROJECTS

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.

The majority of new projects included in the CIPP are attributable to the November 2018 city election to retain TABOR funds for certain uses. Five projects were appropriated with the 2019 Budget contingent upon ballot measure 2D passing. These TABOR funded projects are shown in the CIPP for the first time as follows:

- Wadsworth Boulevard east side, Mansfield south (page 446) – This project will build sidewalk improvements.
- Land Acquisitions (page 472) – This program will provide significantly increased funding for land purchases and costs associated with the purchase of land such as appraisals and surveys.
- Union Boulevard at 6th Avenue (page 487) – This project will build an additional eastbound 6th turn lane.
- Union Boulevard at Sere Lane (page 487) – This project will build a pedestrian crossing.
- Union Boulevard at Florida Avenue (page 487) – This project will build a new traffic signal.

Five additional TABOR funded projects are proposed in the 2020 budget as follows:

- Sheridan Boulevard west side, Florida Avenue to Iowa Avenue (page 446) – This project will build sidewalk improvements.
- 20th Avenue south side, 10920 W 20th Avenue east to Nelson Street (page 446) – This project will build sidewalk improvements.
- Independence Street west side, 6th Avenue to Lakewood High School (page 446) – This project will build sidewalk improvements.
- Bear Creek Greenbelt Renovations (page 485) – This project will evaluate priority needs of the Bear Creek Greenbelt and will construct needed improvements. Work will include trail widening and hazard removal, vegetation restoration, and restroom replacement.
- Police Department Equipment (page 486) – These Police Department purchases will allow for greater safety, operating efficiencies & effectiveness, while providing optimal service to the citizens of Lakewood.



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

NEW PROJECTS (continued)

Three other new projects are proposed, each with separate fund sources as follows:

- 1st Avenue Sidewalk (page 445) – This project will build sidewalk on 1st Avenue from Garrison west to Creighton Middle School. The project is funded from a Safe Routes to School grant. Additional matching funding will be from the Capital Improvement fund (CIF).
- Idlewild Park Playground Replacement (page 457) – This project will renovate playground facilities using Community Development Block Grant funds (CDBG). This project has already been approved by City council during the CDBG budgeting process.
- Belmar Park Renovations (page 470) – This project will replace aging structures on Kountze Lake in Belmar Park using Conservation Trust (CT) and Open Space (OS) funds.

RECURRING VERSUS NONRECURRING CAPITAL EXPENDITURES

Recurring (routine) capital expenditures are those that 1) are included in almost every budget and 2) will have no significant impact on the operating budget. Nonrecurring (non-routine or one-time) capital expenditures are those for projects that will have a significant impact such as an intersection rebuild, a roadway widening project, or construction of a new park.

The determination of whether a project is recurring or nonrecurring is listed on the individual project information sheets later in this section of the budget.

FUNDS INCLUDED IN THE CIPP

The Capital Improvement and Preservation Plan is organized by funding source and functional category as follows:

Capital Improvement Fund (CIF)

The Capital Improvement Fund is the largest revenue source for the Capital Improvement and Preservation Plan. The Capital Improvement Fund derives its funds from three sources: 1) one-half cent of the City's three cent sales 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, 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.

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 selected by the CDBG process.

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.



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

FUNDS INCLUDED IN THE CIPP (continued)

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.

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 the summer of 2002.

Matching Funds

In many cases the availability of, and requirements pertaining to, outside matching funds influence programming of Lakewood's CIPP projects.

Open Space Fund (OS)

The Open Space 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.

Sewer Utility

Sewer Utility funding is derived exclusively from fees paid by customers of the city utility. All revenue from utility customers is dedicated to providing sanitary sewer utility services.

Stormwater Management Utility (SMU)

The Stormwater Management Utility is citywide and derives its revenue exclusively from a service charge paid by owners of developed property. All revenue from utility customers is dedicated to providing stormwater management utility services. The Mile High Flood District (MHFD) provides matching money for some capital drainage projects. The MHFD prepares its capital budget in the fall and Lakewood has applied for additional matching funds. Funding budgeted by MHFD is shown in the CIPP.

TABOR Fund

The TABOR Fund was established to maintain a separate accounting for TABOR Funds received as a result of the November 2018 election that allowed the City to retain TABOR funds and expend them in accordance with Ordinance 2018-20.

Water Utility

Water Utility funding is derived exclusively from fees paid by customers of the city utility. All revenue from utility customers is dedicated to providing water utility services.

**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>2019R</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Building Infrastructure	\$1,414,602	\$ 665,000	\$ 665,000	\$ 665,000	\$ 665,000	\$ 665,000
CIPP Support Services	\$ 377,455	\$ 393,455	\$ 405,377	\$ 417,667	\$ 430,393	\$ 443,585
Vehicle Replacement	\$1,520,822	\$1,525,840	\$1,557,661	\$1,590,160	\$1,623,351	\$1,657,252
Totals	\$3,312,879	\$2,584,295	\$2,628,038	\$2,672,827	\$2,718,744	\$2,765,837

- **Building Infrastructure/Operation** - This program pays for Citywide building facility infrastructure maintenance/replacement of roofs, mechanical equipment, and other building improvements reducing costs charged to the General Fund.
- **CIPP Support Services** - This program pays the salaries of some employees working on capital projects reducing costs charged to the General Fund.
- **Vehicle Replacement** - This program funds the purchase of many 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	LRA	Lakewood Reinvestment Authority Funds
CDOT	Colorado Department of Transportation	LPBA	Lakewood Public Building Authority
CIF	Capital Improvement Fund	MHFD	Mile High Flood District
COP	Certificates of Participation	NPP	Neighborhood Participation Program Grant
CT	Conservation Trust Fund	OS	Open Space Fund
ED	Economic Development Fund	SMU	Stormwater Management Utility
ERF	Equipment Replacement Fund	State	State of Colorado
FASTER	Funding Advancements for Surface Transportation and Economic Recovery State Funds	STATE TRAILS	State Trails Grant
GENERAL	General Fund	TABOR	TABOR Fund
GOCO	Great Outdoors Colorado Grant	TAP	Transportation Alternatives Program Federal Funds
GOLF	Golf Course Fund	SRTS	Safe Routes To School Grant
HSIP	Highway Safety Improvement Program Federal Funds		
JCOS	Jefferson County Open Space Grant		



CAPITAL IMPROVEMENT FUND

PAGE	PROJECT NAME	2019 Revised	2020	2021	2022	2023	2024
ANNUAL PROGRAMS							
424	Comprehensive Plan Implementation	\$ 131,057	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
425	Building Infrastructure	1,414,602	665,000	665,000	665,000	665,000	665,000
426	Public Art Acquisition	25,172	45,000	45,000	45,000	45,000	45,000
427	Developer Contributions	50,000	50,000	50,000	50,000	50,000	50,000
428	Neighborhood Entry Treatment Maint.	5,000	5,000	5,000	5,000	5,000	5,000
429	Neighborhood Participation Program	205,324	180,000	180,000	180,000	180,000	180,000
430	Traffic and Signal Safety Improvements	971,312	578,773	580,867	583,027	585,253	587,550
431	Annual Traffic Signal Replacements	1,916,030	975,000	975,000	975,000	975,000	975,000
432	Long Life Pavement Markings	311,770	317,187	320,666	324,250	327,941	331,743
433	Development Participation	250,000	50,000	50,000	50,000	50,000	50,000
434	Street Resurfacing/Concrete Rehab.	9,316,973	9,869,048	10,451,640	11,068,930	11,722,994	12,416,029
435	Water Rights	169,227	172,712	175,048	177,455	179,933	182,488
436	CIPP Support Services	377,455	393,455	405,377	417,667	430,333	443,393
437	Vehicle Replacement	1,520,822	1,525,840	1,557,661	1,590,160	1,623,351	1,657,252
	SUBTOTALS	\$ 16,664,744	\$ 14,837,015	\$ 15,471,259	\$ 16,141,489	\$ 16,849,805	\$ 17,598,455
DEBTS AND OTHER LONG TERM OBLIGATIONS							
438	2006B COP Payments <i>Add'l funds of \$4,024,376 from General and Equipment Replacement Funds (PEG fees)</i>	\$ 386,000	\$ 386,000	\$ -	\$ -	\$ -	\$ -
439	Revenue Sharing Agreements	2,024,289	2,095,139	2,137,042	2,179,783	2,223,379	2,267,847
	SUBTOTALS	\$ 2,410,289	\$ 2,481,139	\$ 2,137,042	\$ 2,179,783	\$ 2,223,379	\$ 2,267,847
CITY FACILITIES							
440	Maintenance Campus Deicing Material Storage Expansion	-	600,000	-	-	-	-
441	Public Safety Center Site and Building Renovations	321,996	-	-	-	-	-
442	Energy Performance Facility Improvements	416,518	-	-	-	-	-
443	40 West ARTLine	50,000	-	-	-	-	-
444	Slash Facility	1,500,000	-	-	-	-	-
	SUBTOTALS	\$ 2,288,514	\$ 600,000	\$ -	\$ -	\$ -	\$ -



CAPITAL IMPROVEMENT FUND (continued)

PAGE	PROJECT NAME	2019 Revised	2020	2021	2022	2023	2024
TRANSPORTATION							
445	1st Avenue Sidewalk, Garrison west to Creighton Middle School <i>Add'l funds of \$435,125 from a Safe Routes to School (SRTS) Grant</i>	164,875	-	-	-	-	-
446	Shared Use Paths/Sidewalks <i>Add'l funds of \$3,554,026 from TABOR Funds</i>	1,364,829	500,000	500,000	500,000	500,000	500,000
447	Sheridan Boulevard Improvements <i>Add'l funds of \$1,062,400 Federal and State matching Funds</i>	2,200,000	-	-	-	-	-
448	W-Line Shared Use Path Connections <i>Add'l funds of \$1,824,563 from Federal matching Funds</i>	1,508,752	-	-	-	-	-
449	Kipling Signals @ 8th Pl & Fed Ctr Gate 1 <i>Add'l funds of \$700,000 from State and Federal HSIP Funds</i>	150,000	-	-	-	-	-
450	Kipling Signals @ 13th Ave & 13th Pl <i>Add'l funds of \$660,000 from State FASTER Funds</i>	150,000	-	-	-	-	-
451	Wadsworth Signals @ Girton Ave & Yale Ave <i>Add'l funds of \$200,000 from State and Federal HSIP Funds</i>	75,000	-	-	-	-	-
452	Kipling Pkwy Median Modifications at Hampden Ave <i>Funds of \$520,000 from State and FASTER Funds</i>	150,000	-	-	-	-	-
453	Alameda Corridor Improvements <i>Add'l funds of \$4,561,043 from LRA Funds</i>	550,000	-	-	-	-	-
SUBTOTALS		\$ 6,313,456	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
PROJECT CONTINGENCIES							
454	Capital Project Contingencies	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -
SUBTOTALS		\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL CAPITAL IMPROVEMENT FUND		<u>\$ 28,177,003</u>	<u>\$ 18,418,154</u>	<u>\$ 18,108,301</u>	<u>\$ 18,821,272</u>	<u>\$ 19,573,184</u>	<u>\$ 20,366,302</u>



CONSERVATION TRUST AND OPEN SPACE FUNDS

PAGE	PROJECT NAME	2019 Revised	2020	2021	2022	2023	2024
ANNUAL PROGRAMS							
455	Parks Infrastructure	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000
456	Arts in the Park	20,000	20,000	20,000	20,000	20,000	20,000
457	Playground Replacement	403,660	120,000	120,000	120,000	120,000	120,000
<i>Add'l funds of \$295,000 from Community Development Block Grant (CDBG) Funds</i>							
SUBTOTALS		\$ 548,660	\$ 265,000	\$ 265,000	\$ 265,000	\$ 265,000	\$ 265,000
DEBTS AND OTHER LONG TERM OBLIGATIONS							
438	2006A COP Payments	\$ 978,975	\$ 978,615	\$ 978,031	\$ 489,195	\$ -	\$ -
<i>Add'l funds of \$10,203,184 from General, Golf Course and LPBA Funds</i>							
SUBTOTALS		\$ 978,975	\$ 978,615	\$ 978,031	\$ 489,195	\$ -	\$ -
CAPITAL PRESERVATION & IMPROVEMENT							
458	Site & Facility Improvements	\$ 985,803	\$ 700,000	\$ 300,000	\$ 600,000	\$ 600,000	\$ 600,000
Lakewood Link Recreation Center							
459	Renovations	145,000	-	-	-	-	-
SUBTOTALS		\$ 1,130,803	\$ 700,000	\$ 300,000	\$ 600,000	\$ 600,000	\$ 600,000
DEVELOPMENT PROJECTS							
460	Carmody Park Improvements	\$ 1,326,000	\$ -	\$ -	\$ -	\$ -	\$ -
461	Lakewood Heritage Center	188,443	-	-	-	-	-
<i>Add'l funds of \$300,000 from a State Historical Society Grant and HCA Funds</i>							
462	Bear Creek Lake Park	85,000	-	-	-	-	-
463	Addenbrooke Park Improvements	420,000	-	-	-	-	-
464	Holbrook Park Pond Improvements	100,000	-	-	-	-	-
465	Mountair Park Improvements	200,000	-	-	-	-	-
466	Glennon Heights Pool Improvements	1,253,000	-	-	-	-	-
467	Washington Heights Improvements	456,000	-	-	-	-	-
468	Clements Community Center	190,000	-	-	-	-	-
469	Taylor Open Space	683,000	-	-	-	-	-
470	Belmar Park Renovations	176,000	-	400,000	-	-	-
471	Morse Park Maintenance Facility	-	100,000	900,000	-	-	-
SUBTOTALS		\$ 5,077,443	\$ 100,000	\$ 1,300,000	\$ -	\$ -	\$ -



CONSERVATION TRUST AND OPEN SPACE FUNDS (continued)

PAGE	PROJECT NAME	2019 Revised	2020	2021	2022	2023	2024
ACQUISITIONS							
472	Land Acquisition <i>Add'l funds of \$8,500,000 from TABOR Funds</i>	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
	SUBTOTALS	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
	TOTAL CONSERVATION TRUST AND OPEN SPACE FUNDS	\$ 7,760,881	\$ 2,068,615	\$ 2,868,031	\$ 1,379,195	\$ 890,000	\$ 890,000

ALL OTHER CAPITAL FUNDS

COMMUNITY DEVELOPMENT BLOCK GRANT

PAGE	PROJECT NAME	2019 Revised	2020	2021	2022	2023	2024
457	Idlewild Park Playground Replacement	\$ 135,000	\$ -	\$ -	\$ -	\$ -	\$ -
457	Newland Square Park Playground Replacement	\$ 160,000	\$ -	\$ -	\$ -	\$ -	\$ -
473	Ray Ross Park Shelter Addition	\$ 160,000	\$ -	\$ -	\$ -	\$ -	\$ -
	TOTAL COMMUNITY DEVELOPMENT BLOCK GRANT	\$ 455,000	\$ -	\$ -	\$ -	\$ -	\$ -

EQUIPMENT REPLACEMENT FUND

PAGE	PROJECT NAME	2019 Revised	2020	2021	2022	2023	2024
438	2006B COP Payments	\$ 80,000	\$ 80,000				\$ -
	<i>Add'l funds of \$4,636,3760 from General and Capital Improvement Funds</i>						
474	Citywide Scanner and Point of Sale Equipment Replacement	52,000	-	-	-	-	-
475	Courts System Replacement	300,000	-	-	-	-	-
476	IT Infrastructure Sustainability Program	1,000,000	550,000	500,000	500,000	500,000	500,000
477	Enterprise Resource Planning Software Upgrade	200,000	-	-	-	-	-
478	City Mobile Radios Replacement	200,000	-	-	-	-	-
479	Radio System Site Migration	350,000	-	-	-	-	-
	TOTAL EQUIPMENT REPLACEMENT	\$ 2,702,000	\$ 630,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000



ALL OTHER CAPITAL FUNDS (continued)

GOLF COURSE

PAGE	PROJECT NAME	2019 Revised	2020	2021	2022	2023	2024
438	2006A COP Payments <i>Add'l funds of \$10,773,990 from General, Open Space, Conservation Trust and LPBA Funds</i>	\$ 815,812	\$ 815,512	\$ 815,024	\$ 407,662		\$ -
TOTAL GOLF COURSE		<u>\$ 815,812</u>	<u>\$ 815,512</u>	<u>\$ 815,024</u>	<u>\$ 407,662</u>	<u>\$ -</u>	<u>\$ -</u>

SEWER ENTERPRISE

PAGE	PROJECT NAME	2019 Revised	2020	2021	2022	2023	2024
480	Utility Billing System Replacement <i>Add'l funds of \$28,000 from Stormwater Enterprise and Water Enterprise Funds</i>	\$ 26,000	\$ -	\$ -	\$ -	\$ -	\$ -
481	Sewer Lining	375,000	300,000	300,000	300,000	300,000	300,000
482	Sewer Utility Capital Projects	2,050,000	1,500,000	400,000	400,000	400,000	400,000
454	Capital Project Contingencies	300,000	-	-	-	-	-
TOTAL SEWER ENTERPRISE		<u>\$ 2,725,000</u>	<u>\$ 1,800,000</u>	<u>\$ 700,000</u>	<u>\$ 700,000</u>	<u>\$ 700,000</u>	<u>\$ 700,000</u>

STORMWATER ENTERPRISE

PAGE	PROJECT NAME	2019 Revised	2020	2021	2022	2023	2024
480	Utility Billing System Replacement <i>Add'l funds of \$30,000 from Water Enterprise and Sewer Enterprise Funds</i>	\$ 24,000	\$ -	\$ -	\$ -	\$ -	\$ -
483	Major Drainageway Improvements <i>Add'l funds of \$2,100,000 from Mile High Flood District</i>	2,700,000	2,700,000	2,700,000	2,700,000	2,700,000	2,700,000
484	Local Drainage Projects	842,549	300,000	300,000	300,000	300,000	300,000
454	Capital Project Contingencies	200,000	-	-	-	-	-
TOTAL STORMWATER ENTERPRISE		<u>\$ 3,766,549</u>	<u>\$ 3,000,000</u>	<u>\$ 3,000,000</u>	<u>\$ 3,000,000</u>	<u>\$ 3,000,000</u>	<u>\$ 3,000,000</u>



ALL OTHER CAPITAL FUNDS (continued)

TABOR FUND

PAGE	PROJECT NAME	2019 Revised	2020	2021	2022	2023	2024
485	Bear Creek Greenbelt Renovations	\$ -	\$ 2,700,000	\$ -	\$ -	\$ -	\$ -
472	Land Acquisition <i>Add'l funds of \$150,000 from Open Space Funds</i>	\$ 8,500,000	\$ -	\$ -	\$ -	\$ -	\$ -
486	Police Department Equipment	\$ 488,000	\$ -	\$ -	\$ -	\$ -	\$ -
446	Shared Use Paths/Sidewalks <i>Add'l funds of \$3,864,829 from Capital Improvement Funds</i>	\$ 1,900,000	\$ 1,654,026	\$ -	\$ -	\$ -	\$ -
487	Union Corridor Transportation Projects	1,200,000	-	-	-	-	-
TOTAL TABOR FUND		\$ 12,088,000	\$ 4,354,026	\$ -	\$ -	\$ -	\$ -

WATER ENTERPRISE

PAGE	PROJECT NAME	2019 Revised	2020	2021	2022	2023	2024
480	Utility Billing System Replacement <i>Add'l funds of \$50,000 from Stormwater Enterprise and Sewer Enterprise Funds</i>	\$ 4,000	\$ -	\$ -	\$ -	\$ -	\$ -
488	Water Line Replacements	1,150,000	150,000	150,000	150,000	150,000	150,000
454	Capital Project Contingencies	400,000	-	-	-	-	-
TOTAL WATER ENTERPRISE		\$ 1,554,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000



PROJECT: Comprehensive Plan Implementation (Recurring)							
<u>SOURCE</u>	<u>2019R</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>TOTAL</u>
CIF	\$131,057	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$181,057
TOTAL	\$131,057	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$181,057
REASON FOR PROJECT:	Implementation plans delineate specific actions and activities identified in the Lakewood Comprehensive Plan.						
PROJECT DESCRIPTION:	<p>Implementation Plans address specific geographic areas of significance in the Lakewood Comprehensive Plan and identify detailed actions to be taken by the City. Implementation Plans are adopted by Planning Commission and City Council.</p> <p>The Federal Center/Union Boulevard Corridor Connectivity Plan, Union Boulevard Urban Design Plan, 40 West Arts District Urban Design and Mobility Concepts, Downtown Lakewood Connectivity and Urban Design Plan, and Sheridan Station 20-Minute Neighborhood Implementation Strategy are examples of adopted implementation plans. Capital projects may include sidewalk improvements, landscaping, public wayfinding signage and markers and pedestrian amenities. Funds budgeted in 2019 and 2020 are being used for the City-wide entry features program and ARTLine implementation projects.</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>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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>2019R</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>TOTAL</u>		
CIF	\$1,414,602	\$665,000	\$665,000	\$665,000	\$665,000	\$665,000	\$4,739,602		
TOTAL	\$1,414,602	\$665,000	\$665,000	\$665,000	\$665,000	\$665,000	\$4,739,602		
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 includes such items as 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>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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 2019 and 2020 include:</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> Civic Center Complex wayfinding Civic Center millwork & Remodeling Civic Center Plaza maintenance Facility painting Electrical Upgrades Facility Assessments Lakewood Cultural Center Neon Repair Lakewood Link Pool Boiler Repair Morse Park Pool Tile Repair Quail Shops Salt & Sand Building Repair </td> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> Alarm systems upgrades Bear Creek Lake Park floor replacement and water tank repair Charles Whitlock Recreation Center repairs Public Safety Center elevator renovations and window gasket replacement Wilbur Rogers Center heating and cooling systems upgrades Plaza Elevation Replacement </td> </tr> </table>								<ul style="list-style-type: none"> Civic Center Complex wayfinding Civic Center millwork & Remodeling Civic Center Plaza maintenance Facility painting Electrical Upgrades Facility Assessments Lakewood Cultural Center Neon Repair Lakewood Link Pool Boiler Repair Morse Park Pool Tile Repair Quail Shops Salt & Sand Building Repair 	<ul style="list-style-type: none"> Alarm systems upgrades Bear Creek Lake Park floor replacement and water tank repair Charles Whitlock Recreation Center repairs Public Safety Center elevator renovations and window gasket replacement Wilbur Rogers Center heating and cooling systems upgrades Plaza Elevation Replacement
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PROJECT: Public Art Acquisition (Recurring)							
<u>SOURCE</u>	<u>2019R</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>TOTAL</u>
CIF	\$25,172	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$250,172
TOTAL	\$25,172	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$250,172
REASON FOR PROJECT:	An ongoing funding source for 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's capital project expenditures for new projects excluding maintenance and replacement expenditures. Funding shown in 2019R is the calculated one percent amount from actual 2018 project expenditures. Amounts shown in 2020 through 2024 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>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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: Developer Contributions (Recurring)							
<u>SOURCE</u>	<u>2019R</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>TOTAL</u>
CIF	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$300,000
TOTAL	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$300,000
REASON FOR PROJECT:	Cash contributions that developers have or will make to the City to satisfy their public improvement agreement requirements will be monitored.						
PROJECT DESCRIPTION:	A typical example of a cash contribution from a developer is for a portion of a traffic signal that will be warranted in the 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>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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: Neighborhood Entry Treatment Maintenance (Recurring)							
<u>SOURCE</u>	<u>2019R</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</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 City installed neighborhood entry treatments.						
PROJECT DESCRIPTION:	Maintenance and replacement of landscaping and hardscape features in neighborhood entry treatments.						
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>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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: Neighborhood Participation Program (Recurring)							
SOURCE	2019R	2020	2021	2022	2023	2024	TOTAL
CIF	\$205,324	\$180,000	\$180,000	\$180,000	\$180,000	\$180,000	\$1,105,324
TOTAL	\$205,324	\$180,000	\$180,000	\$180,000	\$180,000	\$180,000	\$1,105,324
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 and that conforms to the program criteria.						
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:	2019	2020	2021	2022	2023	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:	N/A						
Funded projects include: <ul style="list-style-type: none"> • Improvements to community garden at Green Gables Elementary School • Pickle Ball courts at Lakewood Estate Park • Addenbrooke Playground replacement • Landscaping at McNabb Park • Landscape improvements at Colfax and Wadsworth • Kiosk and Doggie-doo station at 10th and Gray trailhead 							



PROJECT: Traffic and Signal Safety Improvements (Recurring)							
<u>SOURCE</u>	<u>2019R</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>TOTAL</u>
CIF	\$971,312	\$578,773	\$580,867	\$583,027	\$585,253	\$587,550	\$3,886,782
TOTAL	\$971,312	\$578,773	\$580,867	\$583,027	\$585,253	\$587,550	\$3,886,782
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 crashes and other site condition studies. Improvements may include design, property rights acquisition (if needed) and construction of traffic signal upgrades, guardrail repair, roadway widening, realignment, sidewalks/bike paths, median redesigns, streetlights, signal timing studies, etc.						
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>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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						
<u>Current and upcoming locations include:</u>							
<ul style="list-style-type: none">• Citywide guardrail replacement program• Colfax pedestrian safety study• Kipling Street safety improvements east side 6th to 8th• Various miscellaneous signal safety modifications							



PROJECT: Annual Traffic Signal Replacements (Recurring)																																										
<u>SOURCE</u>	<u>2019R</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>TOTAL</u>																																			
CIF	\$1,916,030	\$975,000	\$975,000	\$975,000	\$975,000	\$975,000	\$6,791,030																																			
TOTAL	\$1,916,030	\$975,000	\$975,000	\$975,000	\$975,000	\$975,000	\$6,791,030																																			
REASON FOR PROJECT: Aging traffic signals and equipment are reaching or exceeding their expected life span. Some of the 115 city owned signals were built in 1969 or earlier.																																										
PROJECT DESCRIPTION: This annual program replaces traffic signals and equipment in a prioritized manner. Work includes design, property rights acquisitions (if needed) and construction of traffic signals.																																										
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																																										
<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 30%;">IMPACT ON OPERATING BUDGET:</td> <td style="width: 10%; text-align: right;"><u>2019</u></td> <td style="width: 10%; text-align: right;"><u>2020</u></td> <td style="width: 10%; text-align: right;"><u>2021</u></td> <td style="width: 10%; text-align: right;"><u>2022</u></td> <td style="width: 10%; text-align: right;"><u>2023</u></td> <td style="width: 10%; text-align: right;"><u>TOTAL</u></td> </tr> <tr> <td>Personnel Services</td> <td style="text-align: right;">\$ 0</td> <td style="text-align: right;">\$ 0</td> <td style="text-align: right;">\$ 0</td> <td style="text-align: right;">\$ 0</td> <td style="text-align: right;">\$ 0</td> <td style="text-align: right;">\$ 0</td> </tr> <tr> <td>Services & Supplies</td> <td style="text-align: right;">0</td> <td style="text-align: right;">0</td> <td style="text-align: right;">0</td> <td style="text-align: right;">0</td> <td style="text-align: right;">0</td> <td style="text-align: right;">\$ 0</td> </tr> <tr> <td>Capital Outlay</td> <td style="text-align: right;"><u>0</u></td> <td style="text-align: right;"><u>0</u></td> <td style="text-align: right;"><u>0</u></td> <td style="text-align: right;"><u>0</u></td> <td style="text-align: right;"><u>0</u></td> <td style="text-align: right;"><u>\$ 0</u></td> </tr> <tr> <td>TOTAL</td> <td style="text-align: right;">\$ 0</td> <td style="text-align: right;">\$ 0</td> <td style="text-align: right;">\$ 0</td> <td style="text-align: right;">\$ 0</td> <td style="text-align: right;">\$ 0</td> <td style="text-align: right;">\$ 0</td> </tr> </table>								IMPACT ON OPERATING BUDGET:	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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
IMPACT ON OPERATING BUDGET:	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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 Locations will be prioritized based on signal structural condition and functionality. <u>Current and upcoming intersection locations include:</u> <ul style="list-style-type: none"> • Alameda Parkway & Bear Creek Boulevard • Alameda Parkway & Ohio Avenue/Mississippi Avenue • 14th Avenue & Carr Street • 26th Avenue & Simms Street • 20th Avenue & Teller Street • Jewell Avenue & Deframe Street • Alameda Parkway & Beech Drive • Simms Street & 8th Avenue 																																										



PROJECT: Long Life Pavement Markings (Recurring)							
<u>SOURCE</u>	<u>2019R</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>TOTAL</u>
CIF	\$311,770	\$317,187	\$320,666	\$324,250	\$327,941	\$331,743	\$1,933,557
TOTAL	\$311,770	\$317,187	\$320,666	\$324,250	\$327,941	\$331,743	\$1,933,557
REASON FOR PROJECT:	Maintaining adequate lane lines on City streets, especially during winter months, is challenging. 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 streets and existing streets which are not to be resurfaced in the next three to five years. Also, crosswalks will be marked on state highways.						
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>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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"> Install crosswalk pavement markings on state highways (\$75,000/year) Install long life pavement markings in conjunction with the annual street resurfacing program Install bike facilities pavement markings such as green lanes, sharrows and bike symbols 						



PROJECT: Development Participation (Recurring)							
<u>SOURCE</u>	<u>2019R</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>TOTAL</u>
CIF	\$250,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$500,000
TOTAL	\$250,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$500,000
REASON FOR PROJECT:	Pursuant to City ordinance and agreements, the City and developers share costs of some public infrastructure. 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 in 2019 is associated with the Solterra development. The City is only paying for additional pavement thickness required by ordinance to account for additional traffic over and above the traffic generated by the new development that will use the new arterial streets.						
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>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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						
<u>Potential 2019 – 2020 Projects</u>							
West Colfax Brick Pavers					\$3,000		
4260 S Wadsworth Blvd					\$50,000		
Solterra					\$150,000		



PROJECT: Street Resurfacing/Concrete Rehabilitation (Recurring)							
<u>SOURCE</u>	<u>2019R</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>TOTAL</u>
CIF	\$9,316,973	\$9,869,048	\$10,451,640	\$11,068,930	\$11,722,994	\$12,416,029	\$64,845,614
TOTAL	\$9,316,973	\$9,869,048	\$10,451,640	\$11,068,930	\$11,722,994	\$12,416,029	\$64,845,614
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 contracts with private companies.						
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>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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						
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)							
SOURCE	2019R	2020	2021	2022	2023	2024	TOTAL
CIF	\$169,227	\$172,712	\$175,048	\$177,455	\$179,933	\$182,488	\$1,056,863
TOTAL	\$169,227	\$172,712	\$175,048	\$177,455	\$179,933	\$182,488	\$1,056,863
REASON FOR PROJECT:	The Water Rights program was established to acquire and preserve 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 preserve existing City water rights from other water users and occasionally to acquire additional water rights for use on Lakewood 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:	2019	2020	2021	2022	2023	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:	N/A						



PROJECT: CIPP Support Services (Recurring)							
<u>SOURCE</u>	<u>2019R</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>TOTAL</u>
CIF	\$377,455	\$393,455	\$405,377	\$417,667	\$430,333	\$443,393	\$2,467,680
TOTAL	\$377,455	\$393,455	\$405,377	\$417,667	\$430,333	\$443,393	\$2,467,680
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 CIF 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>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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: Vehicle Replacement (<i>Recurring</i>)							
<u>SOURCE</u>	<u>2019R</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>TOTAL</u>
CIF	\$1,520,822	\$1,525,840	\$1,557,661	\$1,590,160	\$1,623,351	\$1,657,252	\$9,475,086
TOTAL	\$1,520,822	\$1,525,840	\$1,557,661	\$1,590,160	\$1,623,351	\$1,657,252	\$9,475,086
REASON FOR PROJECT:	Expenses for replacing vehicles for 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 (<i>See below</i>) <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>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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: Debt Payments for Certificates of Participation <i>(Recurring through 2022)</i>							
SOURCE	2019R	2020	2021	2022	2023	2024	TOTAL
GENERAL (A&B)	\$2,856,177	\$2,857,035	\$ 923,695	\$1,769,643	\$ 0	\$ 0	\$ 8,406,550
CIF (B)	\$ 386,000	\$ 386,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 772,000
EQUIP REPL (B)	\$ 80,000	\$ 80,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 160,000
GOLF (A)	\$ 815,812	\$ 815,512	\$ 815,024	\$ 407,662	\$ 0	\$ 0	\$ 2,854,010
OS (A)	\$ 353,519	\$ 353,389	\$ 353,178	\$ 176,654	\$ 0	\$ 0	\$ 1,236,740
CT (A)	\$ 625,456	\$ 625,226	\$ 624,853	\$ 312,541	\$ 0	\$ 0	\$ 2,188,076
LPBA	\$ 0	\$ 0	\$ 0	\$2,807,000	\$ 0	\$ 0	\$ 2,807,000
TOTAL	\$5,116,964	\$5,117,162	\$2,716,750	\$5,473,500	\$ 0	\$ 0	\$18,424,376
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, 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:	2019	2019	2021	2022	2023	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:	N/A						



PROJECT: Revenue Sharing Agreements (Recurring through 2024)							
<u>SOURCE</u>	<u>2019R</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>TOTAL</u>
CIF	\$2,024,289	\$2,095,139	\$2,137,042	\$2,179,783	\$2,223,379	\$2,267,847	\$12,927,479
TOTAL	\$2,024,289	\$2,095,139	\$2,137,042	\$2,179,783	\$2,223,379	\$2,267,847	\$12,927,479
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 type="checkbox"/> No							
IMPACT ON OPERATING BUDGET:	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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: **Maintenance Campus Modifications - Deicing Material Storage Expansion** (Nonrecurring)

<u>SOURCE</u>	<u>2019R</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>TOTAL</u>
CIF	\$ 0	\$600,000	\$ 0	\$ 0	\$ 0	\$ 0	\$600,000
TOTAL	\$ 0	\$600,000	\$ 0	\$ 0	\$ 0	\$ 0	\$600,000

REASON FOR PROJECT: The city's maintenance campus on Quail/Parfet was constructed in the early 1970s. Since then, the community has grown and services have expanded, which has stretched the site's use significantly. As an example, the city's current storage area for snow and ice control material is inadequate in terms of size and flexibility.

PROJECT DESCRIPTION: Money budgeted in 2020 is for the new 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

<u>IMPACT ON OPERATING BUDGET:</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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 and Building Renovations** (Nonrecurring)

<u>SOURCE</u>	<u>2019R</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>TOTAL</u>
CIF	\$321,996	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$321,996
TOTAL	\$321,996	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$321,996

REASON FOR PROJECT: After 30 years of service the Lakewood Public Safety Building interior and exterior are in need of renovations.

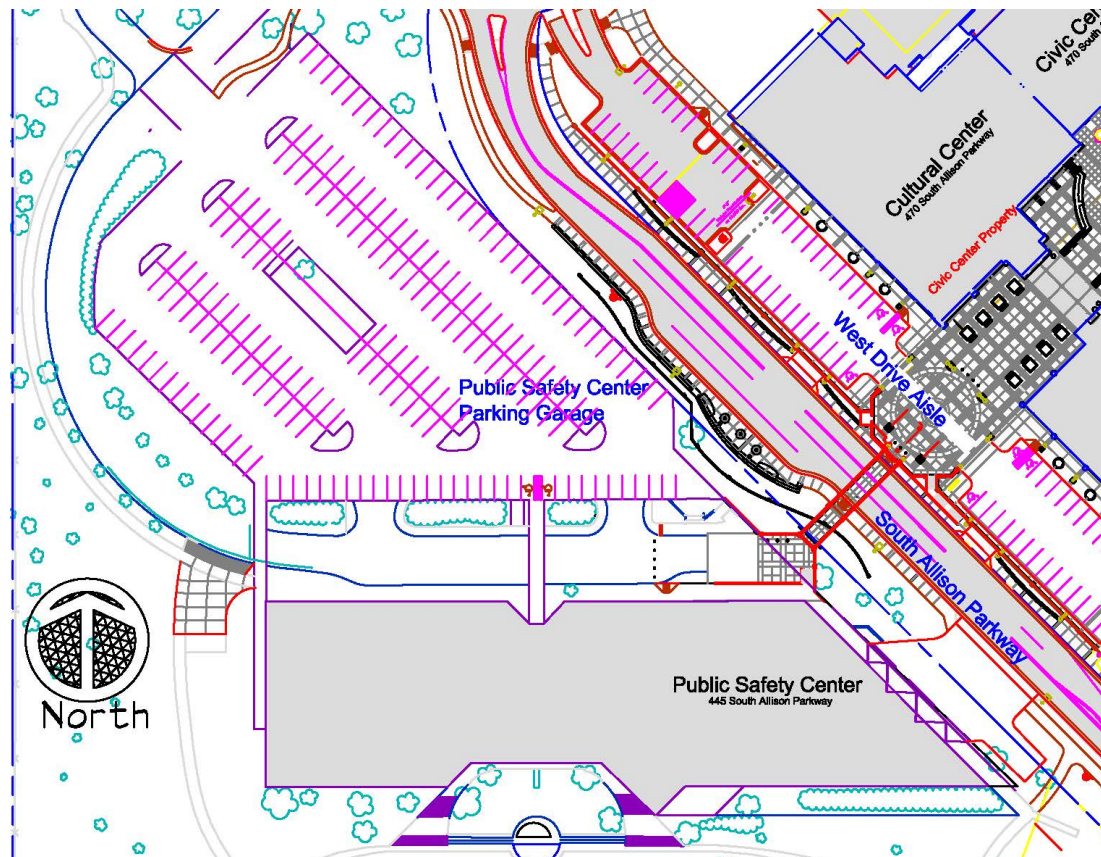
PROJECT DESCRIPTION: The project will renovate the walks and drive lanes at the front of the building and renovating all the restrooms in the facility, and renovating the Police Department area former crime lab of the building. The project also includes renovating the walkway and plaza area.

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>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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: Energy Performance Facility Improvements (Nonrecurring)							
<u>SOURCE</u>	<u>2019R</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>TOTAL</u>
CIF	\$416,518	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$416,518
TOTAL	\$416,518	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$416,518
REASON FOR PROJECT:	The 2015 City Sustainability Plan set a goal to significantly enhance resource efficiency in Lakewood buildings.						
PROJECT DESCRIPTION:	The project, sponsored by the State Energy Office, will renovate City facilities to use less energy and water. \$1,510,000 of this project funding was provided to the CIF by McKinstry. The McKinstry loan will be paid back from General Fund energy cost savings.						
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							
<u>corridor</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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 includes: <ul style="list-style-type: none"> • Optimization of HVAC Controls at: <ul style="list-style-type: none"> ➤ Carmody Recreation Center, ➤ Public Safety Center, ➤ Civic Center Complex, ➤ Link Recreation Center, ➤ Whitlock Recreation Center. • LED Lighting Retrofits at: <ul style="list-style-type: none"> ➤ Lloyd G. Clements Community Center, ➤ Carmody Recreation Center, ➤ Green Mountain Recreation Center ➤ Public Safety Center • Water Conservation at: <ul style="list-style-type: none"> ➤ Lloyd G. Clements Community Center ➤ Carmody Recreation Center ➤ Green Mountain Recreation Center ➤ Public Safety Center • Replace Energy Recovery ventilator at Carmody Recreation Center Pool • Replace pool boilers at: <ul style="list-style-type: none"> ➤ Carmody Recreation Center ➤ Green Mountain Recreation Center 						

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PROJECT: Slash Facility (<i>Nonrecurring</i>)							
<u>SOURCE</u>	<u>2019R</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>TOTAL</u>
CIF	\$1,500,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$1,500,000
TOTAL	\$1,500,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$1,500,000
REASON FOR PROJECT:	Yard debris can be an asset when transformed into mulch or other useful products. Occasionally the city, and routinely the general public, has the need to dispose of organic debris such as limbs and leaves. A facility reliably available for this purpose will reduce the amount of unnecessary disposal in landfills and provide re-use of an underutilized resource.						
PROJECT DESCRIPTION:	Identify a location, acquire it if necessary, and create a city facility to accept and potentially process organic yard debris that may also provide other community eco uses or activities to be determined through development of a master plan. Total costs have not been defined.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (<i>See below</i>) <input 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: To be determined during master planning.							
	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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: **1st Avenue Sidewalk, Garrison west to Creighton Middle School** (Nonrecurring)

<u>SOURCE</u>	<u>2019R</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>TOTAL</u>
CIF	\$164,875	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$164,875
SRTS	\$435,125	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$435,125
TOTAL	\$600,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$600,000

REASON FOR PROJECT: This project will complete a missing segment of sidewalk along one side of West 1st Avenue to enhance pedestrian safety.

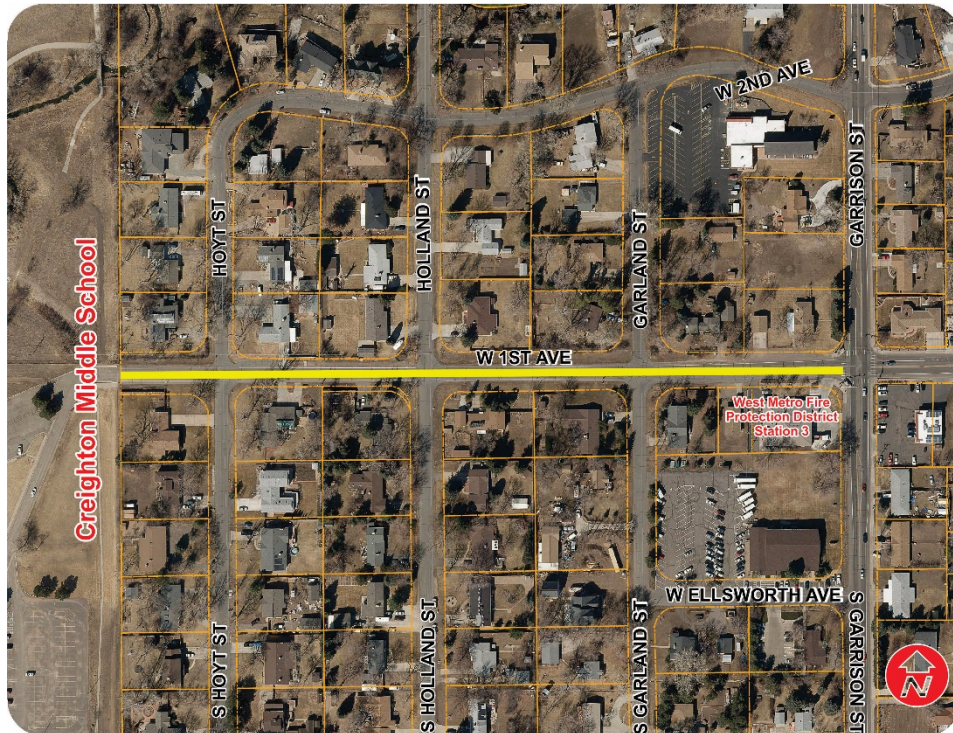
PROJECT DESCRIPTION: The city was awarded a Safe Routes to School (SRTS) Grant to enhance safety for students walking to school. Design work will begin in 2019 with property rights acquisitions, if needed, in 2020. Construction is anticipated in 2021.

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>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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: Shared Use Paths/Sidewalks (Recurring)							
SOURCE	2019R	2020	2021	2022	2023	2024	TOTAL
TABOR	\$1,900,000	\$1,654,026	\$ 0	\$ 0	\$ 0	\$ 0	\$3,554,026
CIF	\$1,364,829	\$ 500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$3,864,829
TOTAL	\$3,264,829	\$2,154,026	\$500,000	\$500,000	\$500,000	\$500,000	\$7,418,855
REASON FOR PROJECT:	Numerous missing links exist throughout Lakewood in what would otherwise be longer, continuous shared use paths or sidewalks. The purpose of this project is to build missing links of shared 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 shared use path or sidewalk.						
PROJECT DESCRIPTION:	<p>Projects include the design, property rights acquisition (if needed) and construction of shared use paths or sidewalks. CIF funded projects are prioritized using criteria approved by City Council.</p> <p>Also tracked with this project is infrastructure and transportation TABOR funding attributable to the 2018 election that is not yet allocated to specific projects.</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:	2019	2020	2021	2022	2023	TOTAL	
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>N/A</p> <ul style="list-style-type: none"> • 13th Avenue south side, three properties west of Lamar Street • North side of the W Line, Garrison Station to Estes Street • Wadsworth Boulevard east side, Mansfield south • Sheridan Boulevard west side, Florida Avenue to Iowa Avenue • 20th Avenue south side, 10920 W 20th Avenue east to Nelson Street • Independence Street west side, 6th Avenue to Lakewood High School 						

PROJECT: **Sheridan Boulevard Improvements** (*Nonrecurring*)

<u>SOURCE</u>	<u>2019R</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>TOTAL</u>
CIF	\$2,200,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$2,200,000
HSIP	\$ 236,160	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 236,160
State	\$ 26,240	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 26,240
TAP	\$ 800,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 800,000
TOTAL	\$3,262,400	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$3,262,400

REASON FOR PROJECT: This project enhances pedestrian and bicycle safety along a high traffic volume arterial roadway.

PROJECT DESCRIPTION: A shared use path will be constructed along the west side of Sheridan Boulevard from 6th to 10th avenues. Design and property rights acquisition work are complete. Construction will be primarily in 2020.

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>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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: W-Line Shared Use Path Connections (Nonrecurring)**

<u>SOURCE</u>	<u>2019R</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>TOTAL</u>
CIF	\$1,508,752	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$1,508,752
TAP	\$1,824,563	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$1,824,563
TOTAL	\$3,333,315	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$3,333,315

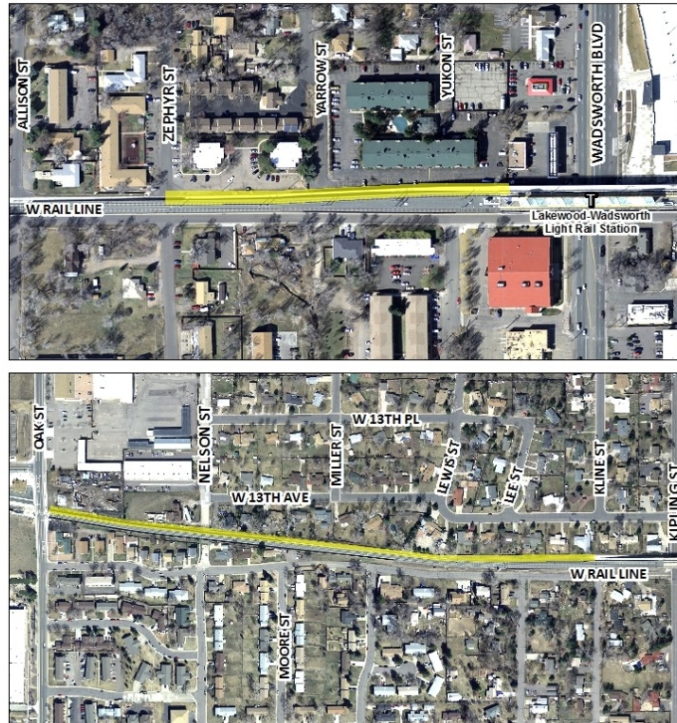
REASON FOR PROJECT: This project will complete two missing segments of bike path along the W Rail corridor.

PROJECT DESCRIPTION: A 10-foot-wide shared use path is planned along the north side of the W Rail corridor connecting the Lakewood•Wadsworth Station to Zephyr St and from Kipling St to Oak St. Design work began in 2016 with property rights acquisitions underway to be followed with construction. Both segments will include lighting and signage/wayfinding. Construction is anticipated to begin in 2020.

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>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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: **Kipling Signals @ 8th Place & Federal Center Gate 1 (Nonrecurring)**

<u>SOURCE</u>	<u>2019R</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>TOTAL</u>
CIF	\$150,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$150,000
State	\$ 70,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 70,000
HSIP	<u>\$630,000</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$630,000</u>
TOTAL	\$850,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$850,000

REASON FOR PROJECT: Safety at high-accident intersection locations will be improved.

PROJECT DESCRIPTION: The project is upgrading traffic signals at these locations with improved signal displays and equipment. Work includes design, property rights acquisition (if needed) and construction of traffic signals. Design work will begin in 2019 with construction anticipated to be completed in 2020.

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>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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

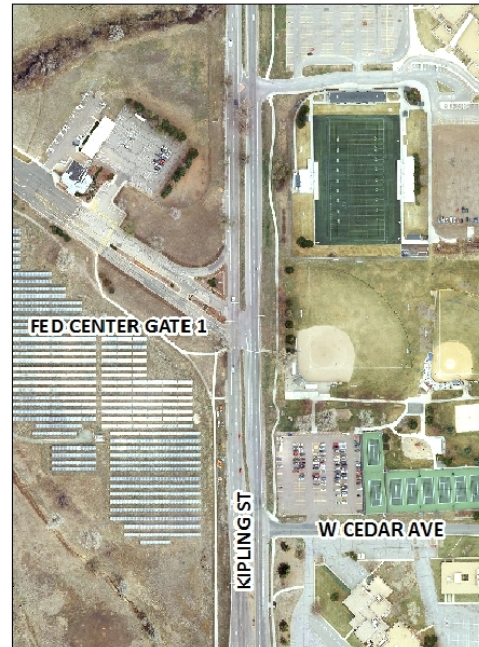
LOCATION
SKETCH:

Kipling St Intersections

W 8th Pl



Fed Center Gate 1





PROJECT: **Kipling Signals @ 13th Avenue & 13th Place (Nonrecurring)**

<u>SOURCE</u>	<u>2019R</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>TOTAL</u>
CIF	\$150,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$150,000
FASTER	\$660,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$660,000
TOTAL	\$810,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$810,000

REASON FOR PROJECT: Safety at high-accident intersection locations will be improved.

PROJECT DESCRIPTION: The project is upgrading traffic signals at these locations with improved signal displays and equipment. Work includes design, property rights acquisition (if needed) and construction of traffic signals. Design work will begin in 2019 with construction anticipated to be completed in 2020-2021.

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>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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:

Kipling St Intersections

W 13TH AVE



W 13TH PL





PROJECT: **Wadsworth Signals at Girton Avenue & Yale Avenue (Nonrecurring)**

<u>SOURCE</u>	<u>2019R</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>TOTAL</u>
CIF	\$ 75,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$75,000
FASTER	<u>\$200,000</u>	\$ 0	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$200,000</u>
TOTAL	\$275,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$275,000

REASON FOR PROJECT: Safety at high-accident intersection locations will be improved.

PROJECT DESCRIPTION: The traffic signals on Wadsworth will be modified to center new flashing yellow left turn indicators over the left turn lanes and street lighting associated with the signals will be changed to LED lights.

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>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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:

S Wadsworth Blvd Intersections

W Girton Ave



W Yale Ave





PROJECT: **Kipling Parkway Median Modifications at Hampden Avenue** (*Nonrecurring*)

<u>SOURCE</u>	<u>2019R</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>TOTAL</u>
CIF	\$150,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 150,000
State	\$ 52,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 52,000
HSIP	<u>\$468,000</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$468,000</u>
TOTAL	\$670,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$670,000

REASON FOR PROJECT: Safety at a high-accident intersection location will be improved.

PROJECT DESCRIPTION: The project will add a second left turn lane for the southbound Kipling to eastbound Hampden movement to reduce congestion and enhance safety. Design work will begin in 2019 with construction anticipated to be completed in 2020.

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>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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: Alameda Corridor Improvements (Nonrecurring)**

<u>SOURCE</u>	<u>2019R</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>TOTAL</u>
LRA *	\$ 4,561,043	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$4,561,043
CIF	\$ 550,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 550,000
TOTAL	\$5,111,043	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$5,111,043

REASON FOR PROJECT:

This project combines monies from the Lakewood Reinvestment Authority (LRA) and the Capital Improvement Fund (CIF) to augment and maintain the Alameda Corridor. By combining an LRA commercial corridor enhancement/place making project with CIF repair/replacement/improvement projects, the disruption to businesses and the traveling public will be reduced, and cost efficiencies are expected.

* - This is an estimate and subject to a LRA 2019 Budget Appropriation and Economic Development loan.

PROJECT DESCRIPTION:

Capital Improvement Funds will primarily be used for pavement resurfacing on Alameda, Carr to Pierce and Teller Street, Alameda to 1st, replacing the outdated traffic signal at the Alameda/Teller intersection, installing city-owned LED street lighting where Xcel lights must be removed, and replacing damaged/deteriorated curb, gutter and sidewalks. These items are work typically funded from the Capital Improvement Fund. Work includes design, property rights acquisition (if needed) and construction of the described improvements.

The LRA funded portions of the work primarily include the installation of a sidewalk on the west side of Teller Street north of Alameda; construction of Alameda improvements generally between Wadsworth Boulevard and Pierce Street including a gateway monument, medians, sidewalk and landscaping; and sidewalk and landscaping on the south side of Alameda between Fenton and Benton streets. Final phase in 2019-2020 is from Pierce to Harlan mainly along the south side. Part of the LRA's funding is from the owner of Belmar as previously approved by the city council and LRA board.

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>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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>2019R</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>TOTAL</u>
CIF	\$ 500,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 500,000
Sewer Enterprise	\$ 300,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 300,000
Water Enterprise	\$ 400,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 400,000
SMU	\$ 200,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 200,000
TOTAL	\$1,400,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$1,400,000
REASON FOR PROJECT:	A contingency amount is budgeted for costs greater than originally anticipated due to unforeseen circumstances. This money can also be used as City matching funds for new grants.						
PROJECT DESCRIPTION:	Budget contingencies are provided by specific fund only to support capital projects.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No							
OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No							
IMPACT ON OPERATING BUDGET:	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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: Parks Infrastructure (Recurring)							
<u>SOURCE</u>	<u>2019R</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</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>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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: Arts in the Park (Recurring)							
<u>SOURCE</u>	<u>2019R</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</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 Master Plan strongly recommends the inclusion of art works within public spaces. This project funds money for site improvements related to the installation of public art.						
PROJECT DESCRIPTION:	City matching funds are provided to obtain art works for various park sites and these 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>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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						
2019 funding will be used for the installation of the 50 th Anniversary Sculpture at Addenbrooke Park.							

PROJECT: **Playground Replacement (Recurring)**

<u>SOURCE</u>	<u>2019R</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>TOTAL</u>
CT	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$ 720,000
CDBG	\$295,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 295,000
OS	<u>\$283,660</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 283,660</u>
TOTAL	\$698,660	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$1,298,660

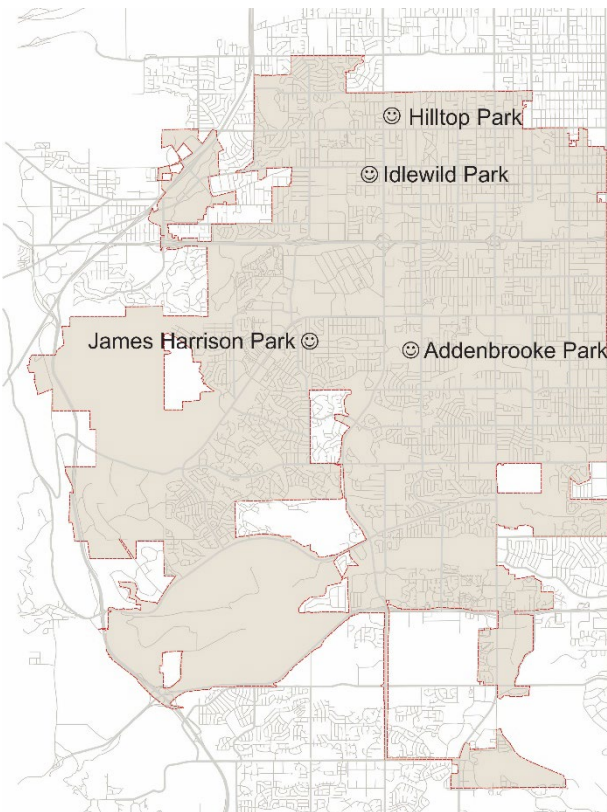
REASON FOR PROJECT: The Department of Community Resources Master Plan sets a high priority on preserving existing parks and facilities and making them meet today's needs.

PROJECT DESCRIPTION: This project will provide funds to replace and upgrade City playgrounds throughout the system.

IMPACT ON OPERATING BUDGET ☐ Yes (See below) ☒ No
 OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN ☐ Yes ☐ No

<u>IMPACT ON OPERATING BUDGET:</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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:



Priorities for 2019 & 2020:

- ⊕ Newland Square Park
- ⊕ Addenbrooke Park
- ⊕ Idlewild Park
- ⊕ James Harrison Park



PROJECT: Site & Facility Improvements (Recurring)							
SOURCE	2019R	2020	2021	2022	2023	2024	TOTAL
CT	\$225,000	\$600,000	\$300,000	\$600,000	\$600,000	\$600,000	\$2,925,000
OS	\$760,803	\$100,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 860,803
TOTAL	\$985,803	\$700,000	\$300,000	\$600,000	\$600,000	\$600,000	\$3,785,803
REASON FOR PROJECT:	The Department of Community Resources 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, improvements and planning are funded at City parks and facilities On 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:	2019	2020	2021	2022	2023	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:	N/A <p style="text-align: center;"><u>2019-2020 Projects Include:</u></p> <ul style="list-style-type: none"> ○ Consolidated Mutual Connection to Chester-Portsmouth Park ○ Fencing at various parks ○ LCC Electrical Upgrade ○ LCC Floor ○ McDonnell Park Water Taps ○ Meadowlark Cottages demolition and park conversion ○ Pond Dredging at Various Parks ○ Quail Street Park activation ○ Walker-Branch Park Improvements ○ Wilbur Rogers Center site drainage 						



PROJECT: **Lakewood Link Recreation Center Renovations (Nonrecurring)**

<u>SOURCE</u>	<u>2019R</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>TOTAL</u>
OS	\$145,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$145,000
TOTAL	\$145,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$145,000

REASON FOR PROJECT: The Department of Community Resources Master Plan sets a high priority on preserving existing parks and facilities and making them meet today's needs.

PROJECT DESCRIPTION: This project will renovate several areas of the Link Recreation Center. Work remaining includes HVAC replacements and new entry sign.

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>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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: **Carmody Park Improvements** (Nonrecurring)

SOURCE	2019R	2020	2021	2022	2023	2024	TOTAL
OS	\$1,326,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$1,326,000
TOTAL	\$1,326,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$1,326,000

REASON FOR PROJECT: The Department of Community Resources 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 water supply upgrades as recommended in the park's master plan. Funding is also provided for repairing the splash pad and outdoor pool deck.

IMPACT ON OPERATING BUDGET ☐ Yes (See below) ☒ No

OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN ☐ Yes ☐ No

IMPACT ON OPERATING BUDGET:	2019	2020	2021	2022	2023	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:



C a r m o d y P a r k M a s t e r P l a n 2 0 1 3



PROJECT: **Lakewood Heritage Center** (Nonrecurring)

<u>SOURCE</u>	<u>2019R</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>TOTAL</u>
OS	\$188,443	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$188,443
SHFG	\$200,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$200,000
HCA	<u>\$100,000</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$100,000</u>
TOTAL	\$488,443	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$488,443

REASON FOR PROJECT: The Department of Community Resources 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: The 2019 funds will continue the restoration of the Caretaker's House and will make minor renovations to the main exhibit hall.

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>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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: **Bear Creek Lake Park (Nonrecurring)**

SOURCE	2019R	2020	2021	2022	2023	2024	TOTAL
OS	\$85,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$85,000
TOTAL	\$85,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$85,000

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 Master Plan sets a high priority on preserving existing parks and facilities and making them meet today's needs.

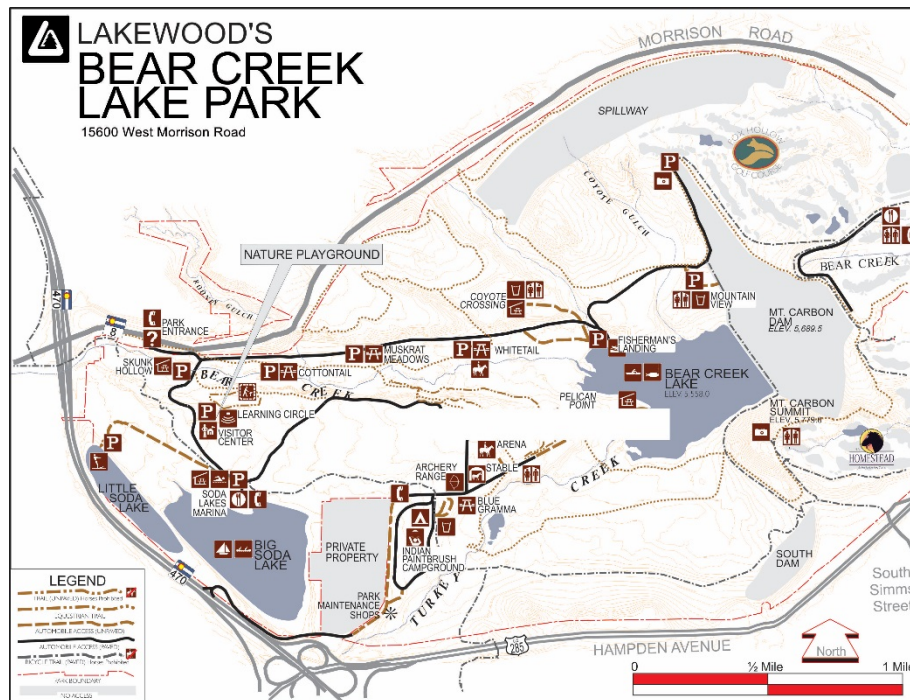
PROJECT DESCRIPTION: These funds will be used to provide for a nature playground at the Visitor Center.

IMPACT ON OPERATING BUDGET ☐ Yes (See below) ☒ No

OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN ☐ Yes ☐ No

IMPACT ON OPERATING BUDGET:	2019	2020	2021	2022	2023	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: **Addenbrooke Park Improvements (Nonrecurring)**

<u>SOURCE</u>	<u>2019R</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>TOTAL</u>
CT	\$300,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$300,000
OS	<u>\$120,000</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$120,000</u>
TOTAL	\$420,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$420,000

REASON FOR PROJECT: The Department of Community Resources Master Plan sets a high priority on preserving existing parks and facilities and making them meet today's needs.

PROJECT DESCRIPTION: This project is to renovate the pond edging. In addition, it will assist in the installation of the 50th Sculpture, and install a new fitness pad on the site.

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>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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: **Holbrook Park Pond Improvements** (*Nonrecurring*)

<u>SOURCE</u>	<u>2019R</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>TOTAL</u>
CT	\$100,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$100,000
TOTAL	\$100,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$100,000

REASON FOR PROJECT: The Department of Community Resources Master Plan sets a high priority on preserving existing parks and facilities and making them meet today's needs.

PROJECT DESCRIPTION: In 2019, the department is planning to dredge the upper pond.


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>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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: Mountair Park Improvements (Nonrecurring)							
<u>SOURCE</u>	<u>2019R</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>TOTAL</u>
OS	\$200,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$200,000
TOTAL	\$200,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$200,000
REASON FOR PROJECT: The Department of Community Resources Master Plan sets a high priority on preserving existing parks and facilities and making them meet today's needs.							
PROJECT DESCRIPTION: This project will improve the lighting in Mountair Park.							
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>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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: <div style="text-align: center;">  <p style="font-size: 1.2em; font-weight: bold; margin-top: 10px;">Mountair Park Area Lighting</p> </div>							



PROJECT: Glennon Heights Pool Improvements <i>(Nonrecurring)</i>							
SOURCE	2019R	2020	2021	2022	2023	2024	TOTAL
OS	\$1,253,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$1,253,000
TOTAL	\$1,253,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$1,253,000
REASON FOR PROJECT:	The Department of Community Resources Master Plan sets a high priority on preserving existing parks and facilities and making them meet today's needs.						
PROJECT DESCRIPTION:	This project will replace the bathhouse at the outdoor pool and renovate the small pool to meet ADA regulations.						
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:	2019	2020	2021	2022	2023	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: Washington Heights Improvements (Nonrecurring)							
SOURCE	2019R	2020	2021	2022	2023	2024	TOTAL
OS	\$456,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$456,000
TOTAL	\$456,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$456,000
REASON FOR PROJECT:	The Department of Community Resources Master Plan sets a high priority on preserving existing parks and facilities and making them meet today's needs.						
PROJECT DESCRIPTION:	In 2015, the department performed a facility assessment which identified deficiencies in the facility. Funding is provided to correct those deficiencies and keep the building serviceable to provide arts programs.						
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:	2019	2020	2021	2022	2023	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: **Clements Community Center** (*Nonrecurring*)

<u>SOURCE</u>	<u>2019R</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>TOTAL</u>
OS	\$190,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$190,000
TOTAL	\$190,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$190,000

REASON FOR PROJECT: The Department of Community Resources Master Plan sets a high priority on preserving existing parks and facilities and making them meet today's needs.

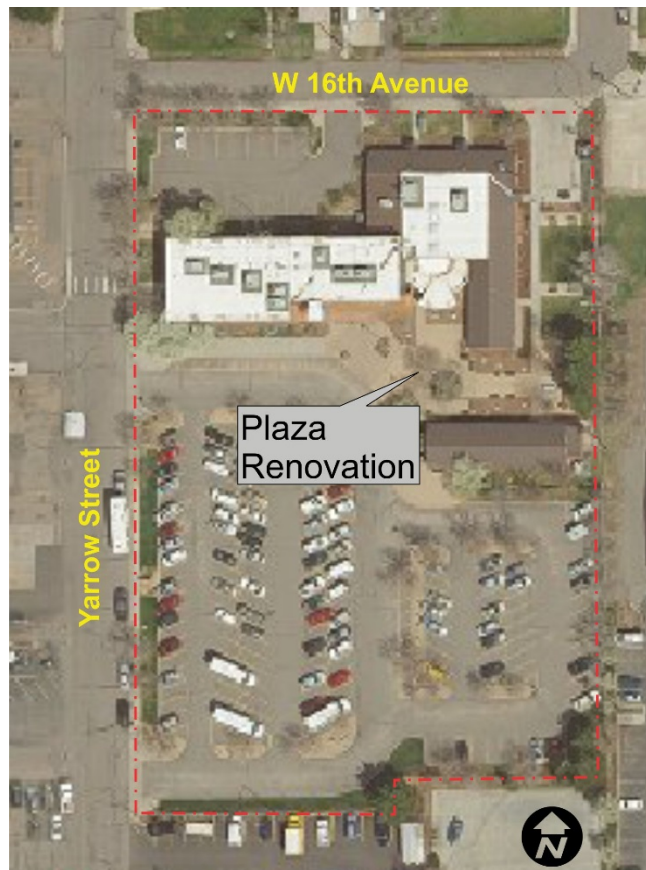
PROJECT DESCRIPTION: Funds are to renovate the exterior concrete plaza at the Center.

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>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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: **Taylor Open Space (Nonrecurring)**

SOURCE	2019R	2020	2021	2022	2023	2024	TOTAL
OS	\$683,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$683,000
TOTAL	\$683,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$683,000

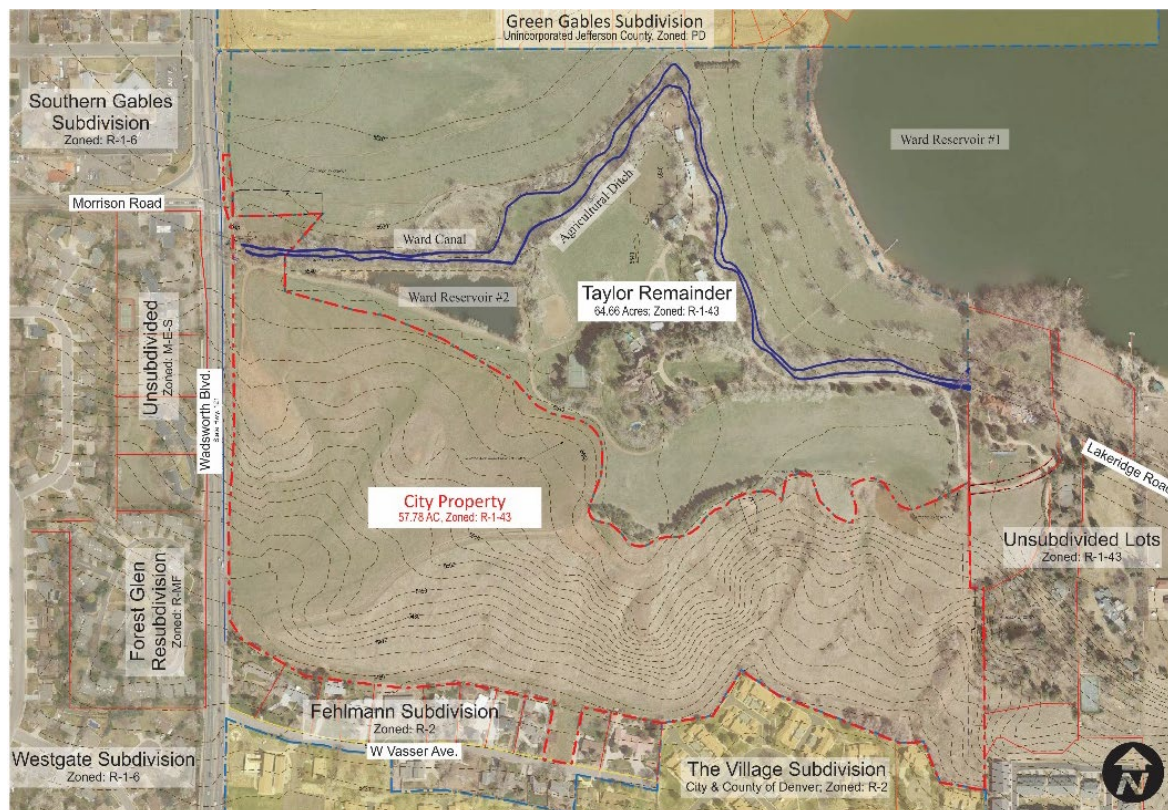
REASON FOR PROJECT: In the Community Resources Master plan, a priority is given to the expansion of park and open space facilities. This project will begin to provide access to this new open space park site.

PROJECT DESCRIPTION: 2019 funds will be used to plan the usage of this new park site. 2020 funds will be used to begin implementing the plan to provide access to the site.

IMPACT ON OPERATING BUDGET ☐ Yes (See below) ☐ No
 OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN ☐ Yes ☐ No

IMPACT ON OPERATING BUDGET:	2019	2020	2021	2022	2023	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: Belmar Park Renovations (Nonrecurring)							
SOURCE	2019R	2020	2021	2022	2023	2024	TOTAL
CT	\$176,000	\$ 0	\$300,000	\$ 0	\$ 0	\$ 0	\$476,000
OS	\$ 0	\$ 0	\$100,000	\$ 0	\$ 0	\$ 0	\$100,000
TOTAL	\$176,000	\$ 0	\$400,000	\$ 0	\$ 0	\$ 0	\$576,000
REASON FOR PROJECT: The Department of Community Resources 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 funding to replace aging structures on Kountze Lake in Belmar Park.							
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:	2019	2020	2021	2022	2023	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: Morse Park Maintenance Facility (Nonrecurring)							
SOURCE	2019R	2020	2021	2022	2023	2024	TOTAL
OS	\$ 0	\$100,000	\$900,000	\$ 0	\$ 0	\$ 0	\$1,000,000
TOTAL	\$ 0	\$100,000	\$900,000	\$ 0	\$ 0	\$ 0	\$1,000,000
REASON FOR PROJECT:	The Department of Community Resources Master Plan sets a high priority on preserving existing parks and facilities.						
PROJECT DESCRIPTION:	This project will provide funding to upgrade the maintenance facility at Morse Park to protect equipment and improve neighborhood compatibility.						
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:	2019	2020	2021	2022	2023	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: Land Acquisition (Recurring)							
<u>SOURCE</u>	<u>2019R</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>TOTAL</u>
OS	\$ 25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$ 150,000
TABOR	<u>\$8,500,000</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$8,500,000</u>
TOTAL	\$8,525,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$8,650,000
REASON FOR PROJECT:	The Lakewood Comprehensive Plan indicates a need for additional parkland in several areas of the City.						
PROJECT DESCRIPTION:	This program will provide funding for land purchases and costs associated with the purchase of land such as appraisals and surveys.						
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>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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:	Not site Specific. Sites to be approved by Council at regular meetings.						



PROJECT: **Ray Ross Park Shelter Addition** (*Nonrecurring*)

<u>SOURCE</u>	<u>2019R</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>TOTAL</u>
CDBG	\$160,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$160,000
TOTAL	\$160,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$160,000

REASON FOR PROJECT: The Department of Community Resources Master Plan sets a high priority on preserving existing parks and facilities and making them meet today's needs. The high use at this facility is impacting the Departments ability to maintain the site.

PROJECT DESCRIPTION: This project will construct an additional shelter near the splash pad at Ray Ross Park, reducing worn turf in a high use area.

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>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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: Citywide Scanner and Point of Sale Equipment Replacement (Nonrecurring)							
<u>SOURCE</u>	<u>2019R</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>TOTAL</u>
ERF	\$52,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$52,000
TOTAL	\$52,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$52,000
REASON FOR PROJECT:	The existing point of sale equipment needs to be replaced to continue to meet requirements of chip and PIN card readers and stay current with technology.						
PROJECT DESCRIPTION:	Replace point of sale peripheral devices across City locations. This project was approved by City Council through City Ordinance O-2016-3. It is included in the budget for overall consistency in reporting.						
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>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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: Court System Replacement (Nonrecurring)							
<u>SOURCE</u>	<u>2019R</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>TOTAL</u>
ERF	\$300,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$300,000
TOTAL	\$300,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$300,000
REASON FOR PROJECT:	<p>The existing Court system was last replaced in 2005 through the City's software services division staff and currently the system needs to be replaced.</p> <p>The court has expressed an interest in adding new functionality for more online services to help make it easier to pay online for more types of services than just tickets. The new system will add new customer services for online payments, data management, improves business processes, drives efficiency with a 'paperless' court and, replaces old technology.</p>						
PROJECT DESCRIPTION:	<p>Replace the existing courts system and provision for new functionality as specified in the system requirements documentation.</p> <p>This project was approved by City Council through City Ordinance O-2016-3. It is included in the budget for overall consistency in reporting.</p>						
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>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>TOTAL</u>	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Services & Supplies	\$ 0	\$125,000	\$125,000	\$125,000	\$125,000	\$500,000	
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
TOTAL	\$ 0	\$125,000	\$125,000	\$125,000	\$125,000	\$500,000	
LOCATION SKETCH:	N/A						



PROJECT: IT Infrastructure Sustainability Program							
<u>SOURCE</u>	<u>2019R</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>TOTAL</u>
ERF	\$1,000,000	\$550,000	\$500,000	\$500,000	\$500,000	\$500,000	\$3,550,000
TOTAL	\$1,000,000	\$550,000	\$500,000	\$500,000	\$500,000	\$500,000	\$3,550,000
REASON FOR PROJECT:	Through a formalized, recurring infrastructure sustainability program, the IT department will be able to adequately plan for, as well as mitigate risks associated with, the replacement of aging technology across the City in a timely and efficient manner, resulting in significant cost savings.						
PROJECT DESCRIPTION:	IT Infrastructure Sustainability Program, to be funded annually out of the Equipment Replacement Fund (ERF) and managed by the CIO/IT Governance Board. This program includes purchase and maintenance of all IT related items that are required for City-wide operations, such as end-user computing replacement program, phone maintenance and upgrades, network maintenance, switches, and other IT infrastructure-related expenses. Starting in 2019, the IT General Fund allocation has been reduced by transferring annually \$250,000 to the Equipment Replacement Fund. In addition, \$250,000 is annually transferred from the Capital Improvement Fund (CIF) to the Equipment Replacement Fund to fund this program. Should this program end, the IT General Fund allocation and the CIF fund will be adjusted accordingly.						
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>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>TOTAL</u>	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Services & Supplies	(\$250,000)	(\$250,000)	(\$250,000)	(\$250,000)	(\$250,000)	(\$1,250,000)	
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
TOTAL	(\$250,000)	(\$250,000)	(\$250,000)	(\$250,000)	(\$250,000)	(\$1,250,000)	
LOCATION SKETCH:	N/A						



PROJECT: Enterprise Resource Planning Software Upgrade							
<u>SOURCE</u>	<u>2019R</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>TOTAL</u>
ERF	\$200,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$200,000
TOTAL	\$200,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$200,000
REASON FOR PROJECT:	The city's Enterprise Resource Planning system is operating on an outdated software version. In order to ensure future support from the vendor, the system must be upgraded to the most current version. Upgrading will extend the vendor support program.						
PROJECT DESCRIPTION:	This project involves updating the current version of the City's enterprise resource planning software.						
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>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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: City Mobile Radios Replacement							
<u>SOURCE</u>	<u>2019R</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>TOTAL</u>
ERF	<u>\$200,000</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$200,000</u>
TOTAL	\$200,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$200,000
REASON FOR PROJECT:	All City mobile radios in City vehicles will need to be replaced. The current radios are approaching end of life within the next 18 months. The radio system code upgrades will render the current radio equipment inoperable without replacement. This affects 110 City vehicles, with approximately 75 in Community Resources and 35 in Public Works.						
PROJECT DESCRIPTION:	This project involves the replacement of mobile radios in City vehicles.						
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>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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: Radio System Site Migration							
<u>SOURCE</u>	<u>2019R</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>TOTAL</u>
ERF	\$350,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$350,000
TOTAL	\$350,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$350,000
REASON FOR PROJECT:	The Metro Area Radio Cooperative (MARC) is comprised of an Inter-Government Agreement between Lakewood, Arvada Fire, West Metro Fire, Jeffcom, and Denver for a shared radio system. The City of Denver is implementing a new radio system and will leave the cooperative in 2020. Denver currently hosts half of the radio system equipment, which necessitates a move of that equipment to a new site. Arvada will be splitting the cost with the City, and the budget ask covers Lakewood's part.						
PROJECT DESCRIPTION:	This project involves the city paying to move radio equipment to a new site.						
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>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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: Utility Billing System Replacement (Nonrecurring)							
SOURCE	2019R	2020	2021	2022	2023	2024	TOTAL
Sewer Enterprise	\$26,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$26,000
SMU Enterprise	\$24,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$24,000
Water Enterprise	\$ 4,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 4,000
TOTAL	\$54,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$54,000
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 outdated software continues to grow.						
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.						
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:	2019	2020	2021	2022	2023	TOTAL	
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: Sewer Lining (<i>Recurring</i>)							
<u>SOURCE</u>	<u>2019R</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>TOTAL</u>
Sewer Enterprise	\$375,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,875,000
TOTAL	\$375,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,875,000
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>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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						
Locations for repairs are identified annually using television camera inspection of sewer lines.							



PROJECT: Sewer Utility Capital Projects (Recurring)																																										
<u>SOURCE</u>	<u>2019R</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>TOTAL</u>																																			
Sewer Enterprise	\$2,050,000	\$1,500,000	\$400,000	\$400,000	\$400,000	\$400,000	\$5,150,000																																			
TOTAL	\$2,050,000	\$1,500,000	\$400,000	\$400,000	\$400,000	\$400,000	\$5,150,000																																			
REASON FOR PROJECT: Sanitary sewer lines that are undersized or in extremely poor condition require replacement.																																										
PROJECT DESCRIPTION: This program will replace sanitary sewer lines that are undersized or in extremely poor condition including design, property rights acquisition (if needed) and construction.																																										
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																																										
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	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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 Current and upcoming locations include: <ul style="list-style-type: none"> Lamar St, 13th to 11th Upstream/downstream of Wadsworth Blvd/2nd Ave Lakewood Gulch Interceptor upsizing 																																										

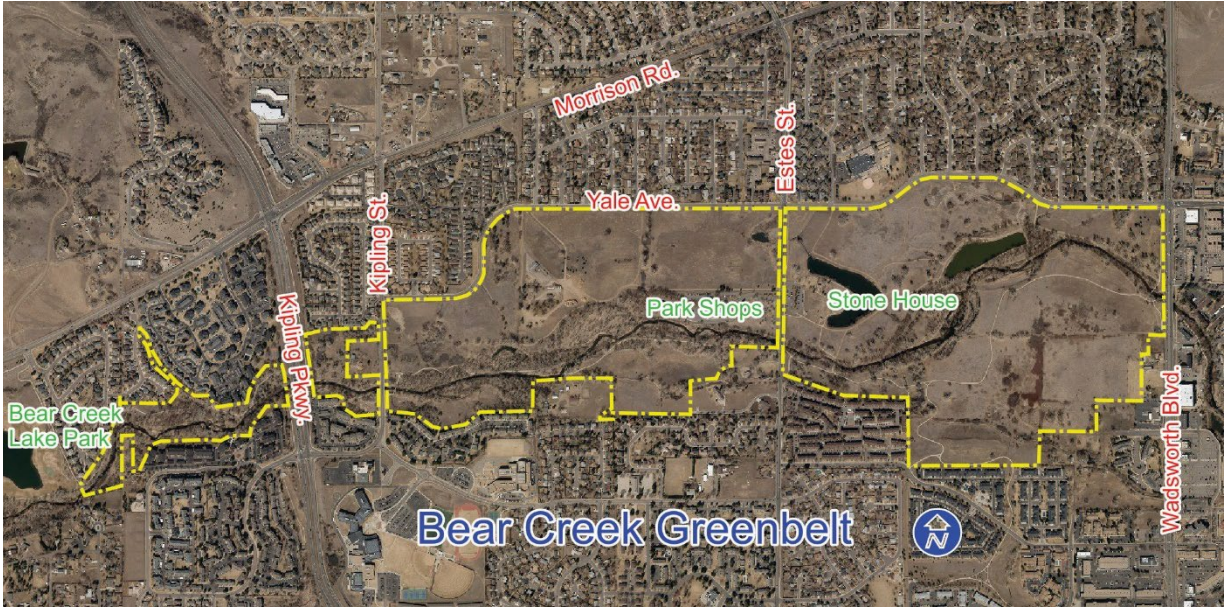


PROJECT: Major Drainageway Improvements (Recurring)							
<u>SOURCE</u>	<u>2019R</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>TOTAL</u>
SMU	\$2,700,000	\$2,700,000	\$2,700,000	\$2,700,000	\$2,700,000	\$2,700,000	\$16,200,000
MHFD	\$ 425,000	\$ 625,000	\$ 525,000	\$ 525,000	\$ 0	\$ 0	\$2,100,000
TOTAL	\$3,125,000	\$3,325,000	\$3,225,000	\$3,225,000	\$2,700,000	\$2,700,000	\$18,300,000
REASON FOR PROJECT:	Drainage improvements are required to reduce flooding impacts along regulated 100-year floodplains.						
PROJECT DESCRIPTION:	This program will design, acquire property rights (if needed) and construct drainage improvements along 100-year floodplains.						
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>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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						
Current and upcoming projects include locations on:							
<ul style="list-style-type: none"> • McIntyre Gulch • Dry Gulch • North Dry Gulch 							



PROJECT: Local Drainage Projects (Recurring)							
<u>SOURCE</u>	<u>2019R</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>TOTAL</u>
SMU	\$842,549	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$2,342,549
TOTAL	\$842,549	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$2,342,549
REASON FOR PROJECT:	Flooding of streets, private property, and structures occurs due to an inadequate storm drainage system.						
PROJECT DESCRIPTION:	Drainage improvements will be prioritized, designed, property rights acquired (if needed) and constructed. Matching money from MHFD is not available for this type of drainage 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>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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						
Current and upcoming locations include:							
<ul style="list-style-type: none"> • Independence St south of 8th Ave • Applewood area 							



PROJECT: Bear Creek Greenbelt Renovations (Nonrecurring)							
SOURCE	2019R	2020	2021	2022	2023	2024	TOTAL
Tabor Fund	\$ 0	\$2,700,000	\$ 0	\$ 0	\$ 0	\$ 0	\$2,700,000
TOTAL	\$ 0	\$2,700,000	\$ 0	\$ 0	\$ 0	\$ 0	\$2,700,000
REASON FOR PROJECT:	The Department of Community Resources Master Plan sets a high priority on preserving existing parks and facilities and making them meet today's needs.						
PROJECT DESCRIPTION:	This project will evaluate priority needs of the Bear Creek Greenbelt and will construct needed improvements. Work will include trail widening and hazard removal, vegetation restoration, and restroom replacement.						
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:	2019	2020	2021	2022	2023	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: Police Department Equipment (Nonrecurring)							
<u>SOURCE</u>	<u>2019R</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>TOTAL</u>
TABOR	\$488,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$488,000
TOTAL	\$488,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$488,000
REASON FOR PROJECT:	In November 2018, Lakewood Citizens voted to allow the city to retain TABOR refunds for the years 2017-2025. Ballot measure 2D directed the City to use 1/3 of each refund 2018-2025 on Police department safety-related equipment, assets and/or Personnel.						
PROJECT DESCRIPTION:	These projects will allow for greater safety, operating efficiencies & effectiveness, while providing optimal service to the citizens of Lakewood.						
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>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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"> Lobby metal detector/X-Ray Machine Crime Scene Mapping Software Police Archives Data Conversion Mobile Data Computers for Recruits Volunteer Motorist Assist Vehicle Argus Camera Upgrades 						



PROJECT: Union Corridor Transportation Projects (Nonrecurring)							
<u>SOURCE</u>	<u>2019R</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>TOTAL</u>
TABOR	\$1,200,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$1,200,000
TOTAL	\$1,200,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$1,200,000
REASON FOR PROJECT:	The recently completed Union Area Transportation Study evaluated the Union Boulevard corridor and outlined a list of projects to improve pedestrian, bicycle and vehicular connectivity in the area.						
PROJECT DESCRIPTION:	This project implements several improvements identified in the study to enhance traffic flow and pedestrian safety Also included is a new warranted traffic signal on Union Boulevard at Florida Avenue.						
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>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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"> • Union Boulevard at eastbound 6th Additional Turn Lane • Pedestrian Crossing on Union Boulevard @ Sere Lane • Traffic Signal on Union @ Florida 						



PROJECT: Water Utility Capital Projects (Recurring)																																										
<u>SOURCE</u>	<u>2019R</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>TOTAL</u>																																			
Water Enterprise	\$1,150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$1,900,000																																			
TOTAL	\$1,150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$1,900,000																																			
REASON FOR PROJECT: Water lines that are in extremely poor condition require replacement.																																										
PROJECT DESCRIPTION: This program will provide system enhancements and replace water lines in extremely poor condition including design, property rights acquisition (if needed) and construction.																																										
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																																										
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	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>TOTAL</u>																																				
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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																																										
Current and upcoming locations include: <ul style="list-style-type: none"> Various valve replacements Reconfiguration of the Colfax Avenue water line between Sheridan and Pierce W 20th Avenue, Depew to Fenton 																																										



APPENDIX



SCHEDULE OF PURCHASES \$50,000 AND GREATER

2019 - 2020 AUTHORIZATION SUMMARY

DESCRIPTION	2019 Original Authorization	2019 Adjustment to Authorization	2019 Total Authorization	2020 Original Authorization	FUND
MAYOR AND CITY COUNCIL	\$ 86,000	\$ -	\$ 86,000	\$ 89,000	
Colorado Municipal League	86,000	-	86,000	89,000	General
CITY MANAGER'S OFFICE	\$ 595,000	\$ -	\$ 595,000	\$ 270,000	
✓ Art Space-Development Project	300,000	-	300,000	-	ED
Commercial Property Reinvestment Incentives	-	-	-	100,000	ED
Development Infrastructure Gap Reimbursement	-	-	-	100,000	ED
Lakewood Housing Study	75,000	-	75,000	-	ED
On Call ED Services	100,000	-	100,000	-	ED
Printing Equipment-Lease Payments	70,000	-	70,000	70,000	General
West Colfax Marketing	50,000	-	50,000	-	ED
CITY ATTORNEYS OFFICE	\$ 494,895	\$ -	\$ 494,895	\$ 494,895	
✓ General Legal	254,895	-	254,895	254,895	General
Outside Legal	240,000	-	240,000	240,000	General
CITY CLERK'S OFFICE	\$ 70,000	\$ -	\$ 70,000	\$ 70,000	
Elections (Annual/Regular/Coordinated with Jefferson County)	70,000	-	70,000	70,000	General
COMMUNITY RESOURCES - FAMILY SERVICES	\$ 112,000	\$ -	\$ 112,000	\$ 112,000	
Food Program-Early Childhood Program	112,000	-	112,000	112,000	Grant
COMMUNITY RESOURCES - HERITAGE CULTURE & THE ARTS	\$ 1,203,500	\$ 513,000	\$ 1,716,500	\$ 1,238,500	\$ -
4th of July Event	-	75,000	75,000	85,000	General
50th Anniversary Celebration	200,000	-	200,000	-	General
Arts and Culture Plan	-	-	-	75,000	HCA
Ballet Ariel	-	75,000	75,000	75,000	HCA
Bravo Magazine	80,000	-	80,000	80,000	HCA
Bulk Mail Services	83,500	-	83,500	83,500	HCA
LCC Classroom Security Improvements	-	63,000	63,000	-	HCA/General
LHC Signage Wayfinding	-	50,000	50,000	-	HCA
LHC Site Improvements	60,000	-	60,000	60,000	HCA
LHC Museum Buildings-Renovation	150,000	250,000	400,000	150,000	HCA
Performance Now Theater Co.	325,000	-	325,000	325,000	HCA
Presley Theatre Productions Corp	250,000	-	250,000	250,000	HCA
✓ Ticketing System-VisionOne	55,000	-	55,000	55,000	HCA
COMMUNITY RESOURCES - PLANNING & CONSTR.	\$ 4,206,600	\$ 9,100,657	\$ 13,307,257	\$ 5,111,600	
Addenbrooke Park Lake Edge Treatment	300,000	(100,000)	200,000	100,000	OS
Addenbrooke Park Improvements	-	280,000	280,000	-	OS
Bear Creek Greenbelt Improvements	-	-	-	2,700,000	TABOR
Bear Creek Lake Park Visitor Center Water Cistern	-	75,000	75,000	-	CIF
Bulk Gas Utility	220,000	-	220,000	220,000	General
Carmody Center Outdoor Pool Rennovations	-	450,000	450,000	-	OS
Carmody Center Site Improvements	100,000	776,000	876,000	-	OS
City Facilities Repairs	50,000	50,000	100,000	100,000	CIF
Civic Center Complex Wayfinding	50,000	-	50,000	50,000	CIF
Civic Center Snow Removal	-	70,000	70,000	70,000	General
Clements Community Center Concrete Repair	-	165,000	165,000	-	OS
Community Solar Garden	121,600	-	121,600	121,600	General
Crime Lab Remodel	100,000	55,000	155,000	-	CIF



SCHEDULE OF PURCHASES \$50,000 AND GREATER

2019 - 2020 AUTHORIZATION SUMMARY

DESCRIPTION	2019 Original Authorization	2019 Adjustment to Authorization	2019 Total Authorization	2020 Original Authorization	FUND
COMMUNITY RESOURCES – PLANNING & CONSTR. (Continued)					
Custodial Services/ Civic Center	350,000	-	350,000	350,000	General
Custodial Services/ Recreation Centers	250,000	-	250,000	250,000	General
Energy Improvement Project	-	2,460,854	2,460,854	-	CIF
Fire and Burglar Alarm Monitoring	150,000	-	150,000	150,000	General
Fire and Burglar Alarm Upgrades	350,000	-	350,000	-	CIF
Front Desk Remodels - Recreation Centers	-	50,000	50,000	50,000	CIF
Furniture Replacement Municipal Offices	100,000	-	100,000	100,000	General
Glennon Heights Pool Bath House Renovation	-	1,303,000	1,303,000	-	OS
HVAC Maintenance Service Contract	50,000	-	50,000	50,000	General
Idlewild Park Playground Improvements (CDBG)	-	135,000	135,000	-	Grant
Lakewood Cultural Center LED Lights	50,000	-	50,000	50,000	OS
McDonnell Park Water Tap	-	50,000	50,000	-	OS
Meadowlark Cottages Park	300,000	-	300,000	-	OS
Mountair Park Lighting & Site Improvements	65,000	35,000	100,000	-	OS
Newland Square Park Playground (CDBG)	-	160,000	160,000	-	Grant
Park and Facility Improvements	500,000	-	500,000	500,000	OS
Preventative Maintenance Software - Facilities	-	50,000	50,000	50,000	CIF
Public Building Window Servicing	50,000	-	50,000	50,000	CIF
Public Safety Center Elevator Replacement	250,000	-	250,000	-	CIF
Public Safety Center Internal Renovations	-	100,000	100,000	50,000	CIF/General
Quail Street Park Improvements	100,000	-	100,000	-	OS
Ray Ross Park Shelter Addition (CDBG)	-	160,000	160,000	-	Grant
Roof Repairs and Replacements	100,000	900,000	1,000,000	100,000	CIF
Taylor Park Improvements	600,000	83,000	683,000	-	OS
✓ Walker-Branch Addition Property Acquisition	-	937,000	937,000	-	TABOR
Walker-Branch Park Improvements	-	110,000	110,000	-	OS
✓ Warren Tech GOCO Pass Through	-	59,803	59,803	-	OS
Washington Heights Facility Improvements	-	456,000	456,000	-	OS
Whitlock Recreation Center Hot Water Tank	-	60,000	60,000	-	CIF
Wilbur Rogers Improvements	-	170,000	170,000	-	OS
COMMUNITY RESOURCES - RECREATION	\$ 360,000	\$ 60,000	\$ 420,000	\$ 210,000	
Community Connections Magazine	80,000	-	80,000	80,000	General
Fitness Equipment	150,000	-	150,000	-	General
Pool Chemicals	-	60,000	60,000	-	General
Sports League/Officials Contracts	130,000	-	130,000	130,000	General
COMMUNITY RESOURCES -GOLF	\$ 204,177	\$ 135,000	\$ 339,177	\$ 284,177	
Bunker Renovations	-	135,000	135,000	-	Golf
✓ Fox Hollow Golf Carts Lease Payment	75,875	-	75,875	75,875	Golf
Golf Course Maintenance Equipment	65,000	-	65,000	65,000	Golf
✓ Homestead Golf Carts Lease Payment	63,302	-	63,302	63,302	Golf
Fox Hollow Clubhouse Furnaces and Air Conditioners	-	-	-	80,000	Golf
COMMUNITY RESOURCES - PARKS	\$ 1,288,000	\$ 847,000	\$ 2,135,000	\$ 1,073,000	
Athletic Field Fencing	65,000	-	65,000	-	OS
Bear Creek Lake Park Improvements	-	85,000	85,000	-	OS
Belmar Park Boardwalk	-	176,000	176,000	-	OS
Community Clean-up & Disposal	50,000	-	50,000	50,000	General
Concrete Path Replacement	-	267,000	267,000	-	OS
Concrete Flatwork at Morse and Molholm Parks	75,000	-	75,000	-	General/OS
Daniels Park Retaining Wall	75,000	-	75,000	-	OS



SCHEDULE OF PURCHASES \$50,000 AND GREATER

2019 - 2020 AUTHORIZATION SUMMARY

DESCRIPTION	2019 Original Authorization	2019 Adjustment to Authorization	2019 Total Authorization	2020 Original Authorization	FUND
COMMUNITY RESOURCES - PARKS					
(Continued)					
Ditch Water Monitoring	100,000	-	100,000	100,000	General
✓ Park Fertilizer Program	130,000	-	130,000	130,000	General/OS
Park Pond Dredging	100,000	-	100,000	100,000	OS
Pathway LED light replacement	55,000	-	55,000	55,000	OS
Playground Replacement	120,000	319,000	439,000	120,000	OS
Right of Way Mowing Contract	142,000	-	142,000	142,000	General
✓ Solar Recycling Compactors for Parks	126,000	-	126,000	126,000	General
Small Park & Median Maintenance Contract	200,000	-	200,000	200,000	General
Tennis Court Resurface/Crack Sealing/Replacement	50,000	-	50,000	50,000	OS
HUMAN RESOURCES	\$ 274,000	\$ -	\$ 274,000	\$ 274,000	
Executive Searches	146,000	-	146,000	146,000	General
Pre-Employment Physicals	68,000	-	68,000	68,000	General
Courageous Leadership Training	60,000	-	60,000	60,000	General
FINANCE DEPARTMENT	\$ 772,000	\$ -	\$ 772,000	\$ 646,000	
Copier Leases	140,000	-	140,000	14,000	General
Financial Statement Audit	95,000	-	95,000	95,000	General
✓ Postage	117,000	-	117,000	117,000	General
✓ Revenue System Software	420,000	-	420,000	420,000	General
INFORMATION TECHNOLOGY	\$ 4,723,000	\$ 416,000	\$ 5,139,000	\$ 3,202,000	
✓ Asset management system maintenance	225,000	-	225,000	225,000	General
City Data Backup Equipment Expansion	130,000	-	130,000	-	ERF*
✓ City Mobile Radio Replacement	200,000	-	200,000	-	ERF
City Records Microfilm conversion	95,000	-	95,000	95,000	General
City Video Storage	70,000	-	70,000	-	General
✓ Citywide Records Management system maintenance	65,000	-	65,000	65,000	General
✓ Core Firewall Maintenance	115,000	-	115,000	115,000	General
✓ Court System Maintenance	125,000	(125,000)	-	125,000	General
Court System Replacement	-	300,000	300,000	-	ERF*
Desktop Collaboration Software Licensing	475,000	-	475,000	475,000	General
✓ Enterprise GIS licensing maintenance	-	60,000	60,000	60,000	General
✓ ERP Software Maintenance	135,000	-	135,000	135,000	General
✓ ERP Technical Support Services	150,000	-	150,000	150,000	General
ERP Update	200,000	-	200,000	-	ERF*
✓ IT Advisory Services	65,000	-	65,000	65,000	General
IT Infrastructure sustainability program for PCs, servers, storage, and other network components.	915,000	85,000	1,000,000	550,000	ERF*
✓ Learning Management System Maintenance	-	-	-	60,000	PCF
✓ PD Portable Radios for new recruit class	-	85,000	85,000	-	General
✓ PD Records Management System Maintenance	80,000	-	80,000	80,000	General
Point of Sale Equipment Replacement	52,000	-	52,000	-	ERF*
✓ Professional Staffing Services	75,000	-	75,000	75,000	General
✓ Radio Maintenance Payments	164,000	(109,000)	55,000	55,000	General
Radio System Site Migration	350,000	-	350,000	-	ERF*
✓ Security Camera Expansion	125,000	-	125,000	125,000	General
✓ Security Consulting	125,000	-	125,000	125,000	General
✓ Security Information & Event Management Services	185,000	-	185,000	-	General
✓ Technology Infrastructure Maintenance	60,000	20,000	80,000	80,000	General
✓ Telephone & Telecommunication	542,000	-	542,000	542,000	General
Website upgrade	-	100,000	100,000	-	General



SCHEDULE OF PURCHASES \$50,000 AND GREATER

2019 - 2020 AUTHORIZATION SUMMARY

DESCRIPTION	2019 Original Authorization	2019 Adjustment to Authorization	2019 Total Authorization	2020 Original Authorization	FUND
MUNICIPAL COURT	\$ 94,091	\$ 75,000	\$ 169,091	\$ 169,091	
Public Defender	94,091	75,000	169,091	169,091	General
PLANNING	\$ 635,000	\$ 568,706	\$ 1,203,706	\$ 430,000	
Artline Project	-	50,000	50,000	-	CIF
Artline Healthy Community Initiative		100,000	100,000	-	Grant
City-wide Identity & Wayfinding Program, Phase I	-	111,954	111,954	-	CIF
Homeless Assistance (CDBG)	-	100,000	100,000	100,000	Grant
Homeowner rehab program (CDBG)	165,000	(15,000)	150,000	150,000	Grant
Neighborhood Participation Program	180,000	25,324	205,324	180,000	CIF
State Historical Fund Grant	-	75,640	75,640	-	Grant
Transportation Management Association (TMA) along the W Line light rail corridor	290,000	-	290,000	-	Grant
West Colfax Pedestrian Safety Project	-	120,788	120,788	-	Grant
POLICE DEPARTMENT	\$ 1,773,924	\$ 1,223,523	\$ 2,997,447	\$ 2,206,029	
✓ ALPR (Auto License Plate Readers)	175,000	-	175,000	250,000	Grant
✓ D Reg Phillips (Denver Vehicle Hardening Project)	75,000	-	75,000	-	Grant
✓ Foothills Animal Shelter Annual Assessment	131,000	82,730	213,730	213,730	General
✓ Foothills Animal Shelter Capital Building	153,666	(24,166)	129,500	129,500	General
Investigation Division Conference Room	-	50,000	50,000	-	General
Janitorial	100,023	5,384	105,407	105,407	General
✓ Jefferson Center for Mental Health	150,625	-	150,625	150,625	Grant
✓ Jefferson County Regional Crime Lab	-	190,195	190,195	199,537	General
✓ Juvenile Assessment Center	85,000	-	85,000	85,000	General
Laptop Computer Replacements	60,000		60,000	-	General
Police Agent Hazmat Equipment	-	70,000	70,000	-	General
Police Archives Data Conversion		200,000	200,000	100,000	General/ TABOR
Police Facility Lease	181,630	-	181,630	181,630	General
✓ Police Mobile Data Computers	-	106,000	106,000	-	TABOR
Police Radios		90,000	90,000		General
Police Uniforms		106,000	106,000	106,000	General
✓ PorchLight Family Justice Center	-	100,000	100,000	100,000	General
✓ Records Management System Consulting	60,000	-	60,000	60,000	General
✓ Records Management System Data Storage	144,600	-	144,600	144,600	General
✓ Records Management System Software	247,380	247,380	494,760	260,000	General
Uniform Clothing Cleaner	60,000	-	60,000	60,000	General
✓ Vehicles Auto Theft Task Force Replacements	150,000	-	150,000	60,000	Grant
Volunteer Motorist Assist Vehicle	-	50,000	50,000	-	TABOR
PUBLIC WORKS – ADMINISTRATION	\$ 1,000,000	\$ -	\$ 1,000,000	\$ 1,000,000	
Potential Grants	1,000,000	-	1,000,000	1,000,000	Grant



SCHEDULE OF PURCHASES \$50,000 AND GREATER

2019 - 2020 AUTHORIZATION SUMMARY

DESCRIPTION	2019 Original Authorization	2019 Adjustment to Authorization	2019 Total Authorization	2020 Original Authorization	FUND
PUBLIC WORKS – ENGINEERING	\$ 10,329,700	\$ 14,760,690	\$ 25,090,390	\$ 11,707,226	
Alameda Corridor Improvements	-	550,000	550,000	-	CIF
Brownfields Funds	450,000	-	450,000	450,000	Grant
✓ Consultant Floodplain Mapping Updates	80,000	(80,000)	-	-	SWEF
Contract Plan Review	200,000	-	200,000	-	General
✓ Contract Utility Bill Printing & Postage Services	68,500	(8,500)	60,000	60,000	SEF/SWEF/ WEF
Developer Contribution	50,000	-	50,000	50,000	CIF
✓ Developer Participation	50,000	200,000	250,000	50,000	CIF
Environmental Consulting Services	150,000	-	150,000	150,000	General
Kipling Median Modifications at Hampden	-	670,000	670,000	-	Grant/CIF
Local Drainage Improvements	300,000	542,549	842,549	300,000	SWEF
✓ Major Drainageway Improvements	2,700,000	-	2,700,000	2,700,000	SWEF
✓ Potable Water Purchases	875,000	25,000	900,000	925,000	WEF
✓ Recycling Services	175,200	-	175,200	175,200	General
Sewer Utility Capital Projects	1,300,000	750,000	2,050,000	1,500,000	SEF
Sidewalk-Shared Use Path Construction	500,000	9,960,544	10,460,544	2,154,026	CIF/TABOR
Slash Facility	-	1,500,000	1,500,000	-	CIF
✓ Stormwater Permit Renewal Services	-	-	-	60,000	SWEF
Union at 6th Additional Right Turn Lane	-	200,000	200,000	-	TABOR
✓ Utility Billing System Annual Costs	81,000	2,000	83,000	83,000	WEF/SEF/ SWEF
✓ Utility Billing System Replacement	-	54,000	54,000	-	WEF/SEF/ SWEF
✓ Wastewater Treatment Charges	3,200,000	(604,903)	2,595,097	2,900,000	SEF
Water Utility Capital Projects	150,000	1,000,000	1,150,000	150,000	WEF
PUBLIC WORKS – FLEET MGMT	\$ 6,156,000	\$ 275,000	\$ 6,431,000	\$ 7,116,000	
Fuel Purchases	2,200,000	-	2,200,000	2,200,000	General
Vehicle Repair, Accessory & Maintenance Services	1,116,000	-	1,116,000	1,116,000	General
Vehicles and Equipment	2,840,000	275,000	3,115,000	3,800,000	ERF
PUBLIC WORKS – STREET MAINTENANCE	\$ 11,290,000	\$ 95,000	\$ 11,385,000	\$ 11,884,500	
Asphalt Surface Restoration	1,060,000		1,060,000	1,125,000	CIF
Asphalt Supply Contract(Pri/Sec)	244,000		244,000	244,000	General
✓ Belmar Snow Removal	70,000		70,000	70,000	General
✓ Bioxide Chemical Purchase	60,000	10,000	70,000	70,000	SEF
Concrete Repair Program	1,559,000		1,559,000	1,650,000	CIF
Crack Seal Contract	477,000		477,000	500,000	CIF
Deicing Products	395,000		395,000	395,000	General
Maintenance Campus Modifications	600,000	(600,000)	-	600,000	CIF
Sewer Lining Contract	250,000	125,000	375,000	300,000	SEF
Sewer Root Control Contract	50,000		50,000	50,000	SEF
Stormwater Utility Vacuum Truck	-	500,000	500,000	-	SWEF
Snowplow Contracting Services	300,000		300,000	300,000	General
Stormwater Maintenance Services	300,000		300,000	300,000	SWEF
Street Overlay Contract	5,925,000		5,925,000	6,280,500	CIF
TV Inspection Equipment for Stormwater & Sewer Lines	-	60,000	60,000	-	SWEF SEF



SCHEDULE OF PURCHASES \$50,000 AND GREATER

2019 - 2020 AUTHORIZATION SUMMARY

DESCRIPTION	2019 Original Authorization	2019 Adjustment to Authorization	2019 Total Authorization	2020 Original Authorization	FUND
PUBLIC WORKS – TRANSPORTATION ENG	\$ 3,822,002	\$ 4,227,534	\$ 8,049,536	\$ 3,822,002	\$ -
Annual Traffic Signal Replacements	975,000	941,030	1,916,030	975,000	CIF
✓ Electricity for signals, signs and street lights	1,907,896		1,907,896	1,907,896	General
Long-Life Pavement Marking	200,000		200,000	200,000	CIF
Pedestrian Crossing on Union @ Sere Lane	-	500,000	500,000	-	TABOR
✓ Street light construction, repairs and maintenance	319,000		319,000	319,000	General
Traffic Safety Improvements	205,000	55,726	260,726	205,000	CIF
Traffic Signal Construction and Maintenance	215,106	295,778	510,884	215,106	General/CIF
Traffic Signal Reconstruction on Kipling @ 8th Place & Federal Center Gate #1	-	850,000	850,000	-	Grant/CIF
Traffic Signal Reconstruction on Kipling @ 13th Avenue & 13th Place	-	810,000	810,000	-	Grant/CIF
Traffic Signal Reconstruction on Wadsworth @ Yale and Girton	-	275,000	275,000	-	Grant/CIF
Traffic Signal on Union @ Florida	-	500,000	500,000	-	TABOR
NON-DEPARTMENTAL	\$ 28,172,777	\$ 4,180,223	\$ 32,353,000	\$ 32,435,910	
Benefits Consultant	152,000	-	152,000	152,000	General
✓ City Manager's Severance Fund	239,777	223	240,000	240,000	General
Civic Center Safety and Security Plans	-	80,000	80,000	-	PCF/WCF
Dental Insurance	936,000	-	936,000	966,410	General
Duty Death & Disability Fund	145,000	-	145,000	145,000	General
Employer Pension Contributions	9,926,000	-	9,926,000	9,926,000	All
Life Insurance, Employee Premiums	246,000	-	246,000	246,000	General
Long-term Disability Insurance	445,000	-	445,000	445,000	General
Medical Insurance	14,500,000	-	14,500,000	14,500,000	General
Medical Insurance (Retiree)	160,000	-	160,000	160,000	General
✓ NFP Contributions	100,000	(100,000)	-	-	General
Previous City Manager's Trust	225,000	25,000	250,000	275,000	General
Retiree Health	320,000	-	320,000	320,000	General
Risk Third Party Administrator	400,000	-	400,000	440,000	PCF/WCF
Survivor Benefits Premiums	138,000	-	138,000	138,000	General
Unemployment Claims - State of Colorado	120,000	-	120,000	120,000	General
Vision Insurance	120,000	-	120,000	120,000	General
Insurance Claims (Liability, Property Casualty, Workers' Compensation)	-	3,500,000	3,500,000	3,500,000	PCF
Insurance Premiums (Liability, Property Casualty, Workers' Compensation, etc)	-	675,000	675,000	742,500	PCF WCF
TOTAL PURCHASES \$50,000 AND GREATER	\$ 77,662,666	\$ 36,477,333	\$ 114,139,999	\$ 83,845,930	

FUND:

CDBG = Community Development Block Grant

CIF = Capital Improvement Fund

CT = Conservation Trust Fund

ED = Economic Development

ERF = Equipment Replacement Fund

HOME = HOME Grant

HCA = Heritage Culture and The Arts Fund

✓ Sole Source

MD = Medical & Dental Self-Insurance

OS = Open Space Fund

PCF = Property/Casualty Self-Insurance Fund

TABOR = Projects Funded from TABOR Non-Refunds

SEF = Sewer Enterprise Fund

SWEF = Stormwater Enterprise Fund

WCF = Workers' Compensation Self-Insurance Fund

WEF = Water Enterprise Fund

The schedule above is required by City Council.



SCHEDULE OF TRANSFERS

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
FROM:				
TO:				
TRANSFER PURPOSE				
General Fund	\$ 13,898,604	\$ 2,530,100	\$ 7,938,255	\$ 1,683,199
Capital Improvement Fund	\$ 2,706,504	\$ 120,000	\$ 120,000	\$ 120,000
Neighborhood Improvement Program	120,000	120,000	120,000	120,000
2017 Tabor Non-Refund	2,586,504	-	-	-
Heritage, Culture, and The Arts Fund	\$ 1,282,100	\$ 1,360,100	\$ 1,330,683	\$ 1,413,199
City Participation	1,282,100	1,360,100	1,330,683	1,413,199
Open Space Fund	\$ 8,500,000	\$ 800,000	\$ -	\$ -
Taylor Property Site Improvement	-	300,000	-	-
Denver Water/Meadowlark Cottage Imprvmnt	-	400,000	-	-
Carmody Gymnasium Floor	-	100,000	-	-
2017 Tabor Non-Refund	8,500,000	-	-	-
Equipment Replacement Fund	\$ 1,410,000	\$ 250,000	\$ 250,000	\$ 150,000
Police Mobile Digital Computers	-	-	-	-
Core Firewalls	-	-	-	-
IT Infrastructure Sustainability Program	250,000	250,000	250,000	150,000
2017 Tabor Non-Refund	1,160,000	-	-	-
TABOR Fund	\$ -	\$ -	\$ 6,237,572	\$ -
2017 TABOR Non-Refund	-	-	15,000	-
2018 TABOR Non-Refund	-	-	6,222,572	-
Capital Improvement Fund	\$ 7,182,482	\$ 1,135,000	\$ 5,776,747	\$ 3,333,000
Equipment Replacement Fund	\$ 1,020,000	\$ 1,090,000	\$ 1,090,000	\$ 250,000
Lakewood Rides Van	65,000	-	-	-
Marshal's Transport Van	61,000	-	-	-
Police Patrol Vehicles & Equipment (7)	350,000	-	-	-
IT Infrastructure Sustainability Program	250,000	250,000	250,000	250,000
Video Arraignment Enhancement	20,000	-	-	-
Police Digital Evidence (DIMS) Syst Upgrade	95,000	-	-	-
Laserfiche Licenses & Online Functionality	31,000	-	-	-
Fleet Asset Management System Upgrade	148,000	-	-	-
JD Edwards 9.2 Update	-	200,000	200,000	-
City Mobile Radio Replacement	-	200,000	200,000	-
Radio System Site Migration	-	350,000	350,000	-
CSO Vehicles (2)	-	90,000	90,000	-
General Fund	\$ -	\$ -	\$ 600,000	\$ 3,038,000
Police Locker Room	-	-	600,000	-
Debt Payments	-	-	-	3,038,000



SCHEDULE OF TRANSFERS

	2018 Actual	2019 Budget	2019 Revised	2020 Budget
FROM:				
TO:				
TRANSFER PURPOSE				
Heritage, Culture, and The Arts Fund	\$ 62,482	\$ 45,000	\$ 25,172	\$ 45,000
Public Art	62,482	45,000	25,172	45,000
Open Space Fund	\$ 6,100,000	\$ -	\$ -	\$ -
Glennon Heights Pool Updates	600,000	-	-	-
Washington Heights Improvements	500,000	-	-	-
Taylor Property Purchase	5,000,000	-	-	-
TABOR Fund	\$ -	\$ -	\$ 4,061,575	\$ -
2017 TABOR Non-Refund	-	-	2,586,504	-
2018 TABOR Non-Refund	-	-	1,475,071	-
Conservation Trust	\$ -	\$ -	\$ 165,000	\$ -
Open Space Fund	\$ -	\$ -	\$ 165,000	\$ -
Taylor Property Purchase	-	-	165,000	-
Economic Development Fund	\$ -	\$ -	\$ 2,454,923	\$ -
Lakewood Reinvestment Authority*	\$ -	\$ -	\$ 2,000,000	\$ -
TABOR Fund	\$ -	\$ -	\$ 454,923	\$ -
2018 TABOR Non-Refund	-	-	454,923	-
Equipment Replacement Fund	\$ -	\$ -	\$ 1,085,120	\$ -
TABOR Fund	\$ -	\$ -	\$ 1,085,120	\$ -
2018 TABOR Non-Refund	-	-	1,085,120	-
Medical & Dental Self-Insurance Fund	\$ -	\$ -	\$ 1,475,000	\$ 1,200,000
Property & Casualty Self-Insurance Fund	\$ -	\$ -	\$ 600,000	\$ 600,000
TABOR Fund	\$ -	\$ -	\$ 275,000	\$ -
2017 TABOR Non-Refund	-	-	275,000	-
Worker's Compensation Self-Insurance Fund	\$ -	\$ -	\$ 600,000	\$ 600,000
Open Space Fund	\$ 915,000	\$ 735,000	\$ 9,235,000	\$ -
Capital Improvement Fund	\$ 915,000	\$ 735,000	\$ 735,000	\$ -
Taylor Property Purchase	915,000	735,000	735,000	-
TABOR Fund	\$ -	\$ -	\$ 8,500,000	\$ -
2017 TABOR Non-Refund	-	-	8,500,000	-
TOTAL TRANSFERS	\$ 21,996,086	\$ 4,400,100	\$ 28,130,045	\$ 6,216,199

*The Lakewood Reinvestment Authority is a separate legal entity not presented in this budget document.

AN ORDINANCE

ADOPTING A REVISED BUDGET FOR THE YEAR 2019 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, 2019, AND ENDING ON DECEMBER 31, 2019, ESTIMATING THE AMOUNT OF MONEY NECESSARY TO BE RAISED BY LEVYING TAXES FOR THE YEAR 2019, TO DEFRAY THE COSTS OF MUNICIPAL GOVERNMENT OF THE CITY OF LAKEWOOD, COLORADO, FOR THE FISCAL YEAR BEGINNING JANUARY 1, 2020, AND ENDING DECEMBER 31, 2020, 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 2019 and the annual budget for the City of Lakewood, Colorado, for the fiscal year beginning January 1, 2020, and ending December 31, 2020, has prepared said budgets and has submitted them to City Council pursuant to the Lakewood Home Rule Charter;

WHEREAS, after reviewing the requirements for anticipated expenditures as well as anticipated revenues from other sources for 2020, the City Council has determined that for the year 2019, the proper mill levy, which shall be collected in 2019 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;

WHEREAS, the City Council, upon notice duly advertised, held Public Hearings on said budget and mill levy on October 14, 2019, and October 28, 2019, pursuant to the Lakewood Home Rule Charter;

WHEREAS, the City Council desires to establish a separate fund for the purpose of recording and tracking the expenditure of funds retained as required under election initiative 2D approved in the November 2018 regular election; 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.

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 2019 and 2020, 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	2019 Beginning Balance *	2019 Revised Financial Sources	2019 Revised Financial Uses	2019 Ending Balance	2020 Financial Sources	2020 Financial Uses	2020 Ending Balance
General	\$ 36,602,500	\$ 122,620,851	\$ 134,193,400	\$ 25,029,951	\$ 127,720,250	\$ 134,308,672	\$ 18,441,529
Special Revenue Funds	27,831,643	51,517,165	65,716,856	13,631,952	19,626,224	20,548,970	12,709,205
Conservation Trust	1,421,231	1,537,657	2,226,600	732,288	1,360,907	1,470,600	622,595
Economic Development	10,160,431	1,760,000	4,447,514	7,472,917	1,735,000	2,210,344	6,997,573
Grants	(329,802)	16,619,042	16,106,690	182,550	7,984,159	7,976,886	189,822
Heritage, Culture, Arts	1,098,623	3,436,828	4,236,239	299,212	3,436,904	3,577,947	158,169
Open Space	15,481,160	7,549,448	20,031,108	2,999,500	5,109,254	4,890,955	3,217,799
TABOR	-	20,614,190	18,668,704	1,945,486	-	422,239	1,523,247
Capital Projects Funds	28,333,848	21,230,084	40,427,122	9,136,810	20,036,298	26,248,122	2,924,987
Capital Improvement	22,408,502	17,589,561	33,919,002	6,079,061	17,278,309	21,668,122	1,689,249
Equipment Replacement	5,925,346	3,640,523	6,508,120	3,057,749	2,757,989	4,580,000	1,235,738
Enterprise Funds	40,472,579	16,147,006	22,276,658	34,342,927	16,204,353	19,226,637	31,320,643
Golf Course Enterprise	9,133,149	5,169,366	5,247,865	9,054,650	5,226,713	5,347,181	8,934,182
Sewer Enterprise	10,881,917	4,778,940	7,078,182	8,582,674	4,778,940	6,433,061	6,928,553
Stormwater Enterprise	18,115,422	5,009,500	7,205,781	15,919,141	5,009,500	6,069,343	14,859,298
Water Enterprise	2,342,091	1,189,200	2,744,830	786,461	1,189,200	1,377,051	598,610
Internal Service Funds	17,464,316	16,659,744	20,855,213	13,268,847	15,786,744	17,711,435	11,344,156
Medical/Dental							
Self-Insurance	10,212,591	13,303,744	14,827,931	8,688,405	13,303,744	14,562,085	7,430,063
Property & Casualty							
Self-Insurance	3,322,847	2,098,000	4,579,333	841,513	1,225,000	1,694,304	372,209
Retirees Health Program	3,734,514	25,000	220,000	3,539,514	25,000	220,000	3,344,514
Worker's Compensation							
Self-Insurance	194,365	1,233,000	1,227,950	199,415	1,233,000	1,235,045	197,370
Total All Funds	\$ 150,704,886	\$ 228,174,849	\$ 283,469,249	\$ 95,410,486	\$ 199,373,868	\$ 218,043,835	\$ 76,740,519

* 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 2019 and the budget for the City of Lakewood, Colorado, for the fiscal year beginning January 1, 2020, and ending December 31, 2020, as heretofore proposed to the City Council by the City Manager, be and the same are hereby adopted and approved as the Revised 2019/2020 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 2019/2020 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, 2020, and ending on December 31, 2020, 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 2019.

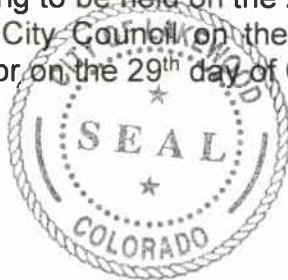
SECTION 5. The City Manager or her designee is hereby authorized and directed to certify to the County Commissioners of the County of Jefferson, State of Colorado, the Total (gross) Mill Levy of 4.711 as herein set forth.

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. Pursuant to Section 12.6(b) of the Lakewood Home Rule Charter, the TABOR fund is hereby created in order to provide for the deposit of monies to be held for special purposes determined by the City Council.

SECTION 8. 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/public hearing at a regular meeting of the Lakewood City Council on the 7th day of October, 2019; published by title in the Denver Post and in full on the City of Lakewood's website, www.lakewood.org, on the 14th day of October, 2019; set for a second public hearing to be held on the 28th day of October, 2019; read, finally passed and adopted by the City Council on the 28th day of October, 2019; and signed and approved by the Mayor on the 29th day of October, 2019.





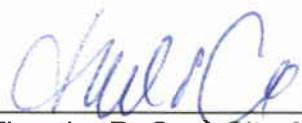
Adam Paul, Mayor

ATTEST:



Michele Millard, City Clerk

APPROVED AS TO FORM:



Timothy P. 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
CMAQ	Congestion Management Air Quality (Federal Funds)
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 Approaches to Crime and Traffic 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 (Fund)
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
FTA	Federal Transportation Act
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
GENERAL	General Fund
GFOA	Government Finance Officers Association
GIS	Geographic Information System
GOCO	Great Outdoors Colorado
GOLF	Golf Course Fund
GSA	General Services Administration (United States)
HCA	Heritage Culture & The Arts Fund
HES	Hazard Elimination Safety (Federal Funds)
HIPAA	Health Insurance Portability & Accountability Act
HOME	Home Investment Partnerships Program



ACRONYMS (continued)

HRA	Health Reimbursement Account
HRIS	Human Resource Information System
HUD	Housing and Urban Development (U.S. Department)
IGA	Intergovernmental Agreement
IMB	Intelligent Mail Barcodes
IT	Information Technology
JAG	Justice Assistance Grant
JCOS	Jefferson County Open Space (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 Grant
LPBA	Lakewood Public Building Authority
LRA	Lakewood Reinvestment Authority
LRT	Light Rail Transit
MATT	Metropolitan Auto Theft Task Force
MD	Medical & Dental Self-Insurance
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 (Fund)
OSHA	Occupational Safety & Hazards Authority
PC	Personal Computer
PCF	Property/Casualty Self-Insurance Fund
PEG	Public, Education and Government
PIF	Public Improvement Fee
POST	Peace Officer Standards and Training
PPACA	Patient Protection & Affordable Care Act



ACRONYMS (continued)

PSAP	Public Safety Answering Point
PW	Public Works
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
SEF	Sewer Enterprise Fund
SET	Special Enforcement Team
SHSG	State Historical Society Grant
SMU	Stormwater Management Utility
SRO	School Resource Officer
STP-M	Surface Transportation Program Metro (Federal Funds)
SWAT	Special Weapons and Tactics
SWEF	Stormwater Enterprise Fund
TABOR	Taxpayers' Bill of Rights
TAC	Transport Across Colorado
TAP	Transportation Alternatives Program
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
WAN	Wide Area Network
WCF	Worker's Compensation Self-Insurance Fund
WEF	Water Enterprise Fund
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 (but not including amounts due to other funds).
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.
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 all of the funds.
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.
Audit	An official inspection of an individual's or organization's accounts, typically by an independent body.
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."
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 barbecues, 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 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.
Capital Improvement and Preservation Plan (CIPP)	A five-year plan for capital construction and/or maintenance associated with preserving capital assets of the City.



GLOSSARY (continued)

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 0.5% of the City's three percent (3%) sales and use taxes.
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 for use in major economic or natural catastrophes.
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.
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.
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 non-city 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)

Eminent Domain	The power of the City to acquire private property for public use in exchange for the payment of just compensation. This authority originates in the United States Constitution and is conferred upon cities and towns by state law and upon Lakewood by the Home Rule Charter. It is the policy of the City of Lakewood to view eminent domain as an extraordinary remedy, to be utilized only in after all reasonable attempts at negotiation have failed, and only in strict accordance with all required procedures.
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.



GLOSSARY (continued)

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.
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.
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 in the United States.



GLOSSARY (continued)

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.
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 was 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.



GLOSSARY (continued)

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.
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 (the Oracle corporation) 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.



GLOSSARY (continued)

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.
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.



GLOSSARY (continued)

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.
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).



GLOSSARY (continued)

Open Space (OS) Fund	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.
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.



GLOSSARY (continued)

Public, Education and Government (PEG) Access Fees	KLTV 8 is funded entirely through Public, Education and 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.
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 3.0% sales tax on the sale of tangible personal property sold at retail or for specific taxable services.



GLOSSARY (continued)

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.
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 established the 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.



GLOSSARY (continued)

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.
TABOR Fund	The TABOR Fund was established to maintain a separate accounting for TABOR Funds received as a result of the November 2018 election that allowed the City to retain TABOR funds and expend them in accordance with Ordinance 2018-20.
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 3.0% 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.



GLOSSARY (continued)

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 established the Water 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.
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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