



2018 Annual Budget



Lakewood
Full of Possibilities.

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



CITY OF LAKEWOOD, COLORADO ANNUAL BUDGET 2018





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Lakewood
Colorado**

For the Fiscal Year Beginning

January 1, 2017

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, 2017**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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



BUDGET PREPARATION

Finance Director	Larry Dorr
Accounting Manager	Peggy Starr
Administrative Assistant	Camille DeBell
Accountant III, Budget	Carrie Mierkey
Business Operations Manager, Finance	Richianne Sullivan

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	Allison Scheck
Employee Relations	Bernadette Tedesco
Finance	Carrie Mierkey
Information Technology	Tom Charkut
Municipal Court	Norm Brisson
Planning	Roger Wadnel
Police	Cathy Schultz
Public Works	Vince Casteel

CAPITAL IMPROVEMENT AND PRESERVATION PLAN COORDINATORS

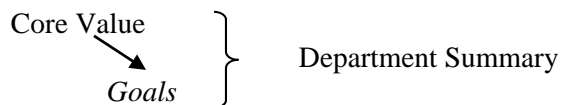
Community Resources	Ross Williams
Information Technology	Tom Charkut
Public Works	Vince Casteel



USING THE BUDGET DOCUMENT

Each year, the City Manager and staff prepare an Annual Budget that serves as the funding plan for policies, goals, and service-levels as determined by the City Council. This document is a comprehensive decision-making tool that provides detail for the 2017 Revised Budget and the 2018 Budget. This budget document includes audited, current year revised budget, next year's budget data, and forecasted (estimated) data beyond the budget year.

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



The table below indicates which departments are responsible for the implementation of the 2018 Core Values. The Operating Summary section of this document details the Department's specific activities supporting the Core Community Values.

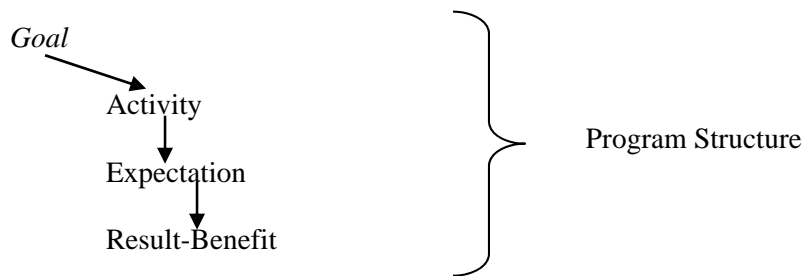
Matrix of Community Core Values by Department

Department	Safe Community	Open and Honest Communication	Fiscal Responsibility	Education and Information	Quality Transportation Options	Quality Economic Development	Physical & Technological Infrastructure	Quality Living Environment	Community Sustainability
City Manager's Office	X	X	X	X	X	X	X	X	X
City Attorney's Office	X	X	X	X		X		X	
City Clerk's Office	X	X					X	X	X
Community Resources		X		X			X	X	
Employee Relations			X	X			X		
Economic Development			X			X			
Finance		X	X	X					
Information Technology							X		
Municipal Court	X		X				X		
Planning	X	X		X		X		X	X
Police	X	X					X	X	X
Public Works	X	X	X	X	X	X	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 2017 Revised Budget and/or significant budgetary variances in the 2018 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
- ❖ 2018 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
- ❖ 2016-2018 Summary of Estimated Financial Sources and Uses (all fund types)
- ❖ City Revenues Summary
- ❖ Revenue Overview
- ❖ Federal, State, and Local Grant Revenues
- ❖ Budget Summary by Fund, by Department, and by Program
- ❖ Functional Units by Fund
- ❖ All Funds Summary of Expenditures
- ❖ General Fund Summary of Expenditures
- ❖ Staffing Overview
- ❖ Staffing Summary by Department and by Fund Type
- ❖ Long-Term and Short-Term Goals Linked to Core Community Values
- ❖ Debt Service and Financial Obligations

Fund Summaries

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



BUDGET GUIDE (CONTINUED)

Strategic Plan

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

Operating Summaries

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

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

Five-Year Capital Improvement and Preservation Plan

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

Appendix

The Appendix section provides additional information as follows:

- ❖ Schedule of Purchases \$50,000 or greater
- ❖ Schedule of Transfers
- ❖ 2017 Revised / 2018 Budget Appropriation and Mill Levy Ordinance
- ❖ Acronyms
- ❖ Glossary of Terms



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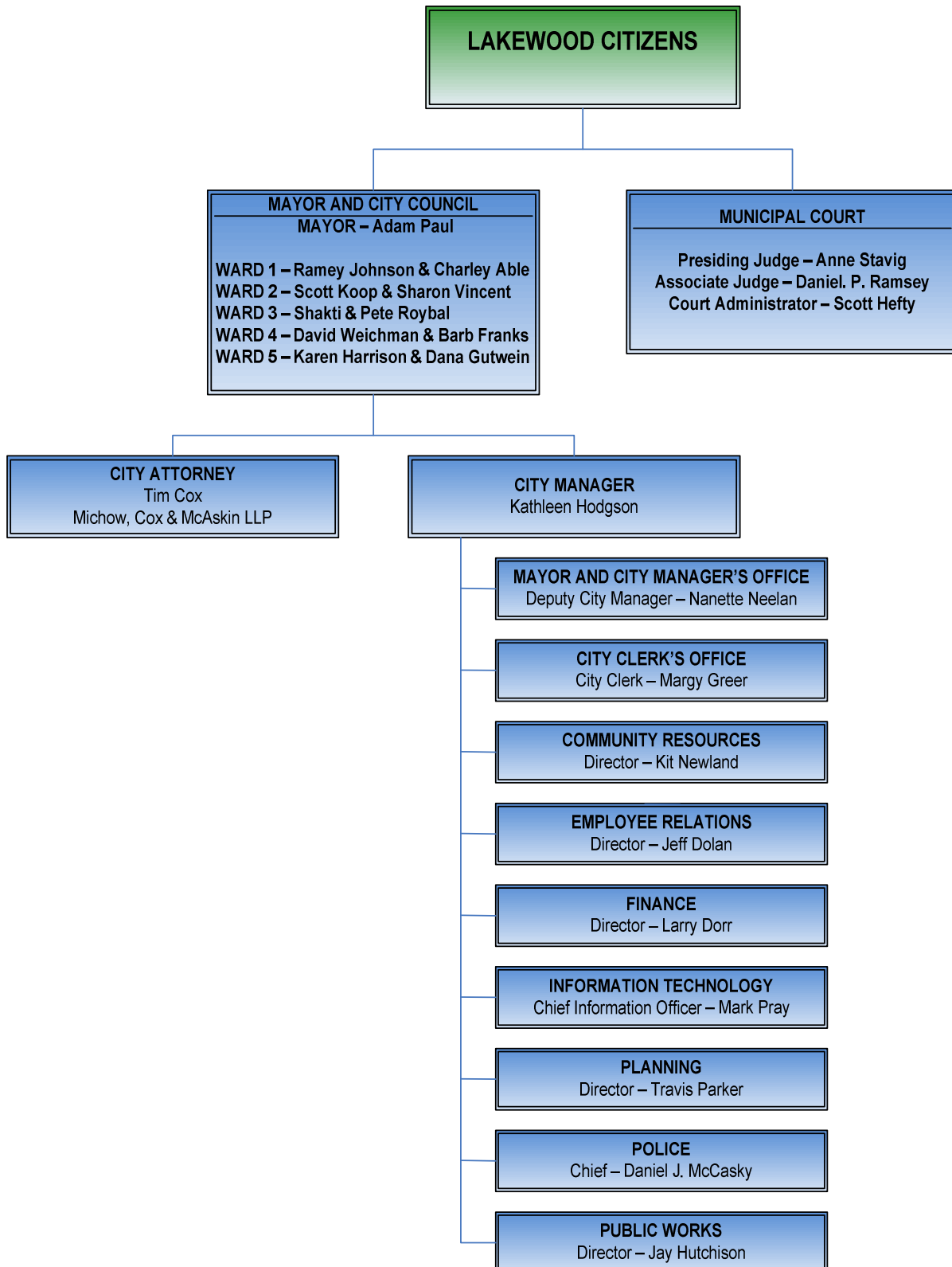
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INTRODUCTION

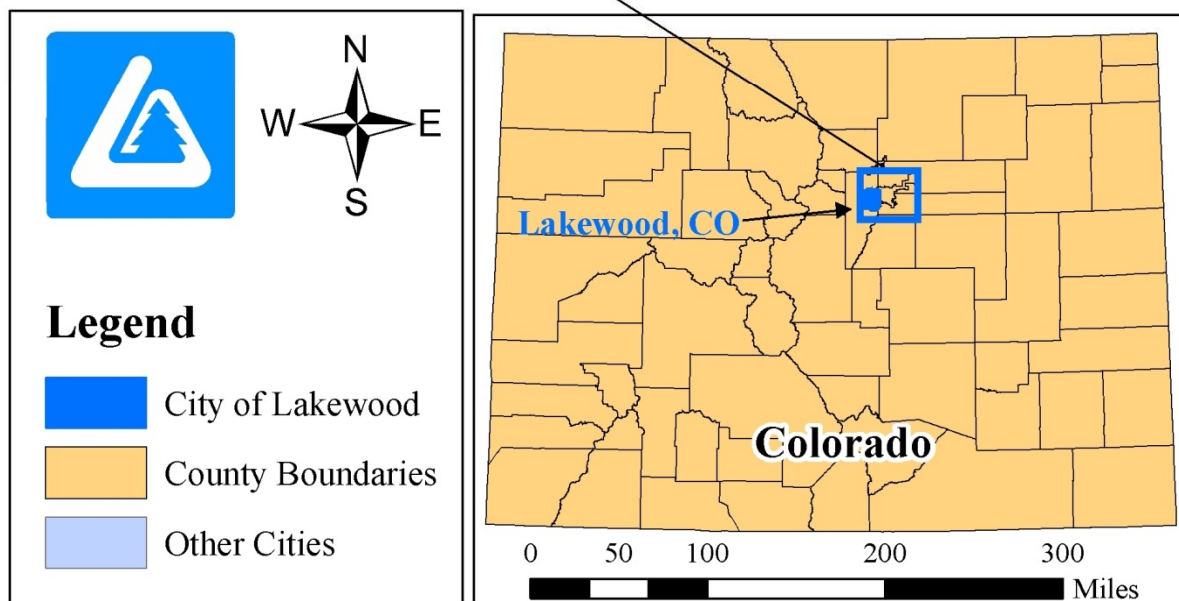
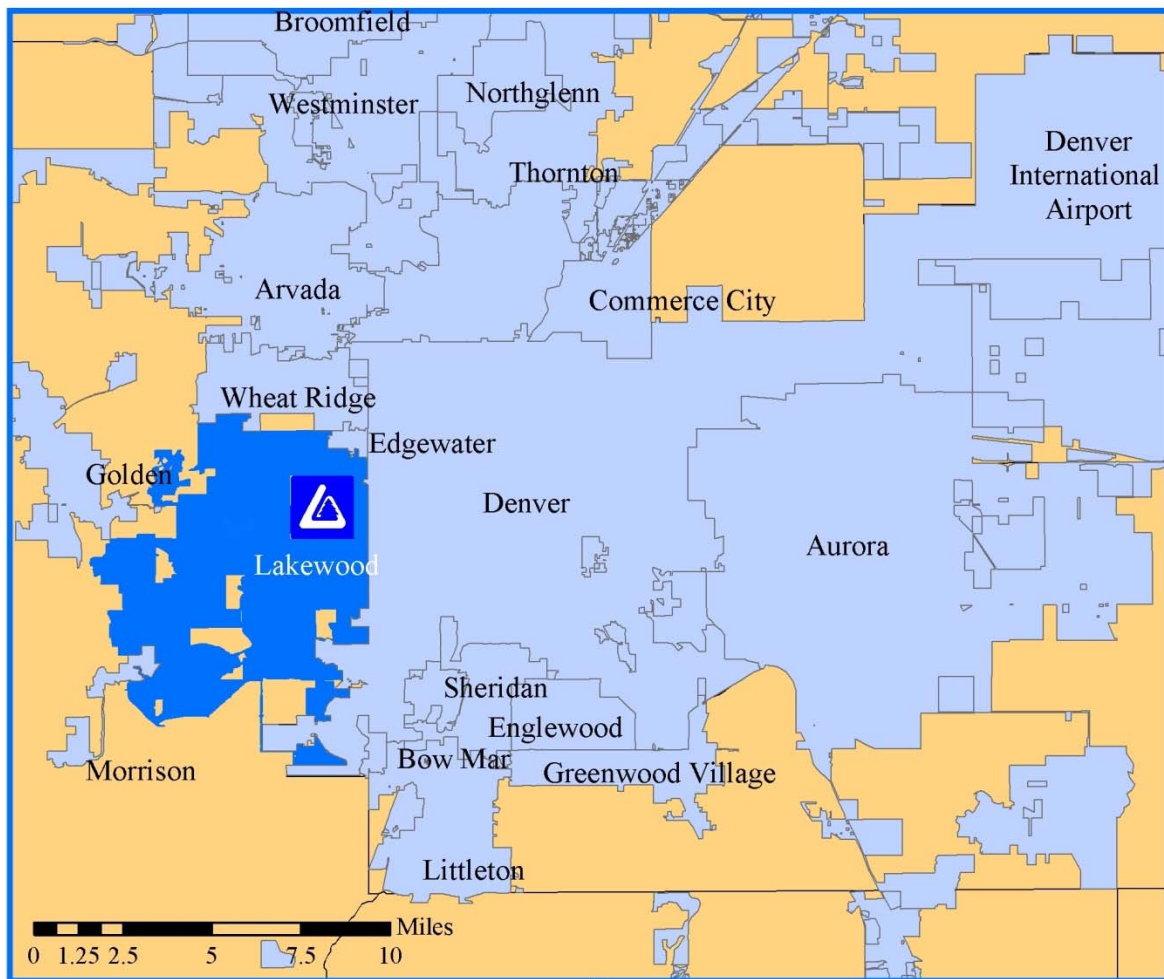


CITY OF LAKEWOOD, COLORADO ORGANIZATION CHART





State and Metro Area





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

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

WARD 2



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



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

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

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



WARD 3



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



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

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

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

WARD 4



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



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

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

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

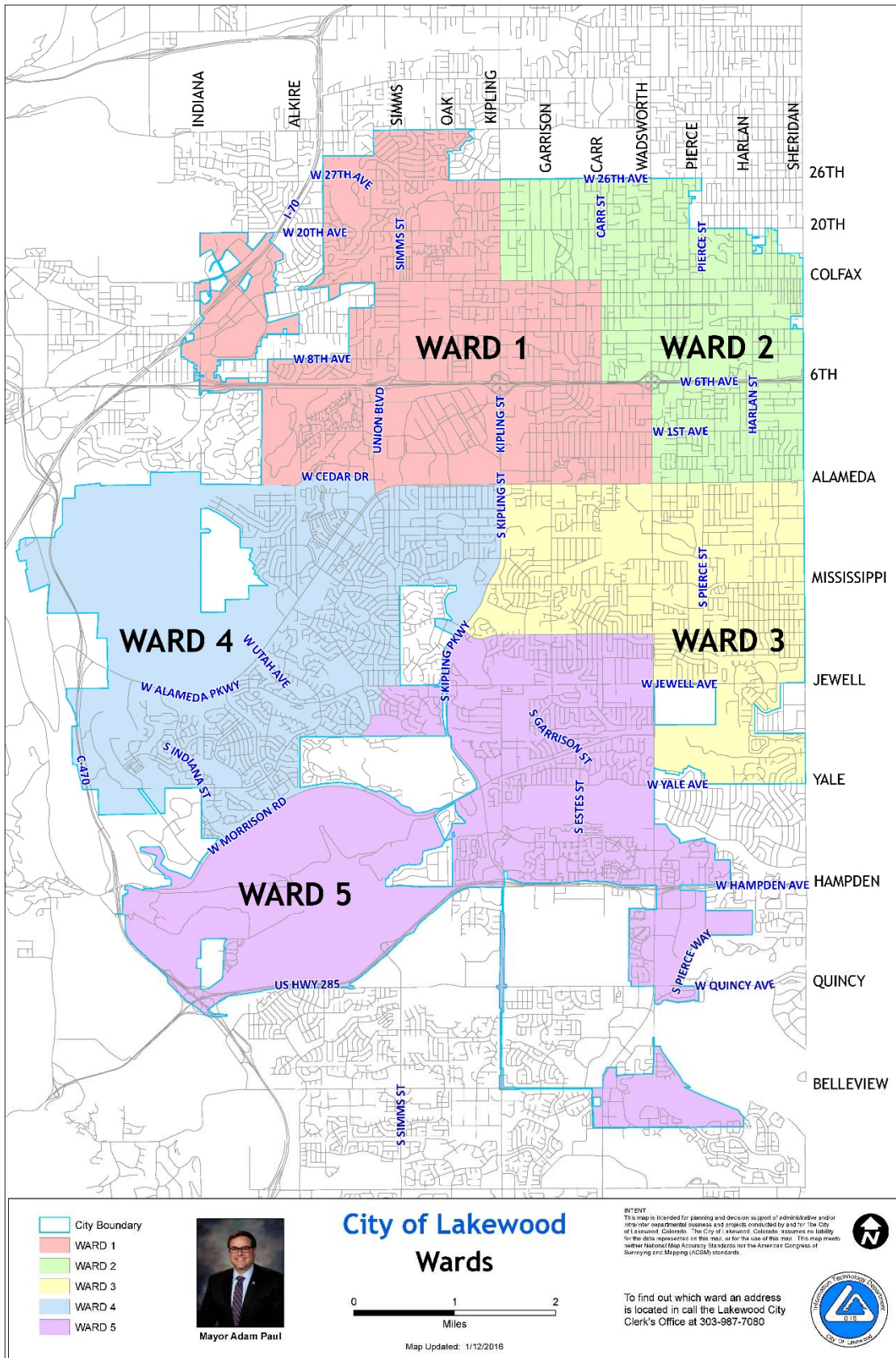
Council member Karen Harrison was elected to a four-year term in November 2013.

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 COMMITTEE

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

City Council Members:



Barb Franks
Ward 4
(720) 515-6501
bfranks@lakewood.org



Scott Koop
Ward 2
(303) 233-1198
skoop@lakewood.org



Ramey Johnson
Ward 1
(303) 232-1567
rjohnson@lakewood.org

Citizen Representatives:



Jon Ludwigson
Assistant Director
U.S. Government
Accountability Office
ludwigson@aol.com



Donald Tallman
Executive Director
Colorado Railroad Museum
donald@crrm.org



Tim Dennis
Lakewood Small Business Owner
tmd03@comcast.net

Authority, Expectations, and Tasks of the Committee:

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



CITY MANAGER'S BUDGET MESSAGE

September 8, 2017

Honorable Mayor and Members of City Council

Lakewood is approaching its 50th anniversary as a city. Its strong legacy is built on a foundation of quality service and strong financial principles that continues with the 2018 budget.

This past year has been productive, reaching into nearly every corner of our city. The City expanded its sustainability and recycling efforts, opened the first universal playground serving children of all abilities, improved the timing of the traffic lights on Wadsworth Boulevard, began to launch an innovative ARTline experience and benefited from significant investments from numerous small and large businesses. Our residents continued to rate the quality of life they experience living here as high, and they feel safe in their neighborhoods and homes. The City also worked on the challenges that face our community by focusing on collaborative efforts that involve residents, businesses and community members.

The City contributed to its legacy of exceptional police chiefs with the appointment of Daniel J. McCasky as its eighth chief. Chief McCasky, in his first full year in this role, is moving the organization forward through innovative approaches to policing in today's society. This budget includes the necessary funds to appropriately staff the department's Sector Liaison Unit, which places an emphasis on addressing homelessness and mental health initiatives.

The City's exceptional quality of life is again demonstrated through the addition of park and open space property. Earlier this year, the City completed the purchase of a four-acre expansion to Sunset Park. This year, the City's 20-year lease-purchase of 273 acres of property in William Fredrick Hayden Park on Green Mountain will be completed, consolidating the integrity of the park. Lakewood is home to unique and historic recreational facilities that require investment for their continued use. This budget includes funds to improve Washington Heights Arts Center and Glennon Heights Pool, thus enabling Lakewood's tradition of providing quality recreational experiences to continue.

This budget includes a number of expenditures that will affect the City's reserves including the Colorado Taxpayer's Bill of Rights (TABOR) refund of \$5.8 million. An overview of the General Fund follows.

GENERAL FUND – 2018 BUDGET HIGHLIGHTS

1. General Fund Revenue

Due to the continued strong economy and strong personal incomes, base sales tax revenue remains strong and is expected to increase with projected inflation of 4 percent this year and 3 percent in 2018. The City's largest revenue source, sales and use tax, comprised 68% of 2016 revenue at \$75,562,967, representing an increase of 3.3 percent.

However, on May 8, 2017, an eleven-minute hail event experienced in Lakewood and surrounding communities devastated the Colorado Mills Mall to the point of prolonged closure, affecting many entities including small family-owned businesses. The impacts are severe, significant and include the following: Over 1,000 jobs have been lost due to the closure; the 2017 budget has been revised to include a decrease in sales tax of \$2.7 million; the City experienced an estimated \$4 million in property damage to its buildings and vehicles; and the damage to commercial and residential property will increase the demand for services through an increased volume of



Colorado Mills Mall

building permits and inspections. Use tax and permit fee revenue will increase accordingly. The City's damaged buildings will be repaired over the next two years. The Mills Corporation plans to reopen the mall in November 2017.

Despite the unfortunate circumstances with regard to Colorado Mills Mall, Lakewood's retail economy continues to thrive and evolve overall. Online retail continues to grow as the Amazon Corporation has been licensed in Lakewood for over a year now. With the licensing of online retailers, Lakewood collects the sales tax revenue for all addresses in Lakewood. Staff continues to pay close attention to the evolution of the retail economy. Vehicle use tax collections exceeded prior years and generated over \$100,000 per week for the seventh consecutive year, reflecting an increase in the purchase of new and used cars and trucks, recreational vehicles and motorcycles. This trend is expected to continue in 2018. Despite the strength of the overall economy, the City takes a conservative approach to forecasting due to the volatile and consumer-discretionary nature of its revenue sources.

Unlike most cities across Colorado that have voted to remove TABOR limits, the City's revenue growth is limited by TABOR. The allowed growth of revenues in 2016 was limited to 2.17 percent per the TABOR formula. This limitation results in a refund of \$5,823,934 to Lakewood taxpayers, an increase of over \$1.2 million from the 2015 refund included the 2017 budget. The forecast anticipates similar refunds in future years based on current economic trends. Overall, the City has refunded over \$17 million to taxpayers since 2008.

Year	TABOR Refund
2008	\$ 240,642
2009	\$ 67,800
2013	\$ 1,277,365
2014	\$ 5,200,119
2015	\$ 4,535,650
2016	\$ 5,823,934
Total	\$17,145,540

2. General Fund Expenditures

In 2016, and for the first time since 2006, the City used reserve funds to complete capital projects approved through the budget process. With the projected shortfall in sales and use tax revenue because of the Colorado Mills Mall closure, the City will use some of its reserve funds to help pay for some important items in this year's budget. Proposed increases include adding one sergeant and four police agents to the Police Department's Sector Liaison Unit; increasing the Lakewood Rides fleet by one van and increasing drivers to address demand; piloting the Bigbelly smart refuse and recycling system in parks as recommended by a citizen's sustainability committee; and allocating funds to appropriately honor and celebrate the City's 50th anniversary in 2019.



Finally, as an organization that delivers services, competitive wages and benefits to attract and retain appropriate workforce talent for the execution of City Council's priorities, this budget accounts for increases that support Lakewood's total compensation strategy.

CAPITAL INITIATIVES - 2018 BUDGET HIGHLIGHTS

The five year (2018-2022) Capital Improvement and Preservation Plan (CIPP), included in this budget, authorizes new capital projects along with recurring capital expenses that support the City's infrastructure. The availability of outside matching funds, such as federal highway and federal Community Development Block Grant (CDBG) funds, continues to influence the programming of Lakewood's CIPP projects in order to leverage taxpayer funds to a greater degree.

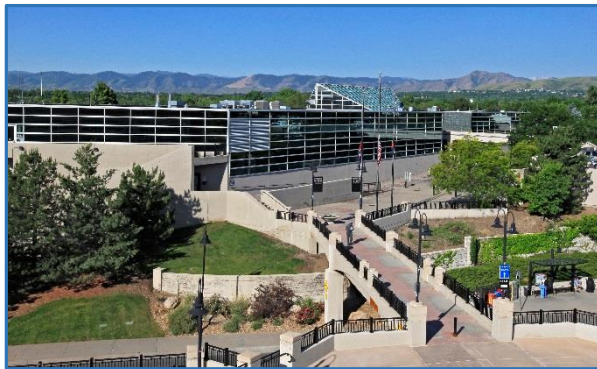
A number of new or modified capital projects are proposed to be funded in the CIPP, all of which will have a significant impact on the residents of Lakewood.

Washington Heights Arts Center Improvements - \$500,000

This historically designated former schoolhouse, built in 1898, offers 500 arts classes annually in its seven working studios. In 2015, a facility assessment was conducted to guide the critical repairs necessary to keep the building in working order. In 2018, a one-time capital project will address the building's HVAC, flooring, foundation, masonry, fire suppression system, lighting and plumbing.



Public Safety Center Improvements - \$1,090,000



Built in 1982, the Public Safety Center has been a workhorse facility for the City and has seen changing uses over time. The 131,000-square-foot building now houses three departments: Police, Municipal Courts and Information Technology. Phase I improvement projects underway include repairs of aging concrete walkways and stairs and renovations to the interior of the building to include the Information Technology offices, restrooms and

police locker rooms. Phase II capital projects include remodeling to accommodate the growth of the Sector Liaison Unit and additional external renovations such as improved ADA access, rotomilling and overlaying of the drive lane, replacing the existing sidewalk, installing a snow melt system and improving the plaza.

Glennon Heights Park Pool Bath House Remodel - \$600,000

Constructed in 1964, Glennon Heights Pool was operated by Foothills Park and Recreation District until Lakewood assumed ownership in 2000. The building has received only minor operational enhancements and repairs and is now in need of more substantial investment. This one-time capital project will replace the existing main building, which houses the admissions area, locker rooms and pump house, and it will update the wading pool by replacing it with a small splash pad.



Energy Improvements - \$2,460,000

In 2016, the City partnered with the State Energy Office to perform an energy performance review of multiple City facilities. The goal of this project was to identify areas where the City could reduce consumption, realize energy savings and make critical improvements to aging systems. The implementation of the review's recommendations involves the optimization of HVAC systems, retrofitting lighting systems, water conservation efforts and boiler replacements

across several facilities. While the City's total expense is \$2,460,000, the initial outlay is \$950,000 with the balance of \$1,510,000 paid back via lease-purchase through utility savings over time.

Other new expenditures in the 2018 Capital Improvement Fund (CIF) include \$350,000 for seven new police squad cars to support the expansion of the Sector Liaison Unit, and a number of projects funded through the City's Information Technology Governance Program including \$500,000 each year for the next five years in hardware replacement, \$95,000 for upgrades to the Police Department's digital evidence program and \$148,000 for upgrades to fleet management software.

The CIF continues to support a number of recurring expenses to maintain the City's infrastructure. The 2018 budget provides for \$14.3 million in CIPP Annual Programs including major expenditures for street resurfacing, vehicle replacements, building infrastructure improvements and traffic safety. More specific information on capital projects is provided in the Capital Improvement and Preservation Program section of the budget.



ALL FUNDS OVERVIEW

In total, this 2018 budget appropriates expenditures in the amount of \$202,089,358 for municipal services, a decrease from the 2017 Revised Budget of 11.5 percent. This variance is attributed to the fluctuation in capital project spending due to scheduling. The City's long-term debt continues to decrease. In 2017 and 2018, the City will pay off \$9.4 million in debt, a demonstration of the City's overall financial health.

CITY COUNCIL'S CORE COMMUNITY VALUES AT WORK

Over the course of the last year, the City has realized a number of successes, some of which are highlighted according to each core community value.

1. Safe Community

The City completed a national search and selected Daniel J. McCasky as its eighth police chief; completed a third year of hosting the only municipal veterans' court in the state; equipped sworn personnel with smartphones in accordance with best policing practices; added eight police agents to the force; and is in the process of replacing antiquated equipment with 4-G enabled mobile digital computers (MDC) in over 80 squad cars.

2. Open and Honest Communication

The City focused on enhancing its community engagement strategy through the use of multimedia resources to increase participation; completed the 2016 Citizen Survey; launched a specific website for Police Department recruiting; coordinated 4,200 responses to residents through Request Lakewood; published six editions of Looking@Lakewood; and interacted with more than 120 Nextdoor.com 10 neighborhoods.

3. Fiscal Responsibility

The second year of the City's self-insured medical plan resulted in savings for the City through negotiated contracts and a strategic wellness program. The City also completed extensive reporting, ensuring compliance with the many requirements of the Patient Protection and Affordable Care Act; reduced court expenses by testing a video arraignment process with defendants in Mesa, Montezuma and El Paso Counties; and extended road-life cycles through the repair of over 2,000 potholes in 2016.

4. Education and Information

In the last year, staff continued the Civics 101 course (now called Lakewood Civics Academy); provided training to boards and commissions; coordinated with Colorado Department of Health and Environment on issues regarding public health; grew participation in the countywide Let's Doo It! initiative to educate residents on the effects of dog waste left behind; held an Arbor Day event to educate school children on the value of the urban forest; held the 2016



Citizens' Planning Academy; coordinated with the Colorado Stormwater Council on the distribution of educational resources; expanded environmental education programs to reach more than 6,000 participants; and completed the second year of the Culture of Wellness in Preschools aimed at increasing healthy eating and activity in preschool students and their families.

5. Quality Transportation Options

The City completed a number of traffic signal reconstructions and sidewalk improvements; led a number of efforts with partners to support multimodal transportation options; completed the Union Corridor study; and provided over 33,000 rides to residents through Lakewood Rides.

6. Quality Economic Development

In the last year, the City provided customized assistance to existing and new Lakewood businesses to promote their long-term success; completed a housing study to aid City Council's discussion; developed a pilot Commercial Reinvestment and Façade grant program; and improved communication and outreach to the business community through a variety of engagement strategies.

7. Physical and Technological Infrastructure

This past year saw the repair, overlay or sealcoat of over 234 lane miles of roadway; modernized the IT Department's help desk to better support staff in delivering services to the community; expanded the organization's fiber optic network; expanded data backup capability, which improves disaster recovery efforts; implemented a new campaign finance reporting system; replaced tennis courts at Morse, Graham and Addenbrooke parks;



Westborough Park Playground

upgraded the City's activity registration system; and completed new playgrounds at Founders, Westborough, Carmody and Sutherland-Shire parks.

8. Quality Living Environment

In this past year, the City achieved Elite status in the Live Well Healthy Eating Active Living (HEAL) initiative as a result of multiple healthy community efforts; created and implemented the Mayor's Inspiration Award program; broadened and redefined the arts, parks and recreation financial assistance program; completed the first year of Early Head Start programming; continued coordination with Jefferson County to implement CDBG and HOME projects; helped organize the Eiber Homeowners Association to adopt sections of Lakewood Gulch whereby the first Adopt-a-Gulch cleanup was held; and continued to provide broad and exceptional programming to engage the community in inclusive healthy activities.

9. Community Sustainability

This past year, the City added three neighborhoods to the Sustainable Neighborhoods Program; grew the number of zero waste events where at least 90% of waste is diverted from the landfill; collected over 1,250 pounds of drugs at the Prescription Take Back Day; helped residents recycle 3,016,000 pounds of recyclable material at the Quail Street Recycling Center; served over 700 residents from CDBG targeted areas with a special cleanup event; and collected over 300 tons of material at city-wide organic waste recycling and cleanup events.


Significant State Legislative Activities

The City Council Legislative Committee, with the assistance of the deputy city manager, reviewed 99 of the 681 proposed statewide bills introduced between January and May of the 2017 Legislative Session. The committee, which consists of one member of City Council from each of the five wards, took positions on 66 bills. The committee supported 31 bills, of which 17 passed. The committee opposed 22 bills, 12 of which passed. Several of the opposed bills that passed were modified to include the concerns of the Council Legislative Committee.

ACKNOWLEDGEMENTS AND THANKS

In closing, I would like to give thanks to the members of the City Council Budget and Audit Committee for their commitment to the continual monitoring of City expenses and assistance in the development of this budget. Their oversight and perspectives are critical to this process. I would also like to thank the numerous City staff who participated in the development of this budget to ensure it reflects City Council's priorities.

With thanks,



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

October 30, 2017

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 \$12.6 million in reserves in 2017 and \$6.4 million in reserves in 2018 in order to maintain general operations and accomplish certain capital projects. 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 \$36.1 million (30.8%) at year end 2016; with the funding of this 2018 Budget the General Fund balance at year end 2018 will be \$17.1 million (13.6%).

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.



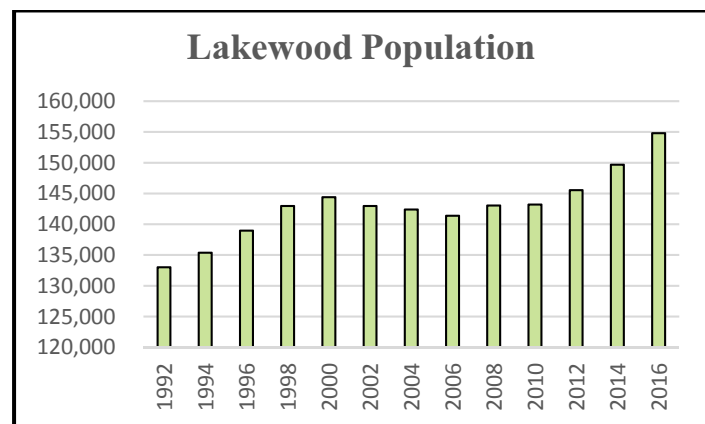


DEMOGRAPHICS

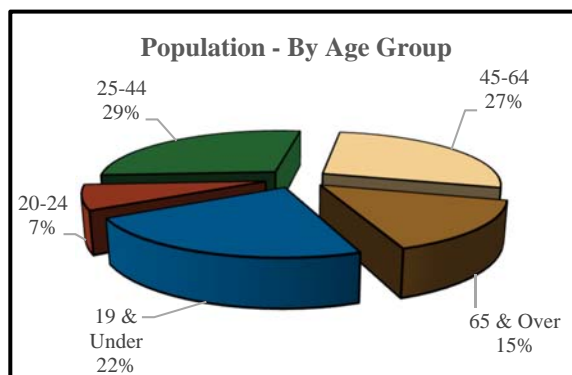
Lakewood Population Forecasts and Growth Rate

	2000	2010	2020	2030	2040	2050	% Change 2000-2010
Lakewood	144,390	143,209	N/A	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, 2011-2015 American Community Survey





Diversity



White	70.8%
Black or African American	1.2%
American Indian and Alaska Native	0.7%
Asian	2.8%
Some Other Race	0.3%
More Than One Race	2.1%
Hispanic or Latino	22.1%
Not Hispanic or Latino	77.9%

Source: U.S. Census Bureau, 2011-2015
American Community Survey

Educational Attainment

Population 25 Years and Older	Number	Percent
High School Graduate	24,327	23.4%
Some College, No Degree	24,609	23.6%
Associate's Degree	8,374	8.0%
Bachelor's Degree	24,661	23.7%
Graduate or Professional Degree	13,345	12.8%
Percent High School Graduate or Higher		91.5%
Percent Bachelor's Degree or Higher		36.5%



Source: U.S. Census Bureau, 2015 American Community Survey

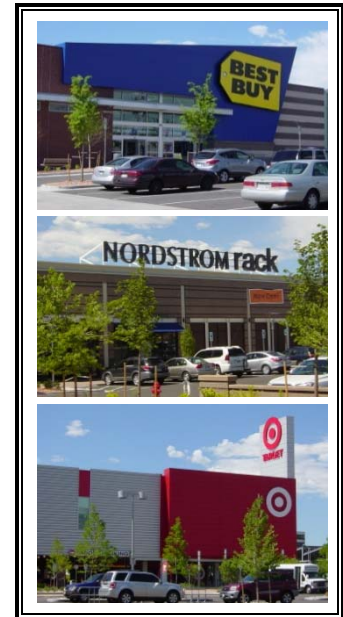




Employment by Industry

<i>Industry</i>	<i>Number</i>	<i>Percent</i>
Agriculture, Forestry, Fishing, Hunting, Mining	1,119	1.4%
Construction	6,067	7.8%
Manufacturing	4,340	5.6%
Wholesale Trade	2,135	2.7%
Retail Trade	9,323	12.0%
Transportation, Warehousing, Utilities	3,468	4.5%
Information	2,428	3.1%
Finance, Insurance, Real Estate, Rental & Leasing	5,853	7.5%
Professional, Scientific, Management, Administrative, Waste Management Services	10,239	13.2%
Educational Services, Health Care, Social Assistance	15,119	19.4%
Arts, Entertainment, Recreation, Accommodation, Food Services	8,459	10.9%
Other Services, Except Public Administration	4,768	6.1%
Public Administration	4,500	5.8%

Source: U.S. Census Bureau, 2011-2015 American Community Survey



Major Employers in Lakewood (2016) With 250 Employees or More

<i>Company</i>	<i>Product/Service</i>	<i>Employment</i>
Denver Federal Center	Federal Government	8,000
Jefferson County R-1 School District	Education	3,020
St. Anthony Medical Campus	Medical	2,600
Terumo BCT	Medical Devices	2,275
FirstBank of Colorado	Financial Services	1,135
HomeAdvisor, Inc	Online Referral	1,070
State of Colorado	State Government	1,050
City of Lakewood	Municipal Government	900
Developmentally Disabled Resource Center	Nonprofit	500
Red Rocks Community College	Education	425
Integer Group	Marketing	420
Colorado Christian University	Education	420
West Metro Fire Rescue	Fire Department	410
Kaiser Permanente	Medical	290
Dynalectric	Electrical Contractor	270
Ludvik Electric	Electrical Contractor	260
Casa Bonita	Restaurant	250
Tall Grass	Energy	250

Source: City of Lakewood, Economic Development, April 2017





ECONOMICS

Principal Property Taxpayers

<i>Taxpayer</i>	<i>Taxable Assessed Value</i>	<i>Percentage of Total City Assessed Value</i>
Public Service Co of Colorado	\$31,648,672	1.56%
Colorado Mills Mall Limited Partnership	31,319,797	1.54%
Belmar Commercial Owner LP	28,642,053	1.41%
Qwest Corp.	25,524,400	1.26%
Terumo BCT Inc	21,836,509	1.08%
HB Denver West Park LLC	10,747,980	0.53%
Firstbank Holding Company	10,708,872	0.53%
Lakewood MOB LLC	9,077,870	0.45%
Lakewood City Commons LP	8,874,348	0.44%
USGP II Lakewood DOT LP	8,049,240	0.40%

Source: Jefferson County Assessor's Office


**MILL LEVIES:
2016 TAXES
PAYABLE IN 2017**
Jefferson County
24.709 mills

Jefferson County Schools
45.941 mills

West Metro Fire District
12.421 mills

*Urban Drainage/
Flood Control Dist.*
0.620 mills

CITY OF LAKEWOOD
4.711 mills*

*Temporarily reduced to 2.392 Mills to reflect a
Tabor Refund

**Council for Community and Economic Research
Cost of Living Index, 2016**

<i>City</i>	<i>Com- posite Index</i>	<i>Grocery</i>	<i>Housing</i>	<i>Utilities</i>	<i>Transportation</i>	<i>Health Care</i>	<i>Misc. Goods & Services</i>
Salt Lake City, UT	93.8	95.3	92.4	78.4	109.3	91.9	94.6
Phoenix, AZ	97.0	94.8	98.3	94.7	100.9	96.6	96.5
Atlanta, GA	98.7	103.8	88.5	103.1	101.7	107.9	101.6
Houston, TX	98.8	87.4	103.0	106.2	94.3	91.1	100.0
Dallas, TX	100.4	108.5	88.0	98.7	101.5	106.3	106.6
Las Vegas, NV	104.3	104.9	108.3	91.2	116.3	103.1	101.5
Denver, CO	110.4	106.3	131.9	92.6	104.2	106.8	102.4
Chicago, IL	118.5	108.5	144.8	94.9	125.7	102.7	108.2
Portland, OR	128.5	117.3	172.7	77.8	107.6	109.9	120.5
Seattle, WA	145.1	125.3	179.7	122.9	138.7	127.7	135.6
Boston, MA	148.1	105.7	201.2	158.0	112.6	133.5	131.3
San Francisco, CA	177.4	131.0	323.1	107.1	135.9	119.5	119.1

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



Median Household Income:

Lakewood	\$56,954
Jefferson County	\$70,164
Denver Metro Area	\$65,614
Colorado	\$60,629
United States	\$53,889

Source: U.S. Census Bureau, 2011-2015 American Community Survey

Housing Costs in Lakewood:

Median Home Value (owner-occupied):	\$254,700
Median Monthly Gross Rental Rate:	\$1,000

Source: U.S. Census Bureau, 2011-2015 American Community Survey

MORE ABOUT LAKEWOOD...

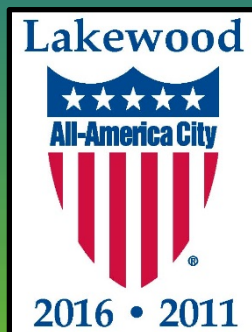
Altitude:	5,375 feet above sea level
Precipitation*:	15.81 inches per year
Snowfall*:	56.3 inches per year
Area in Square Miles:	44.21
Miles of Streets:	543
Number of Street Lights:	7,868
Number of Parks:	101 parks with 7,176 acres
Number of Schools:	41
Number of Students K-12:	20,944
Fire Districts:	West Metro Fire Protection District (7 Stations located in Lakewood) Pleasant View Metropolitan Fire District (No Stations in Lakewood)

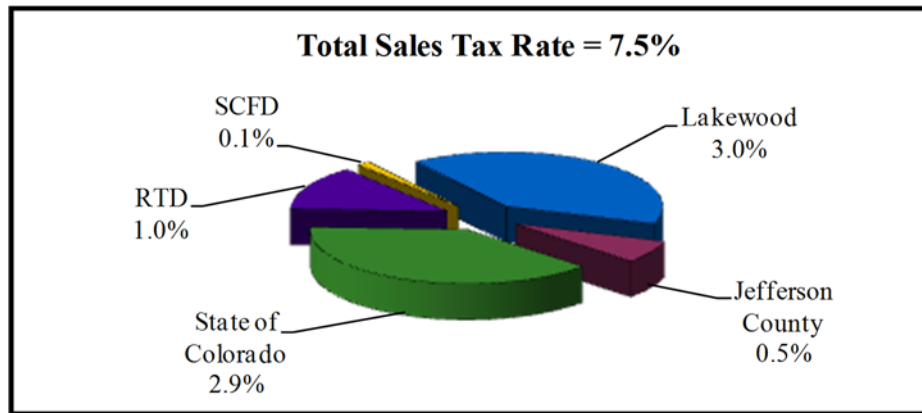
*Source: Colorado Climate Center, Colorado State University

County Libraries within Lakewood:

	Visits	Circulation
Belmar Branch	500,963	985,345
Lakewood Branch	295,431	571,600

Source: Jefferson County Library, Board of Trustees, YTD 4th Quarter 2016





*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	3.275
Louisville	3.50
Loveland	3.00
Morrison	3.75
Northglenn	4.00
Parker	3.00
Sheridan	3.50
Superior	3.46
Thornton	3.75
Westminster	3.85
Wheat Ridge	3.50

Source: Colorado Department of Revenue

**Lakewood Citizen Survey Results**

Quality of Community Ratings	Percent of Respondents						
	Very Good	Good	Neither Good or Bad	Bad	Very Bad	Do Not Know	Total
Overall Quality of Life	41%	52%	6%	1%	0%	0%	100%
Quality of Neighborhoods	37%	49%	12%	2%	0%	0%	100%

Quality of Service Ratings	Percent of Respondents						
	Very Good	Good	Neither Good or Bad	Bad	Very Bad	Do Not Know	Total
Snow Removal	14%	49%	20%	11%	5%	1%	100%
Street Repair/Condition	7%	43%	33%	14%	1%	2%	100%
Street Cleaning	11%	49%	28%	7%	1%	4%	100%
Enforcing Traffic Laws	8%	43%	26%	7%	4%	10%	100%
City Code Enforcement	5%	36%	28%	11%	6%	12%	100%
Maintenance of Existing Parks/Open Space/Trails	26%	55%	11%	1%	1%	5%	100%
Recreation Programs	15%	37%	15%	2%	0%	31%	100%
Recreation Facilities	18%	43%	14%	2%	1%	22%	100%
Police Services	18%	45%	19%	3%	2%	13%	100%
City Videos (YouTube, KLTV 8)	3%	9%	16%	2%	1%	69%	100%
Municipal Court	4%	18%	15%	2%	1%	62%	100%
Building Permits/Inspections	3%	16%	16%	4%	2%	59%	100%
Community Service Police Programs	6%	19%	16%	3%	0%	56%	100%
Programs for Older Adults	5%	17%	17%	2%	1%	58%	100%
Programs for Low-Income Persons	2%	9%	14%	7%	2%	65%	100%
Programs for People with Special Needs	3%	12%	13%	3%	1%	67%	100%
Programs for Homeless People	2%	4%	12%	7%	4%	71%	100%
City's Website (www.lakewood.org)	4%	26%	21%	4%	1%	45%	100%
Looking at Lakewood (City Newsletter)	9%	40%	26%	2%	1%	23%	100%
Cultural Facilities	15%	36%	16%	1%	0%	32%	100%
Planning /Land Use	3%	28%	28%	8%	3%	29%	100%

Source: 2016 Lakewood Citizen Survey, National Research Center, Inc., Boulder, CO

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



FORM OF GOVERNMENT

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

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

SCOPE OF SERVICES

The City of Lakewood provides the following major services:

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

EMPLOYEES AND BENEFITS

The City currently has over 890 authorized regular full-time positions (exempt and non-exempt) for 2017. 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 60 employees that were hired prior to April 1, 1986 that do not participate in the Medicare program in accordance with Section 3121(u)(2)(C) of the Internal Revenue Code.

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

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

Sworn police personnel participate in the Lakewood Police Pension Fund, which is administered through ICMA-RC. The City's contribution to this pension plan is 10% of base salary. The mandatory employee contribution is 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.



2018 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.



2018 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.



2018 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.



2018 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.



2018 BUDGET AND FINANCIAL POLICIES (CONTINUED)

Budget Preparation

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

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

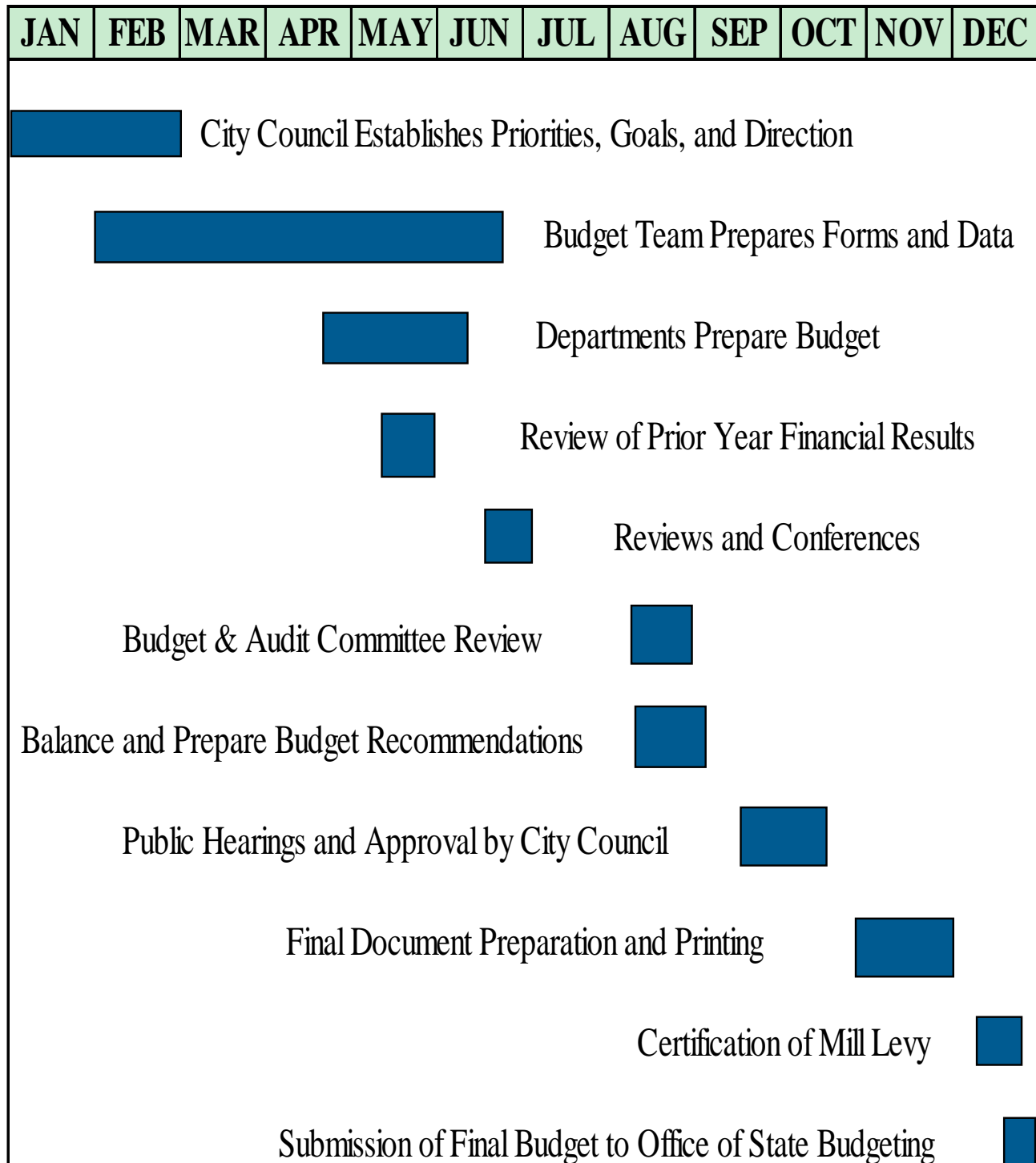
The City's financial and management policies guide the preparation of the budget. A budget team composed of the Council's Budget and Audit Committee, City Manager, Director of Finance, various accounting personnel, and technology staff develops the guidelines that are consistent with budget and financial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



2018 BUDGET AND FINANCIAL POLICIES (CONTINUED)

BUDGET PREPARATION SCHEDULE

The following schedule outlines the timeframe for budget preparation:



**2018 BUDGET AND FINANCIAL POLICIES (CONTINUED)****SCHEDULE FOR PREPARATION OF THE 2018 ANNUAL BUDGET**

2016 DATE	RESPONSIBLE PARTY	REQUIRED ACTIVITY	REQUIREMENT REFERENCE
Mar 18	City Council	City Council Annual Planning Session	
Apr 1 – Apr 15	Finance	Compile Budget and Staffing Manual	
Apr 18– May 6	Employee Relations & Finance	Salary and Benefit Data calculated	
May 16 – Jun 15	All Departments	Department's Line Item Detail (expenditures and revenues) completed	
Jun 16 – Jul 10	All Departments	Department's Narratives completed	
Jul 10 – Aug 6	Finance	Consolidation and Compilation of Proposed Budget Document	
Jul 24	Budget & Audit Committee	Review of the Revenue and Expenditure Budget and Forecasts prior to City Council's Study Session	
Sep 18	City Manager / City Council	City Council Study Session to review Proposed 2018 Budget data	City Charter Article XII, 12-2
Sep 20	All Departments	Updates from Study Session Due to Finance Department	
Sep 21 – Oct 6	Finance	Compile Final 2018 Budget Document	Colorado Revised Statute Section 29- 1-103
Oct 09	City Manager / Finance / City Council	First Reading and Public Hearing on the Proposed 2018 Budget and 2017 Mill Levy Ordinance	City Charter Article XII, 12-4
Oct 30	City Manager / Finance / City Council	Second Reading and Public Hearing on the Proposed 2018 Budget and 2017 Mill Levy Ordinance	City Charter Article XII, 12-4
Dec 1	Finance / City Council	Certify 2017 Tax Mill Levy with Jefferson County	Colorado Revised Statute Section 29- 1-301
Dec 15	Finance	Submit the 2018 Budget Document to GFOA for Award Program and Certify the 2018 Budget to State of Colorado	Colorado Revised Statute Section 29- 1-103



2018 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.



2018 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.



2018 BUDGET AND FINANCIAL POLICIES (CONTINUED)

Expenditure Policies (continued)

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

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

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

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

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

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

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

Taxpayers' Bill of Rights (TABOR)

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



2018 BUDGET AND FINANCIAL POLICIES (CONTINUED)

Taxpayers' Bill of Rights (TABOR) (continued)

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

In 2006, voters made revenues received from Open Space and grants for streets, public safety, parks, recreation, and cultural opportunities permanently exempt from the TABOR revenue limitation. In addition, Lakewood voters have approved a permanent exclusion of all revenues from two geographic areas of the community referred to as Denver West Village and Colorado Mills. Finally, one-third of the City's sales and use tax revenue is also permanently exempt from TABOR revenue limitations.

Fund Balance Policies

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

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

Fund Balance Classifications

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



2018 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.

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:



2018 BUDGET AND FINANCIAL POLICIES (CONTINUED)

Capital Improvement Funds (continued)

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

Debt Policies

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

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

Cash Management and Investment Policy

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



2018 BUDGET AND FINANCIAL POLICIES (CONTINUED)

Cash Management and Investment Policy (continued)

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

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

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

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

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

1) Investments that are legal for governmental entities as provided by Colorado Statute include:

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



2018 BUDGET AND FINANCIAL POLICIES (CONTINUED)

Cash Management and Investment Policy (continued)

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

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

No investment may be purchased for a maturity of greater than 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.



2018 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:



2018 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



2018 BUDGET AND FINANCIAL POLICIES (CONTINUED)

- ❖ **City-wide Plans (continued):** identified. 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.



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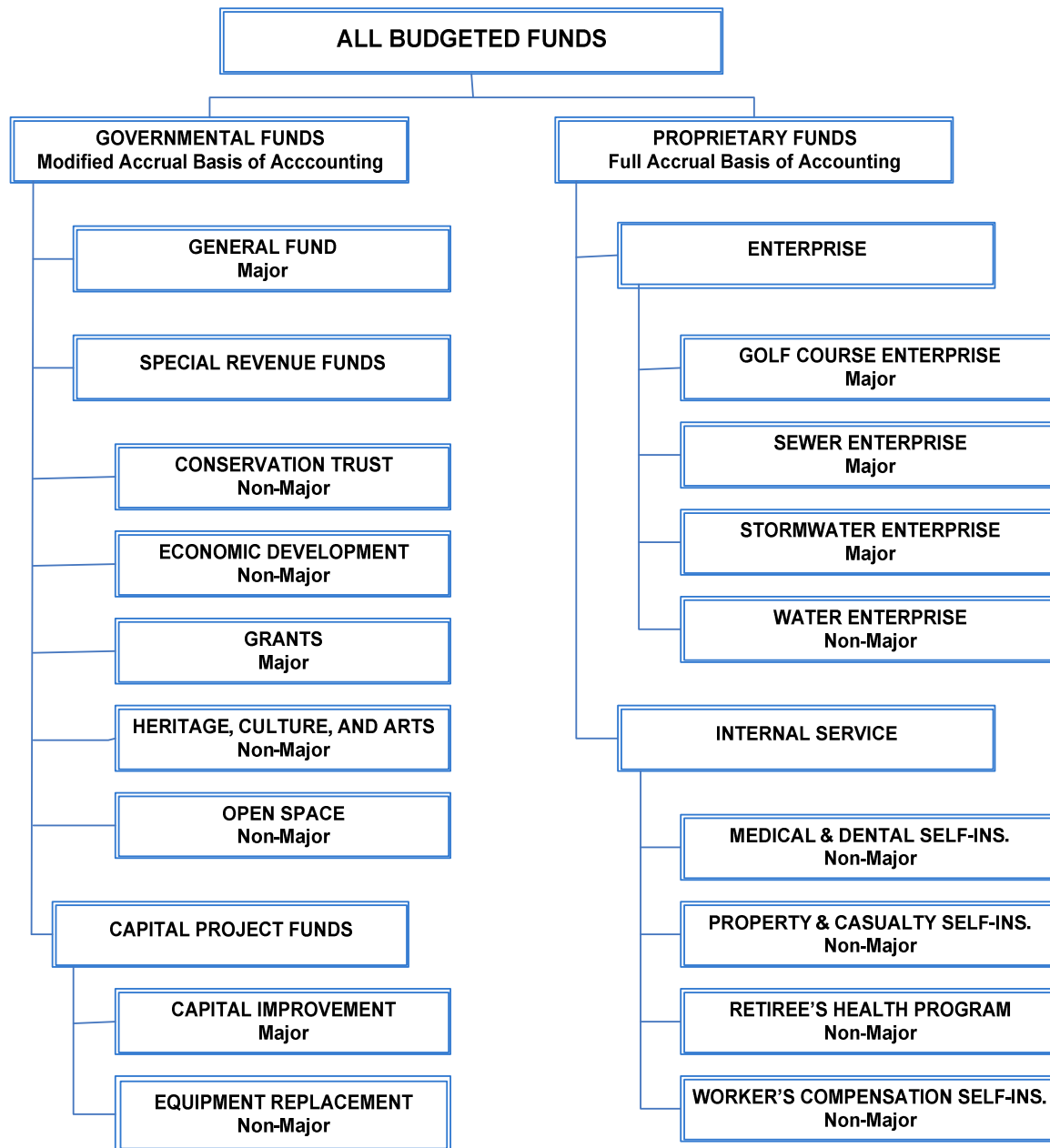


BUDGET OVERVIEW



CITY FUNDS

Fund Organization for the 2018 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**

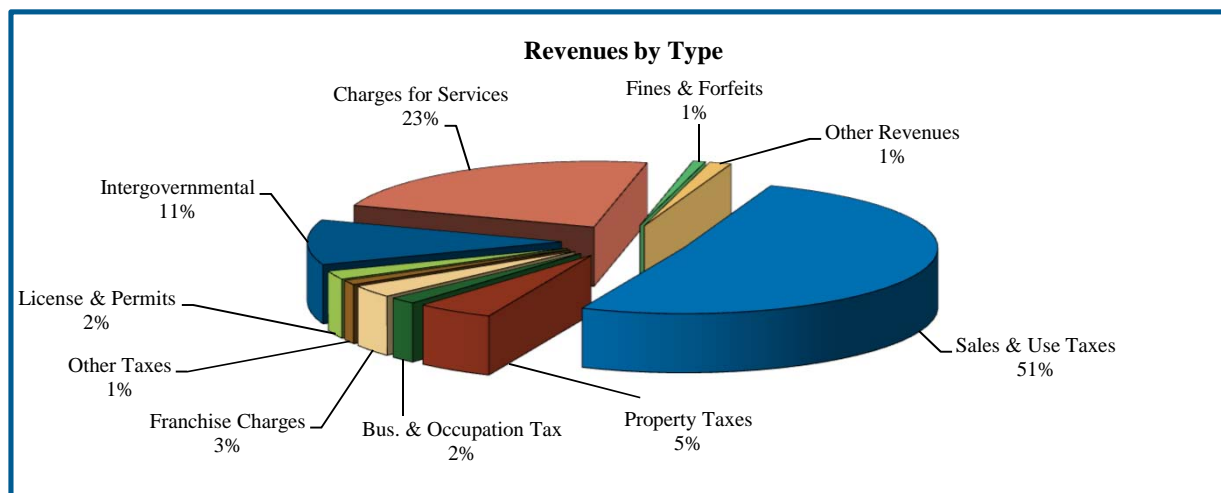
	Total All Funds			
	2016 Actual	2017 Budget	2017 Revised	2018 Budget
REVENUES				
Property Tax	\$ 9,152,158	\$ 8,805,077	\$ 9,152,158	\$ 9,152,158
Sales Tax	75,341,671	79,172,940	75,850,785	80,514,372
General Use Tax	3,983,804	3,911,964	3,972,319	3,972,319
Building Material Use Tax	3,818,016	3,716,999	3,716,999	4,716,999
Motor Vehicle Use Tax	6,849,377	6,739,154	7,007,320	7,007,320
Specific Ownership Tax	298,613	769,998	298,613	298,613
Tobacco Products Tax	354,754	330,969	330,969	330,969
Business & Occupation Tax	3,144,875	2,465,742	3,144,875	3,144,875
Franchise Charges & Other Taxes	6,272,421	6,737,071	6,437,071	6,437,071
Hotel Accommodation Tax	1,711,517	1,428,000	1,428,000	1,428,000
Licenses & Permits	4,173,666	3,830,043	3,830,043	3,830,043
Intergovernmental Revenue	21,662,439	22,231,229	29,532,308	21,408,005
Charges for Services	45,766,653	43,795,767	44,179,547	43,708,764
Fines & Forfeits	1,348,190	1,454,000	1,454,000	1,454,000
Investment Income	423,050	1,004,502	1,066,532	1,050,443
TABOR Refund	(5,823,934)	(4,410,193)	(4,379,000)	(4,209,000)
All Other Revenues	1,387,737	1,605,725	1,765,503	1,609,975
Total Revenues	179,865,007	183,588,987	188,788,042	185,854,926
EXPENDITURES				
Mayor and City Council	495,033	604,048	550,712	558,896
City Manager's Office	3,155,231	4,704,499	4,664,666	4,787,086
City Attorney's Office	1,801,547	1,741,062	1,718,143	1,799,897
City Clerk's Office	785,134	1,064,626	1,050,782	1,095,261
Community Resources	38,933,466	41,837,294	52,012,396	38,726,026
Employee Relations	1,467,681	1,616,106	1,603,705	1,706,511
Finance	3,661,610	4,209,063	4,185,925	4,447,549
Information Technology	6,851,623	7,631,986	7,749,262	8,480,167
Municipal Court	3,172,100	3,581,755	3,573,030	3,718,166
Planning	2,590,924	3,011,147	4,022,806	4,158,954
Police	48,153,828	53,818,636	50,912,034	55,420,835
Public Works	36,820,809	48,934,582	65,611,961	51,040,914
Non-Departmental	25,525,936	27,390,318	31,197,402	26,121,796
Total Expenditures	173,414,922	200,145,122	228,852,824	202,062,058
OTHER FINANCING SOURCES (USES)				
Capital Lease	-	-	1,510,000	-
Operating Transfers In	5,636,231	7,390,100	7,720,096	3,815,100
Operating Transfers Out	(5,636,231)	(7,390,100)	(7,720,096)	(5,815,100)
Total Other Financing Sources (Uses)	-	-	1,510,000	(2,000,000)
Excess (Deficiency) of Financial Sources over Financial Uses	6,450,085	(16,556,135)	(38,554,782)	(18,207,132)
FUND BALANCES/NET POSITION, BEGINNING OF YEAR	121,214,803	92,231,177	127,664,888	89,110,106
FUND BALANCES/NET POSITION, END OF YEAR	\$ 127,664,888	\$ 75,675,042	\$ 89,110,106	\$ 70,902,974



**CITY REVENUES SUMMARY
BY ALL FUND TYPES
2018 BUDGET**

Revenues	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Property Tax	\$ 9,152,158	\$ -	\$ -	\$ -	\$ -	\$ 9,152,158
Sales Tax	67,862,806	-	12,651,566	-	-	80,514,372
General Use Tax	3,320,325	-	651,994	-	-	3,972,319
Building Material Use Tax	4,097,499	-	619,500	-	-	4,716,999
Motor Vehicle Use Tax	5,936,127	-	1,071,193	-	-	7,007,320
Specific Ownership Tax	298,613	-	-	-	-	298,613
Tobacco Products Tax	330,969	-	-	-	-	330,969
Business & Occupation Tax	3,144,875	-	-	-	-	3,144,875
Franchise Chrgs/Other Taxes	6,437,071	-	-	-	-	6,437,071
Hotel Accomodation Tax	-	1,428,000	-	-	-	1,428,000
Licenses & Permits	3,830,043	-	-	-	-	3,830,043
Intergovernmental Revenue	4,887,566	14,663,795	1,958,944	-	-	21,510,305
Charges for Services	11,044,862	1,448,187	2,044,731	15,124,066	14,046,918	43,708,764
Fines & Forfeits	1,454,000	-	-	-	-	1,454,000
Investment Income	517,457	132,297	217,489	80,200	103,000	1,050,443
TABOR Refund	(4,209,000)	-	-	-	-	(4,209,000)
All Other Revenues	647,025	159,450	203,500	550,000	50,000	1,609,975
Total Revenues	\$ 118,752,396	\$ 17,831,729	\$ 19,418,917	\$ 15,754,266	\$ 14,199,918	\$ 185,957,226

% of All Funds	63.9%	9.6%	10.4%	8.5%	7.6%
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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 2017 as the primary source for forecasted Denver-Boulder-Greeley Consumer Price Index (CPI). In conjunction with the Economics Staff's report, the City uses historical trends, current trends, judgmental forecasting, and unique adjustments (i.e. new retail, new fees, data from a specific source, etc.). Additionally, the City considers reports published by economists in the Colorado State Office of Planning and Budgeting and The University of Colorado. City staff and the council's budget and audit committee 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 2017 and 2018 used in forecasting:

Year	2017	2018
Colorado Legislative Council	3.0%	2.6%
Governor's Office of State Planning & Budgeting	2.9%	2.6%

The 2017 revised revenue budget for all funds increased by 2.0% over the 2017 original budget primarily due to forecasted increases in property tax base and increased grant revenues and internal services.

For 2018, revenues are forecasted to decrease by 1.0% over the 2017 revised budget as we experience normalized levels of grant revenue and internal services along with anticipated increases in sales tax due to inflationary activities.

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

Year	2017R	2018	2019	2020	2021	2022
Revenue Increase / (Decrease)	2.0%	(1.0%)	1.1%	1.9%	2.0%	2.1%

TABOR (Taxpayers' Bill of Rights)

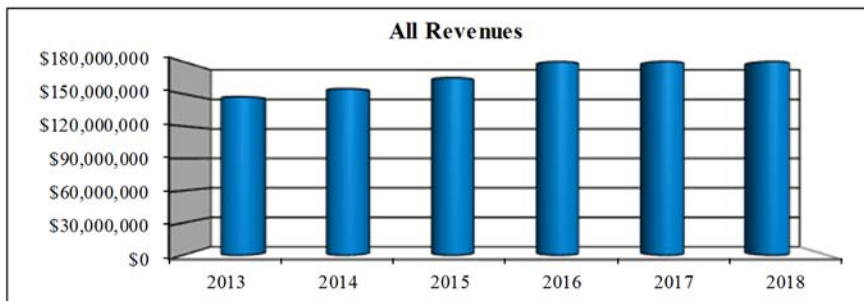
A substantial portion of the City's revenues are limited by the Taxpayers Bill of Rights. Certain revenues are limited to growth by an amount equal to the prior year's CPI plus local growth with any amount above the TABOR limit subject to refunding. A TABOR refund of \$5,823,934 for 2016 will occur during 2017. Estimated TABOR refunds for 2017-2022 have been calculated based on the revenue projections for those years.



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 2018 Budget. Intergovernmental revenues continue to be the most volatile of the revenue types.



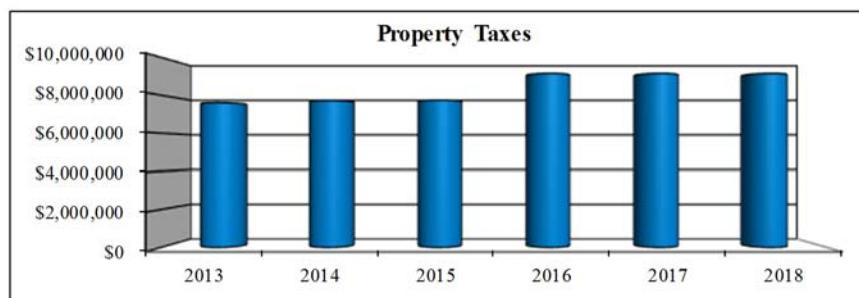
Year	All Revenues	% Chg
2013	\$147,298,598	
2014	\$154,820,039	5.11%
2015	\$164,990,675	6.57%
2016	\$179,865,007	9.02%
2017	\$188,380,342	4.73%
2018	\$185,957,226	-1.29%

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 2018 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, and 2016 when the City exceeded revenue limits established by TABOR.

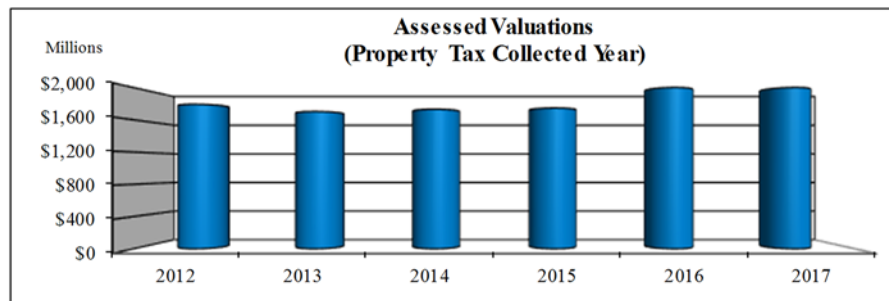
Property taxes are forecasted for 2017 and 2018 based on assessed valuations as determined by Jefferson County and applying the City's current mill levy rate. Property tax specific forecasting was used to budget the Property Taxes for 2019 through 2022 using historical data and current economic events. Any revenues subject to the TABOR limitation will be refunded to Lakewood citizens. Estimated Revenues for 2018 are \$9,152,158.



Year	Property Taxes	% Chg
2013	\$7,601,277	
2014	\$7,715,595	1.50%
2015	\$7,737,330	0.28%
2016	\$9,152,158	18.29%
2017	\$9,152,158	0.00%
2018	\$9,152,158	0.00%



REVENUE OVERVIEW (CONTINUED)



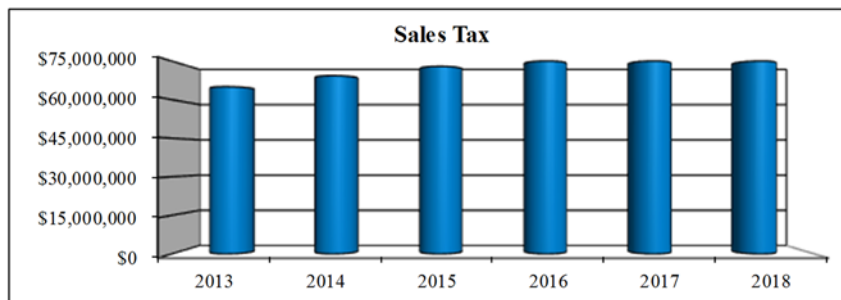
Property Assessed		
Year	Valuations	% Chg
2012	\$1,792,154,080	
2013	\$1,701,819,508	-5.04%
2014	\$1,730,423,878	1.68%
2015	\$1,745,657,695	0.88%
2016	\$2,007,134,737	14.98%
2017	\$2,030,900,445	1.18%

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 43.2% of the City's 2018 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 2017 revised budget. Revenues are forecasted to increase 0.7% from 2016 actuals. Although we have the benefit of analyzing six months of actual sales tax receipts for this period, the impacts of a major hailstorm that occurred in the City in May 2017 were also considered. This hailstorm caused significant damage to much of the City, including the Colorado Mills Mall. The mall is currently closed as a result of the storm, and repairs are underway. Mall management plans to reopen in November. The impact to the City's sales tax revenue for the period of time the mall is closed is significant. Because of this reduction in the sales tax base for an extended period of time, sales tax growth is diminished significantly. With the opening of the mall in November 2017, the impact on sales tax collection in 2018 should reflect a recovery. In accordance, a growth rate of 6.15% was used for 2018. A 2.0% increase was used for 2019 through 2022. Estimated revenues for 2018 are \$80,514,372.



Year	Sales Taxes	% Chg
2013	\$65,025,315	
2014	\$69,312,424	6.59%
2015	\$72,920,929	5.21%
2016	\$76,599,457	5.04%
2017	\$79,172,940	3.36%
2018	\$80,514,372	1.69%

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)

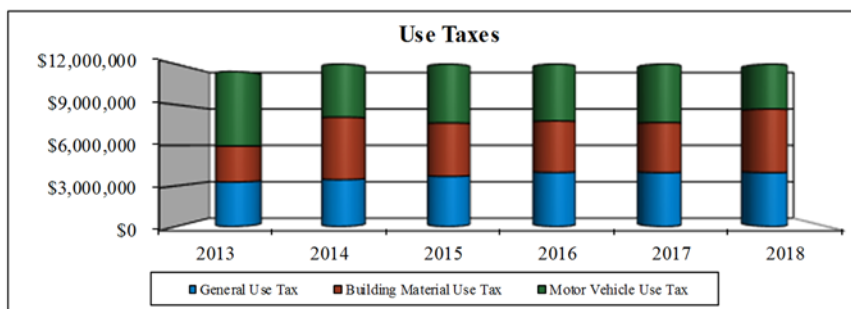
Lakewood use tax totals 3 cents on every dollar and is distributed in the same manner as the sales tax. Use taxes for 2018 make up 8.4% of the City's revenues.

General Use Tax for 2017 is forecasted to remain unchanged from the 2016 actual revenue. General Use Tax for 2018 to 2022 is forecasted to remain unchanged.

Building Materials Use Tax is expected to decrease 2.7% for 2017 revised over the 2016 actual based on current year-to-date activity. The building material use tax for 2018 to 2022 is forecasted to remain unchanged.

Motor Vehicle Use Tax for 2017 is forecasted to increase 2.3% over the 2016 actual revenue based on current year-to-date activity. The motor vehicle use tax for 2018 to 2022 is forecasted to remain unchanged.

Estimated revenues of the combined 3 use taxes above for 2018 are \$15,696,637.



Year	Use Taxes	% Chg
2013	\$11,452,592	
2014	\$13,761,384	20.16%
2015	\$14,192,914	3.14%
2016	\$14,651,197	3.23%
2017	\$14,696,637	0.31%
2018	\$15,696,637	6.80%

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

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

Specific ownership tax forecasted for 2017 revised remains unchanged from levels actually received in 2016 based on current year activity. The specific ownership tax for 2018 to 2022 is forecasted to remain unchanged. The Specific Ownership Tax estimated for 2018 is \$298,613.



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 2017 is forecasted to be less than the 2016 actuals based on recent activity. The 2018 forecast remains unchanged from the 2017 forecast and a 2.7% decrease is forecasted for 2019 through 2022. The 2018 budgeted revenues are estimated to be \$330,969.

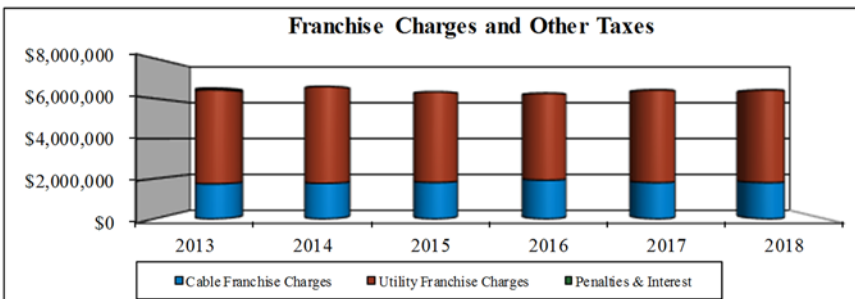
Business and Occupation Tax - The business and occupation tax is levied upon a business for providing basic local telecommunications service. The City adopted an ordinance in 1996 establishing the tax levy which is adjusted each year thereafter based on the percentage change in the U.S. Bureau of Labor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

Business and occupation tax for 2017 is forecasted to remain unchanged from 2016 actual collections based on current year activity. The forecast for 2018 through 2022 remains unchanged. Revenues for 2018 are estimated to be \$3,144,875.

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 34,000 subscribers. Cable Television Franchise Charge for 2017 are forecasted to decrease 6.5% over 2016 actuals based on current collections. The forecast for 2018 through 2022 remains unchanged. Revenues for 2018 are estimated to be \$1,801,619.

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 Charge for 2017 is forecasted up 6.7% from 2016 actuals given current collections. The forecast assumes a 1.0% increase for 2018 through 2022. Revenues for 2018 are estimated to be \$4,628,281.

**REVENUE OVERVIEW (CONTINUED)**

Year	Franchise	
	Charges	% Chg
2013	\$6,517,676	
2014	\$6,604,323	1.33%
2015	\$6,335,645	-4.07%
2016	\$6,272,421	-1.00%
2017	\$6,437,071	2.62%
2018	\$6,437,071	0.00%

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 2017 is forecasted to decrease of 16.6% compared to 2016 collections. The City experienced the opening of a new hotel in 2015 creating an increase in revenue for the year. We forecast a return to normal occupancy levels during 2017 and 2018. Revenues for 2018 are estimated at \$1,428,000.

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.



Year	Charges for	
	Services	% Chg
2013	\$2,983,251	
2014	\$3,963,589	32.86%
2015	\$3,770,886	-4.86%
2016	\$3,770,886	0.00%
2017	\$3,830,043	1.57%
2018	\$3,830,043	0.00%

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 2017 through 2022 are forecasted to remain unchanged over the 2016 actual collections. Estimated revenues for 2018 are \$342,275.

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. New permit fees went into effect October 1, 2014 based on approval of Resolution 2014-31.

Building permit fees for 2017 through 2022 are forecasted to remain unchanged over the 2016 actual collections. Estimated revenues for 2018 are \$2,515,120.



REVENUE OVERVIEW (CONTINUED)

Licenses & Permits (Continued)

Public Way Permits – Public Way Permits are forecasted to decrease 9.3% for 2017 from the 2016 actual collections. This revenue is forecasted to remain unchanged from 2018 through 2022. Estimated revenues for 2017 are \$367,161.

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 to or maintenance of recreational purposes on any public site.

Lottery Proceeds are forecasted for 2017 to decrease by 21.3% compared to the 2016 receipts due to lottery activity normalizing. Revenues are expected to increase 3.8% for 2018 through 2022. Estimated revenues for 2018 are \$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 2017 is forecasted to increase 1.6% over 2016 revenues primarily based on year-to-date activity and the County levy. Revenues for 2018-2022 are forecasted to remain unchanged from the 2017 estimate of \$1,203,785.

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 2017 is forecasted to remain unchanged from the 2016 actual revenues collected. Additionally, from 2018 to 2022 this revenue is forecasted to remain at that level. The 2018 Highway user's tax is estimated to be \$3,735,777.

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).



REVENUE OVERVIEW (CONTINUED)

FASTER fees forecasted for 2017 reflect a 3.5% decrease from 2016 actuals based on current year activity and remain unchanged for 2018 through 2022 forecasts. Estimated revenues for 2018 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 2017 is forecasted to decrease 9.8% over 2016 actuals. A 1.5 percent increase is forecasted for 2018 with no change for 2019 through 2022 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 2018 is \$4,915,633.

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 2017 are expected to increase 10.7% over 2016 actuals and are forecasted to remain unchanged for 2018 through 2022. The City anticipates \$549,788 for motor vehicle registration fees for 2018.

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 2017 has increase by 179.1% over the original 2017 budget due to the carryover of previously unspent funds. It is anticipated that it will decrease 22.4% for 2018 also due to carryovers and remain at that level through 2022. The amount available for 2017 spending is \$2,278,384 (which includes carry over) and 2018 is \$1,767,176.

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 2017 revised forecast increased 27.2% over the 2016 actual revenue received. Lakewood received additional, one-time, funding in 2017 to extend the duration of services to support the revised Head Start Performance Standards. It is forecasted to remain flat through 2022. Estimated revenues for 2018 are \$1,069,302.

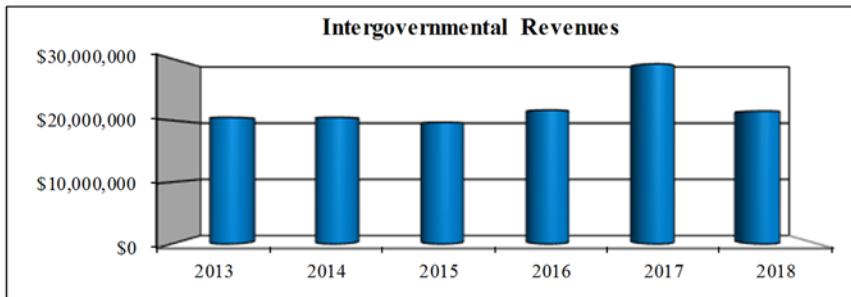
Auto Theft Task Force – The Auto Theft Task Force is a multi-agency task force. The Task Force performs auto theft investigations, prosecutions, and public awareness to reduce vehicle theft in Colorado. Estimated revenue for 2018 is \$2,231,618.



REVENUE OVERVIEW (CONTINUED)

911 Authority Local Grants – The 911 Authority Board is made up of ten public safety answering points in Jefferson County, Colorado. The board controls the authorization of expenditures of surcharge funds received from telephone services for 911 phone-related public safety needs. Estimated revenue for 2018 is \$194,428.

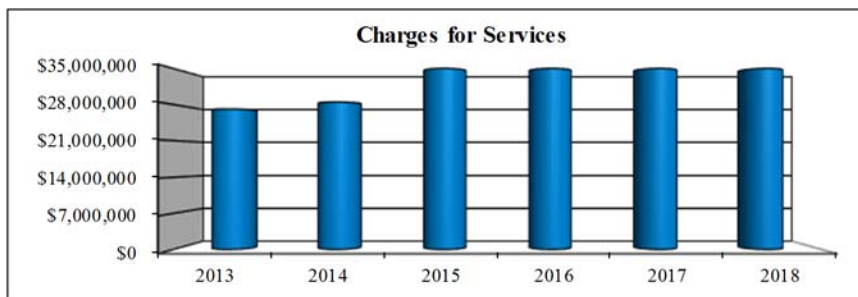
Additional Grants – The City is awarded numerous federal, state, and local grants that are used to supplement the City's core activities specifically for infrastructure and programming. These additional grants for 2018 amount to \$2,252,952.



Intergovernmental		
Year	Revenues	% Chg
2013	\$20,482,808	
2014	\$20,493,090	0.05%
2015	\$19,686,768	-3.93%
2016	\$21,662,439	10.04%
2017	\$29,124,608	34.45%
2018	\$21,510,305	-26.14%

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 2017 based on the current year's activity and relevant business events. A decrease of 3.5% is forecasted for 2018. Estimated revenues for 2018 are \$44,179,547. For our strategic forecast for 2019 through 2022 we expect revenues to grow with general inflation.



Charges for		
Year	Services	% Chg
2013	\$27,131,585	
2014	\$28,480,201	4.97%
2015	\$37,007,668	29.94%
2016	\$46,135,419	24.66%
2017	\$44,620,850	-3.28%
2018	\$44,150,067	-1.06%

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 2017 based on current year activity and are forecasted to increase 7.8% over 2016 actuals. They are forecasted to remain flat in years 2018 through 2022. There is \$1,454,000 budgeted as revenue for 2018.



REVENUE OVERVIEW (CONTINUED)

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 2018 is \$1,050,443.

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 2017 through 2022. Estimated revenues for 2018 are \$1,609,975.

**Federal, State, and Local Grant Revenues**

Grant Title	2017 Revised	2018 Budget	Source
COMMUNITY DEVELOPMENT BLOCK GRANT	2,278,384	1,767,176	Federal
CHECKPOINT & DUI ENFORCEMENT	16,250	16,250	Federal
CHILD & ADULT CARE FOOD PROGRAM	112,000	112,000	Federal
EARLY HEAD START	180,954	180,954	Federal
EMERGENCY MGMT PERF GRANTS	128,692	50,000	Federal
EPA BROWNFIELDS GRANT	450,000	450,000	Federal
BIKE PATHS ALAMEDA & W RAIL	1,895,252	-	Federal
SHERIDAN BLVD SIDEWALKS	800,000	-	Federal
TRAFFIC KIPLING & COLFAX CORRIDORS	460,883	-	Federal
FEMA - BCLP	7,840	-	Federal
HEAD START PROGRAM	1,069,302	1,069,302	Federal
HIDTA GRANT	375,650	283,875	Federal
HIGH VISIBILITY ENFORCEMENT	38,256	38,256	Federal
JUVENILE ASSISTANCE GRANT 2012	9,620	-	Federal
JUVENILE ASSISTANCE GRANT 2015	38,307	-	Federal
JUVENILE ASSISTANCE GRANT 2016	67,369	20,272	Federal
JUVENILE ASSISTANCE GRANT 2017	91,000	91,000	Federal
KIPLING MEDIAN NORTH OF HAMPDEN	520,000	-	Federal
KIPLING SIGNALS @ 8TH PL & FED CTR GATE	700,000	-	Federal
MISC. POLICE GRANTS	5,000	5,000	Federal
PENDING GRANTS-PW	1,000,000	1,000,000	Federal
PLANNING MISC GRANTS	1,402	-	Federal
SEATBELT ENFORCEMENT GRANT	10,000	10,000	Federal
Subtotal of Federal Grant Revenues	\$ 10,256,161	\$ 5,094,085	



Federal, State, and Local Grant Revenues (continued)

Grant Title	2017 Revised	2018 Budget	Source
AUTO THEFT TASK FORCE	2,781,688	2,152,618	State
LAW ENFORCEMENT & AWARENESS FUNDING	20,000	20,000	State
TONY GRAMPSAS YOUTH SERVICES	23,953	54,145	State
PLANNING MISC GRANTS	2,464	-	State
Subtotal of State Grant Revenues	\$ 2,828,105	\$ 2,226,763	

911 AUTHORITY LOCAL GRANT PROJECTS	196,559	194,428	Lakewood
AUTO THEFT TASK FORCE	79,000	79,000	Lakewood
BIKE PATHS ALAMEDA & W RAIL	772,930	-	Lakewood
SHERIDAN BLVD SIDEWALKS	200,000	-	Lakewood
TRAFFIC KIPLING & COLFAX CORRID	95,000	-	Lakewood
KIPLING MEDIAN NORTH OF HAMPDEN	50,000	-	Lakewood
KIPLING SIGNALS @ 8TH PL & FED CTR GATE	50,000	-	Lakewood
Subtotal of Local Grant Revenues	\$ 1,443,489	\$ 273,428	

Total All Grant Revenues	\$ 14,527,755	\$ 7,594,276	
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Notes:

Refer to Glossary for acronym definitions

Grants can require City matched funding.



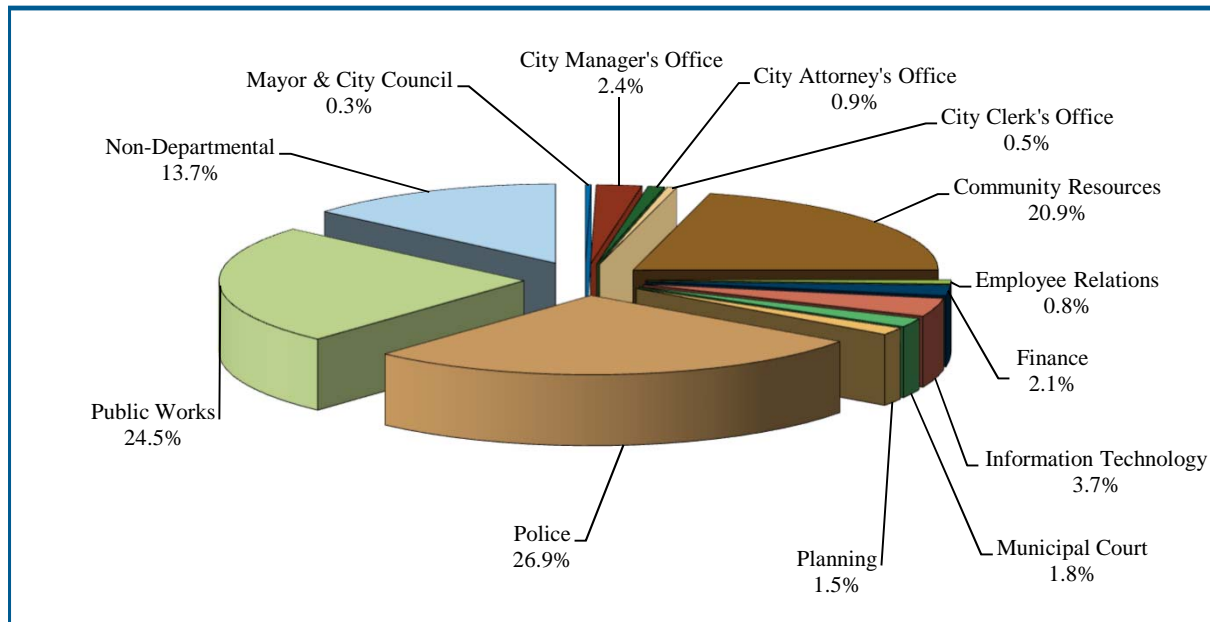
CITY BUDGET SUMMARY
BY ALL FUND TYPES, BY DEPARTMENT, AND BY PROGRAM
2018 BUDGET

City Department By Program	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Mayor and City Council	\$ 558,896	\$ -	\$ -	\$ -	\$ -	\$ 558,896
City Manager's Office	2,544,833	2,062,253	180,000	-	-	4,787,086
City Management	954,952	-	-	-	-	954,952
Communications	1,142,544	-	180,000	-	-	1,322,544
Economic Development	-	2,062,253	-	-	-	2,062,253
Strategic Initiatives	447,337	-	-	-	-	447,337
City Attorney's Office	1,799,897	-	-	-	-	1,799,897
City Clerk's Office	1,095,261	-	-	-	-	1,095,261
Community Resources	20,575,028	11,137,222	1,760,000	5,253,776	-	38,726,026
Community Resources Admin	1,447,642	-	-	-	-	1,447,642
Family Services	2,238,039	1,412,256	-	-	-	3,650,295
Golf Course Operations	-	-	-	5,253,776	-	5,253,776
Heritage, Culture & the Arts	-	3,451,375	-	-	-	3,451,375
Planning, Construction, & Mtce	4,764,787	2,615,008	1,755,000	-	-	9,134,795
Recreation	7,437,651	54,145	-	-	-	7,491,796
Regional Parks Operations	763,702	895,913	-	-	-	1,659,615
Urban Parks Operations	3,923,207	2,708,525	5,000	-	-	6,636,732
Employee Relations	1,706,511	-	-	-	-	1,706,511
Finance	4,354,556	32,022	60,971	-	-	4,447,549
Finance Administration	503,392	-	-	-	-	503,392
Accounting	1,049,518	32,022	-	-	-	1,081,540
Property & Purchasing Services	1,298,940	-	60,971	-	-	1,359,911
Revenue	1,502,706	-	-	-	-	1,502,706
Information Technology	6,995,167	-	1,485,000	-	-	8,480,167
Municipal Court	3,718,166	-	-	-	-	3,718,166
Municipal Court Admin	323,994	-	-	-	-	323,994
Court Marshal	767,763	-	-	-	-	767,763
Judicial	624,490	-	-	-	-	624,490
Probation Services	789,334	-	-	-	-	789,334
Violations Bureau	1,212,585	-	-	-	-	1,212,585
Planning	2,070,525	1,698,429	390,000	-	-	4,158,954



CITY BUDGET SUMMARY
BY ALL FUND TYPES, BY DEPARTMENT, AND BY PROGRAM
2018 BUDGET

City Department By Program	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Police	52,499,389	2,921,446	-	-	-	55,420,835
Office of the Chief	8,031,994	116,272	-	-	-	8,148,266
Investigations	10,799,900	2,457,493	-	-	-	13,257,393
Patrol Services	23,905,174	84,506	-	-	-	23,989,680
Support Services	9,762,321	263,175	-	-	-	10,025,496
Public Works	18,479,677	1,450,000	17,819,509	13,291,728	-	51,040,914
Public Works Administration	390,337	1,000,000	157,856	-	-	1,548,193
Engineering	5,168,719	450,000	2,399,673	-	-	8,018,392
Fleet Management	4,377,960	-	4,590,520	-	-	8,968,480
Public Works Maintenance	4,119,568	-	8,804,440	-	-	12,924,008
Sewer Utility	-	-	-	6,313,612	-	6,313,612
Stormwater Management Utility	-	-	-	5,681,392	-	5,681,392
Traffic Engineering	4,423,093	-	1,867,020	-	-	6,290,113
Water Utility	-	-	-	1,296,724	-	1,296,724
Non-Departmental	7,159,652	-	2,836,000	81,669	16,044,475	26,121,796
Citywide Employee Benefits	2,410,886	-	-	81,669	220,000	2,712,555
Debt Obligations/Special Proj	3,748,766	-	2,836,000	-	-	6,584,766
Self-Insurance Funding	1,000,000	-	-	-	15,824,475	16,824,475
Total by Fund	\$123,557,558	\$19,301,372	\$24,531,480	\$18,627,173	\$16,044,475	\$202,062,058





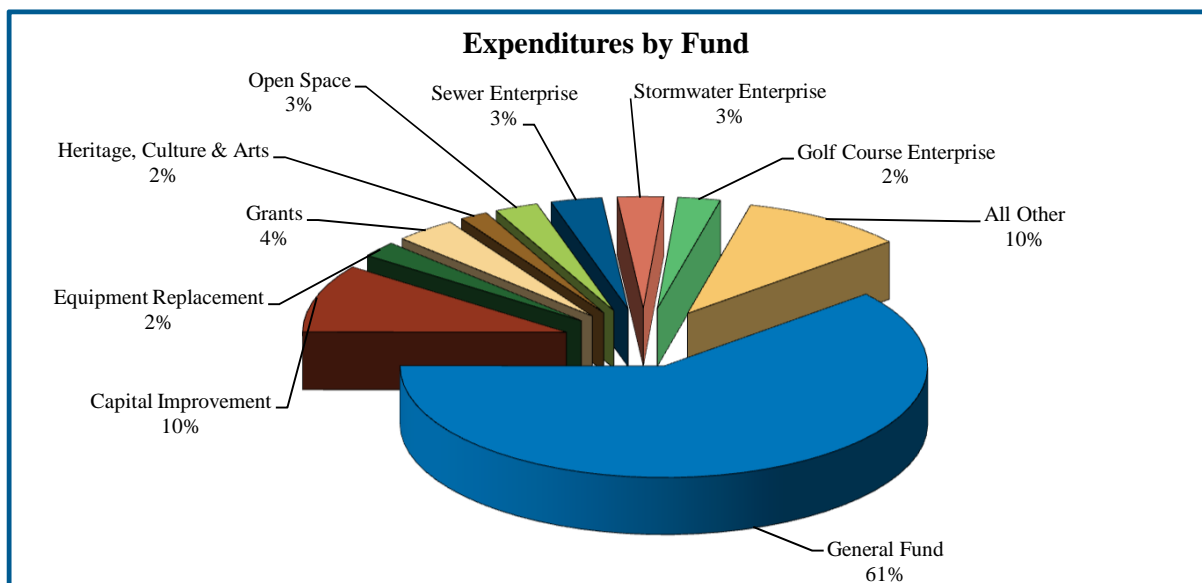
**EXPENDITURES BY FUND
2018 BUDGET**

Department	Mayor and City Council	City Manager's Office	City Attorney's Office	City Clerk's Office	Community Resources	Employee Relations
Fund						
General	\$ 558,896	\$ 2,544,833	\$ 1,799,897	\$ 1,095,261	\$ 20,575,028	\$ 1,706,511
Capital Improvement	-	-	-	-	1,760,000	-
Conservation Trust	-	-	-	-	870,600	-
Economic Development	-	2,062,253	-	-	-	-
Equipment Replacement	-	180,000	-	-	-	-
Golf Course Enterprise	-	-	-	-	5,253,776	-
Grants	-	-	-	-	1,466,401	-
Heritage, Culture & Arts	-	-	-	-	3,451,375	-
Medical/Dental Self-Insurance	-	-	-	-	-	-
Open Space	-	-	-	-	5,348,846	-
Property & Casualty Self-Ins	-	-	-	-	-	-
Retirees Health	-	-	-	-	-	-
Sewer Enterprise	-	-	-	-	-	-
Stormwater Enterprise	-	-	-	-	-	-
Water Enterprise	-	-	-	-	-	-
Workers' Comp. Self-Ins	-	-	-	-	-	-
Total	\$ 558,896	\$ 4,787,086	\$ 1,799,897	\$ 1,095,261	\$ 38,726,026	\$ 1,706,511



EXPENDITURES BY FUND 2018 BUDGET

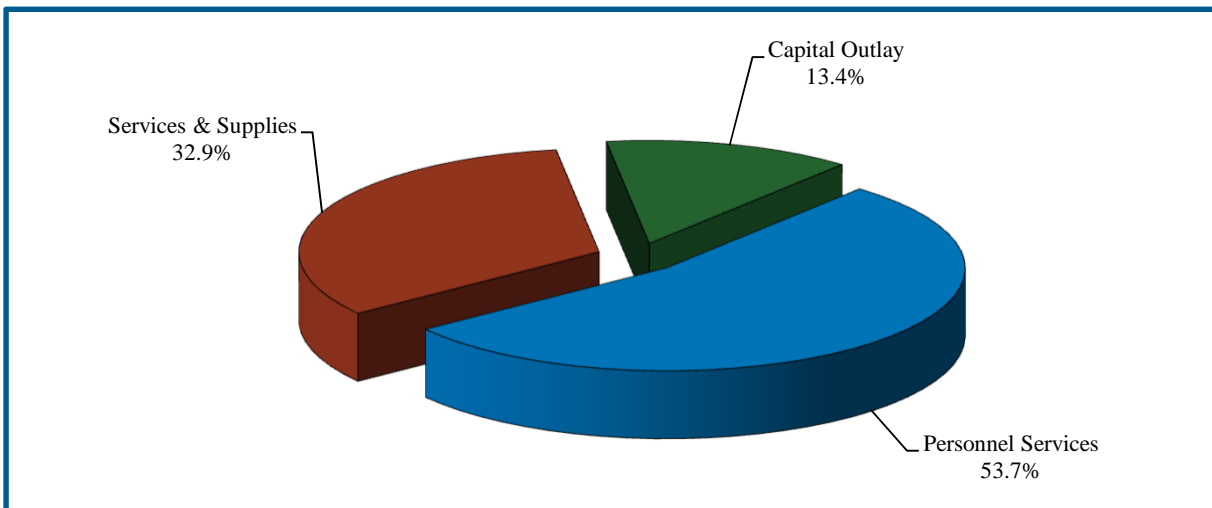
Finance	Information Technology	Municipal Court	Planning	Police	Public Works	Non-Departmental	Total
\$ 4,354,556	\$ 6,995,167	\$ 3,718,166	\$ 2,070,525	\$ 52,499,389	\$ 18,479,677	\$ 7,159,652	\$ 123,557,558
60,971	-	-	390,000	-	14,943,509	2,836,000	19,990,480
-	-	-	-	-	-	-	870,600
-	-	-	-	-	-	-	2,062,253
-	1,485,000	-	-	-	2,876,000	-	4,541,000
-	-	-	-	-	-	21,305	5,275,081
32,022	-	-	1,698,429	2,921,446	1,450,000	-	7,568,298
-	-	-	-	-	-	-	3,451,375
-	-	-	-	-	-	12,781,309	12,781,309
-	-	-	-	-	-	-	5,348,846
-	-	-	-	-	-	1,602,442	1,602,442
-	-	-	-	-	-	220,000	220,000
-	-	-	-	-	6,313,612	15,218	6,328,830
-	-	-	-	-	5,681,392	42,609	5,724,001
-	-	-	-	-	1,296,724	2,537	1,299,261
-	-	-	-	-	-	1,440,724	1,440,724
\$ 4,447,549	\$ 8,480,167	\$ 3,718,166	\$ 4,158,954	\$ 55,420,835	\$ 51,040,914	\$ 26,121,796	\$ 202,062,058





**ALL FUNDS - SUMMARY OF EXPENDITURES BY CLASSIFICATION
2018 BUDGET**

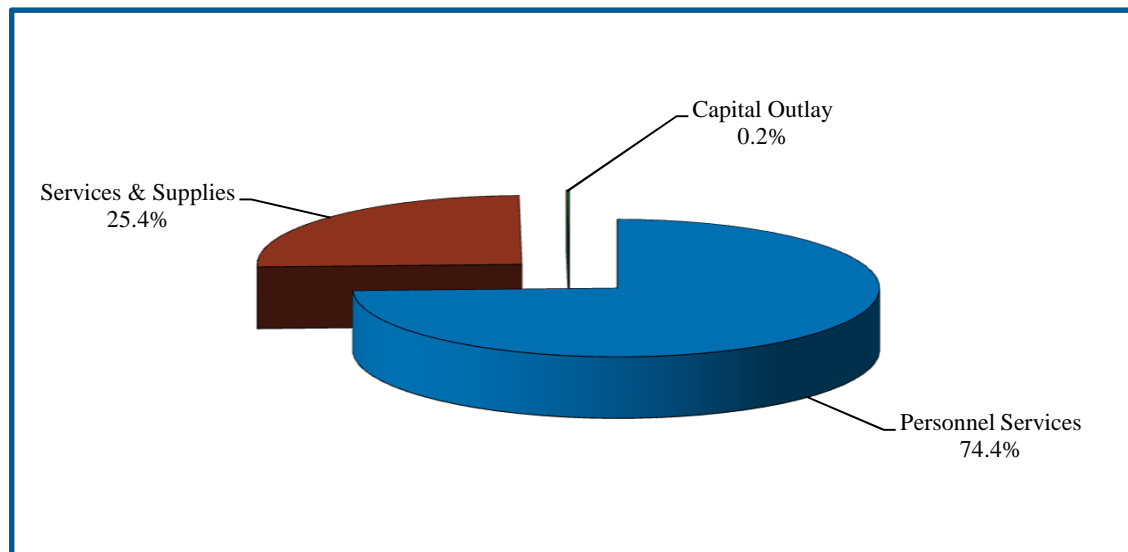
	PERSONNEL SERVICES	SERVICES & SUPPLIES	CAPITAL OUTLAY	TOTAL
MAYOR AND CITY COUNCIL	\$ 324,970	\$ 233,926	\$ -	\$ 558,896
CITY MANAGER'S OFFICE	2,584,686	2,104,400	98,000	4,787,086
CITY ATTORNEY'S OFFICE	1,268,565	531,332	-	1,799,897
CITY CLERK'S OFFICE	947,729	147,532	-	1,095,261
COMMUNITY RESOURCES	22,619,647	12,721,052	3,385,327	38,726,026
EMPLOYEE RELATIONS	1,245,587	460,924	-	1,706,511
FINANCE	3,393,652	1,053,697	200	4,447,549
INFORMATION TECHNOLOGY	4,443,634	2,917,533	1,119,000	8,480,167
MUNICIPAL COURT	3,416,753	301,413	-	3,718,166
PLANNING	1,962,969	1,874,237	321,748	4,158,954
POLICE	50,056,798	5,448,611	(84,574)	55,420,835
PUBLIC WORKS	12,911,694	16,568,053	21,561,167	51,040,914
NON-DEPARTMENTAL	3,079,237	20,587,559	2,455,000	26,121,796
TOTALS	\$ 108,255,921	\$ 64,950,269	\$ 28,855,868	\$ 202,062,058





**SUMMARY OF EXPENDITURES BY CLASSIFICATION AND BY DEPARTMENT
GENERAL FUND ONLY
2018 BUDGET**

	PERSONNEL SERVICES	SERVICES & SUPPLIES	CAPITAL OUTLAY	TOTAL
MAYOR AND CITY COUNCIL	\$ 324,970	\$ 233,926	\$ -	\$ 558,896
CITY MANAGER'S OFFICE	1,998,033	526,800	20,000	2,544,833
CITY ATTORNEY'S OFFICE	1,268,565	531,332	-	1,799,897
CITY CLERK'S OFFICE	947,729	147,532	-	1,095,261
COMMUNITY RESOURCES	13,586,015	6,812,768	176,245	20,575,028
EMPLOYEE RELATIONS	1,245,587	460,924	-	1,706,511
FINANCE	3,300,659	1,053,697	200	4,354,556
INFORMATION TECHNOLOGY	4,443,634	2,551,533	-	6,995,167
MUNICIPAL COURT	3,416,753	301,413	-	3,718,166
PLANNING	1,810,419	256,606	3,500	2,070,525
POLICE	49,079,168	3,527,795	(107,574)	52,499,389
PUBLIC WORKS	9,737,034	8,680,781	61,862	18,479,677
NON-DEPARTMENTAL	2,363,886	4,795,766	-	7,159,652
TOTAL GENERAL FUND	<u>\$ 93,522,452</u>	<u>\$ 29,880,873</u>	<u>\$ 154,233</u>	<u>\$ 123,557,558</u>



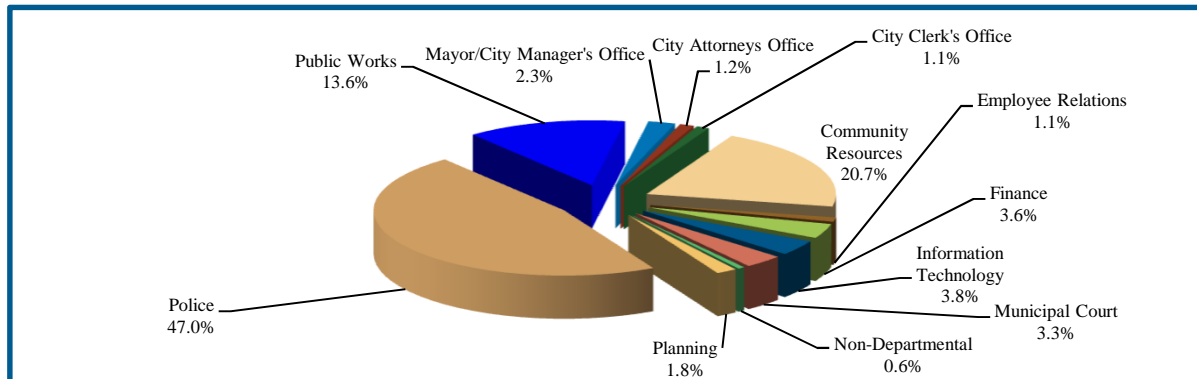
Note: The above schedule does not include any operating transfers out.



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).

2018 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⁾	2016 Revised	2017 Budget	2017 Revised	2018 Budget
Mayor & City Council	-	-	-	-
City Manager's Office ⁽²⁾	21.75	21.75	21.21	20.75
City Attorney's Office	11.00	11.00	11.00	11.00
City Clerk's Office	9.00	10.00	10.00	10.00
Community Resources	182.07	184.00	185.54	186.00
Employee Relations	9.80	9.80	9.80	9.80
Finance	32.82	32.82	32.75	32.75
Information Technology	32.00	33.00	33.00	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	16.00
Police	410.39	418.00	418.00	423.00
Public Works	120.06	121.06	121.15	122.15
Total Full-Time Positions (FTE):	880.09	892.63	893.65	900.65
Part-Time Hours	469,848	463,900	475,804	490,153
Total Full-Time and Part-Time Positions Stated as FTE	1,105.98	1,115.66	1,122.40	1,136.30
Police Recruits	19.00	26.00	40.00	18.00

(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
2018 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	115.47	51.53		19.00	186.00
Part-Time Hours	227,352	111,376		73,084	411,811
Employee Relations					
Full-Time Employees	9.80			5.20	15.00
Part-Time Hours	1,456			691	2,147
Finance					
Full-Time Employees	31.85	0.30	0.60		32.75
Part-Time Hours	5,205				5,205
Information Technology					
Full-Time Employees	34.00				34.00
Part-Time Hours					-
Municipal Court					
Full-Time Employees	30.00				30.00
Part-Time Hours	8,013				8,013
Planning					
Full-Time Employees	15.00	1.00			16.00
Part-Time Hours	3,662	993			4,655
Police					
Full-Time Employees	419.00	4.00			423.00
Part-Time Hours	19,283				19,283
Public Works					
Full-Time Employees	92.26		7.75	22.14	122.15
Part-Time Hours	29,681		1,501	1,560	32,742
Total Full-Time Employees (Stated as FTE)	784.37	61.58	8.35	46.34	900.65
Total Part-Time Hours	299,825	113,492	1,501	75,335	490,153
Total FTE Employees	928.52	116.15	9.08	82.56	1,136.30



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 2019-2022	SHORT-TERM GOALS 2017-2018	IMPLEMENTATION DEPARTMENT
------------------------------	-------------------------------	------------------------------

SAFE COMMUNITY

Continue to implement Lakewood Linked throughout the community.	Continually evaluate the needs of the community and address opportunities to support identified needs.	City Manager's Office
Provide safe, functional, accessible and inviting infrastructure	Implement Phase II of the Public Safety Center to improve the drive lane, improve handicapped parking, improve plaza area and address all safety concerns.	Community Resources
Continue to monitor and access workload requirements in the Patrol and Investigation Divisions as a goal to improve efficiency and effectiveness. Provide the best possible police services to the community while meeting the needs of patrol personnel.	Analyze data on a continuing basis to monitor efficiency of current deployment scheduling, adjusting schedules as necessary. Review and adjust sector and/or beat structures to ensure proper response times to calls for service while maintaining agent safety parameters. Continue to assess caseload and work volume for investigative units, and assure that personnel resources are allocated proportionately and fairly, and seek ways to create efficiencies in how we investigate cases.	Police
At the heart of ethical policing are the core values: (1) fairness and consistency in rule application, (2) impartiality and unbiased decision making, and (3) demonstrating transparency and openness. The police department will utilize innovative methods to maintain legitimacy and credibility with the community we serve.	Training for all employees will continue to focus on best practices in law enforcement and compliance with state regulations and accreditation standards. The training will guide the agency in creating an environment where our core values become standard practice.	Police

OPEN AND HONEST COMMUNICATION

Continue to provide advance notice to citizens regarding upcoming projects	Continue to provide advance notice to citizens regarding upcoming projects	Public Works
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
Review & update the Lakewood Municipal Code as pertains to the responsibilities of the City Clerk's Office	Support candidates and Council on the use of online campaign finance reporting	City Clerk's Office



LINKING LONG-TERM AND SHORT-TERM GOALS

LONG-TERM GOALS 2019-2022	SHORT-TERM GOALS 2017-2018	IMPLEMENTATION DEPARTMENT
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
Provide citizens with smooth, painless transactions related to utility payments, sales tax remittance and education.	Implement new utility billing credit card payment options.	Finance Public Works Information Technology
Assess regionalization in police services. Consolidation will enhance service delivery, consistency in customer service and public safety, and provide cost-savings to agencies involved.	Conduct assessments on efficiency and effectiveness of new or expanding existing regionalization and partnership programs. Assesses future regionalizing to include in-service training, crime analysis, and crime scene processing.	Police
Actively manage self-insurance claims through negotiations & having the expertise to evaluate each event that occurs through relationship management.	Develop and maintain processes to leverage data through case management, vendor management, and contract management (e.g. transitional status, plan design, broker management).	Employee Relations
EDUCATION AND INFORMATION		
Assist elected officials in being effective legislators and community representatives by keeping them informed of rights and obligations as elected officials.	Complete the redrafting and reorganization of the City Council Policies and Procedures Manual.	City Attorney's Office
Be responsive to changing community and customer needs and interests	Increase community outreach and explore possibilities to offer programs and services off-site and in non-traditional locations.	Community Resources
Participate and collaborate on task forces, training opportunities, and committees.	Continue to participate in community forums that enhance the Court's effectiveness.	Municipal Court
Continue Civics 101 training for residents	Continue Civics 101 training for residents	Public Works
QUALITY TRANSPORTATION OPTIONS		
Support the City's long term transportation goals as it relates to the Department of Community Resources	Add one fully accessible van to the Lakewood Rides fleet to reduce the number of trips currently placed on a waiting list.	Community Resources
Routt Street extension over 6th Avenue	Reduce Union Blvd congestion	Public Works
Include multi-modal transportation considerations in land development proposals	Include multi-modal transportation considerations in land development proposals	Public Works



LINKING LONG-TERM AND SHORT-TERM GOALS

LONG-TERM GOALS 2019-2022	SHORT-TERM GOALS 2017-2018	IMPLEMENTATION DEPARTMENT
QUALITY ECONOMIC DEVELOPMENT		
Further position Lakewood as a community that works cooperatively with the private sector	Increase awareness and marketing of services and resources offered to the business community including ariel marketing tool	City Manager's Office
Position Lakewood as a competitive business location in metro Denver for primary and secondary employers	Implement a more robust Lakewood Business Retention Program to enhance City's business retention and expansion (BRE) and attraction efforts - Facilitate innovation in targeted industries	City Manager's Office
Provide 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	Construct a new shelter at Devinney Cottages to enhance participant experience in School Age Services programming.	Community Resources
Implement Lakewood Comprehensive Plan and standards for development of land near the light rail stations	Market Colfax to development community/businesses - "Embrace the Fax"	Planning
PHYSICAL & TECHNOLOGICAL INFRASTRUCTURE		
Improve the City's ability to respond to Public Records Requests by converting it's microfilm library to digital images in LaserFiche	Work to convert microfilm to digital images in LaserFiche	City Clerk's Office
Assess condition and maintain physical and technological infrastructure in order to provide for ongoing services to Lakewood's citizens	Renovate the bath house, wading pool area and general layout of the Glennon Heights Pool and add a spray ground.	Community Resources
Build an IT infrastructure that is scalable and flexible.	~Leverage emerging cloud-based services to increase capacity and capability as needed. ~Modernize web presence and underlying technology. ~Optimize ER / FIN business processes and supporting technology.	Information Technology
Continue to proactively inspect and maintain street, stormwater, water, and sewer systems to provide an adequate level of service and maximize their useful life.	Complete scheduled inspections of underground and above ground infrastructure, make repairs and perform maintenance as needed.	Public Works



LINKING LONG-TERM AND SHORT-TERM GOALS

LONG-TERM GOALS 2019-2022	SHORT-TERM GOALS 2017-2018	IMPLEMENTATION DEPARTMENT
QUALITY LIVING ENVIRONMENT		
Continually focus on quality City services.	Evaluate and utilize results of 2016 citizen survey to influence city goals and strategies.	City Manager's Office
Implement priorities, goals and objectives of the Department of Community Resources Master Plan and CR Road to 2017 Strategic Plan	Work with RTD Senior Ride to improve transportation access to LCC daytime performances.	Community Resources
Implement priorities, goals and objectives of the Department of Community Resources Master Plan and CR Road to 2017 Strategic Plan	Complete the 2017 Imagine Lakewood! Community Resources Master Plan and begin implementation of approved goals and actions.	Community Resources
Increase Diversity and Inclusion efforts	Increase advertising and recruitment efforts to expand in diverse communities and business into the City of Lakewood.	Employee Relations
In an effort to create a safer community environment for our citizens, the Jefferson Center for Mental Health and the Lakewood Police Department have formed a partnership to identify, assist and provide service opportunities to those individuals seeking police and mental health services. The continued goal being to provide needed services and a reduction in the need for police services.	Continue to develop processes and protocols with Jefferson Center for Mental Health and provide training to first responders on available services. Assist with the hiring of a second Jefferson County Mental Health advocate who will work within the police department.	Police
COMMUNITY SUSTAINABILITY		
Continue to implement capital building and facility improvements that support sustainability efforts	Implement Utility Software for improvement of utility use, energy efficiencies water conservation and occupant comfort. Working with the Sustainability Department to utilize software to meet the Sustainability Plan goals.	Community Resources
Support the appropriate redevelopment around new West Corridor light rail stations to provide the ridership needed to support the new transit service and reduce consumer dependency on automobiles	Implement pilot sustainability program at the Federal Center	Planning
Continue evaluation and monitor the technology for Light Emitting Diode (LED) street lights.	Replace High Pressure Sodium streetlights with LED streetlights at 3 signalized locations	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 determined through the court case of Gude vs. City of Lakewood 636 P.2d 691.

The City's bond ratings are reviewed bi-annually 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, 2015, the City has no general obligation debt outstanding. The City currently does not have and does not intend to issue any general obligation debt. The City's debt is within the legal debt limit as demonstrated by the table below:

Assessed Value	\$2,007,134,737
Actual Value	\$17,510,149,716
Debt Limit: 3 Percent of Actual Value	\$525,304,491
Less: Assets in Debt Service	\$0
Legal Debt Margin	\$525,304,491
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, 2016. As of December 31, 2016, the City has a long term note outstanding of \$1,598,000, capital leases outstanding of \$2,741,721, and certificates of participation outstanding of \$22,228,300.

The following table is a list of notes/lease purchases as of December 31, 2016:

Long-Term Debt / Lease Payments	Balance
2007 Section 108 Notes Payable	\$1,598,000
Police Facility Capital Lease	1,759,722
William Frederick Hayden Park Lease Purchase	183,485
Community Solar Garden Capital Lease	798,464
Total	\$4,339,721

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, 2016:

Long-Term Debt / Lease Payments	Balance
Certificates of Participation, 2006A	\$16,185,000
Certificates of Participation, 2006B	8,800,000
Total	\$24,985,000

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 2017 through to maturity from the primary sources excluding the Library portion, which is the responsibility of Jefferson County, Colorado.

Primary Source/Fund	Year	Principal	Interest	Total
General	2017	2,518,249	637,493	3,155,742
	2018	2,634,907	530,277	3,165,184
	2019	2,743,902	415,505	3,159,407
	2020	2,863,052	297,212	3,160,264
	2021	1,036,465	190,459	1,226,925
	2022	1,112,361	114,581	2,164,220
	2023	244,674	58,556	303,230
	2024	255,794	47,436	303,230
	2025	145,819	35,811	181,630
	2026	152,366	29,264	181,630
	2027	159,208	22,422	181,630
	2028	166,356	15,274	181,630
	2029	173,825	7,805	181,630
General Total		\$ 16,963,678	\$ 2,402,098	\$19,365,776
Capital Improvement	2017	428,089	59,911	488,000
	2018	349,056	36,944	386,000
	2019	361,984	24,016	386,000
	2020	376,528	9,472	386,000
Capital Improvement Total		\$ 1,515,657	\$ 130,343	\$ 1,646,000
Conservation Trust	2017	539,558	182,978	722,536
	2018	473,800	151,800	625,600
	2019	497,950	127,506	625,456
	2020	523,250	101,976	625,226
	2021	549,700	75,153	624,853
	2022	594,159	30,705	624,864
Conservation Trust Total		\$ 3,178,417	\$ 670,118	\$ 3,848,535

**INFORMATION ON FINANCIAL OBLIGATIONS (CONTINUED)**

Primary Source/Fund (cont.)	Year	Principal	Interest	Total
Equipment Replacement	2017	69,345	10,655	80,000
	2018	72,360	7,640	80,000
	2019	75,040	4,960	80,000
	2020	78,055	1,945	80,000
Equipment Replacement Total		\$ 294,800	\$ 25,200	\$ 320,000
Golf Course Enterprise	2017	586,500	228,112	814,612
	2018	618,000	198,000	816,000
	2019	649,500	166,312	815,812
	2020	682,500	133,012	815,512
	2021	717,000	98,024	815,026
	2022	774,990	40,050	1,642,050
Golf Course Enterprise Total		\$ 4,028,490	\$ 863,510	\$4,892,000
Grants	2017	294,000	77,069	371,069
	2018	305,000	63,663	368,663
	2019	320,000	49,572	369,572
	2020	335,000	33,988	368,988
	2021	344,000	17,372	361,372
Grants Total		\$ 1,598,000	\$ 241,664	\$1,839,664
Open Space	2017	254,150	98,849	352,999
	2018	267,800	85,800	353,600
	2019	281,450	72,069	353,519
	2020	295,750	57,639	353,389
	2021	310,700	42,478	353,177
	2022	335,829	17,355	711,555
Open Space Total		\$ 1,745,679	\$ 374,190	\$ 2,119,869

**INFORMATION ON FINANCIAL OBLIGATIONS (CONTINUED)**

Primary Source/Fund (cont.)	Year	Principal	Interest	Total
Total All Funds by Year	2017	4,689,891	1,295,067	5,984,958
	2018	4,720,923	1,074,124	5,795,047
	2019	4,929,826	859,940	5,789,766
	2020	5,154,135	635,245	5,789,380
	2021	2,957,865	423,487	3,381,352
	2022	5,574,039	202,691	5,776,730
	2023	244,674	58,556	303,230
	2024	255,794	47,436	303,230
	2025	145,819	35,811	181,630
	2026	152,366	29,264	181,630
	2027	159,208	22,423	181,631
	2028	166,356	15,274	181,630
	2029	173,825	7,805	181,630
Grand Total		\$29,324,721	\$4,707,123	\$34,031,844

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 2017 through to maturity.

Financial Obligations	Year	Principal	Interest	Total
2006A Certificate of Participation	2017	1,955,000	760,375	2,715,375
	2018	2,060,000	660,000	2,720,000
	2019	2,165,000	554,375	2,719,375
	2020	2,275,000	443,375	2,718,375
	2021	2,390,000	326,750	2,716,750
	2022	5,340,000	133,500	5,473,500
2006A Certificate of Participation Total		\$16,185,000	\$2,878,375	\$19,063,375
2006B Certificate of Participation	2017	2,070,000	325,284	2,395,284
	2018	2,160,000	243,154	2,403,154
	2019	2,240,000	157,589	2,397,589
	2020	2,330,000	68,787	2,398,787
2006B Certificate of Participation Total		\$8,800,000	\$ 794,814	\$ 9,594,814
2007 Section 108 Notes Payable	2017	294,000	77,069	371,069
	2018	305,000	63,663	368,663
	2019	320,000	49,572	369,572
	2020	335,000	33,988	368,988
	2021	344,000	17,372	361,372
2007 Section 108 Notes Payable Total		\$ 1,598,000	\$ 241,664	\$ 1,839,664

**INFORMATION ON FINANCIAL OBLIGATIONS (CONTINUED)**

Financial Obligations (cont.)	Year	Principal	Interest	Total
William Frederick Hayden Park Lease Purchase	2017	183,485	16,515	200,000
William Frederick Hayden Park Lease Purchase Total		\$ 183,485	\$ 16,515	\$200,000
Police Facility Capital Lease	2017	102,616	79,014	181,630
	2018	107,224	74,406	181,630
	2019	112,038	69,592	181,630
	2020	117,069	64,561	181,630
	2021	122,325	59,305	181,630
	2022	127,817	53,813	181,630
	2023	133,556	48,074	181,630
	2024	139,553	42,077	181,630
	2025	145,819	35,811	181,630
	2026	152,366	29,264	181,630
	2027	159,208	22,423	181,631
	2028	166,356	15,274	181,630
	2029	173,825	7,805	181,630
Police Facility Capital Lease Total		\$ 1,759,772	\$ 601,419	\$2,361,191
Community Solar Garden Capital Lease	2017	84,790	36,810	121,600
	2018	88,699	32,901	121,600
	2019	92,788	28,812	121,600
	2020	97,066	24,534	121,600
	2021	101,540	20,060	121,600
	2022	106,222	15,378	121,600
	2023	111,118	10,482	121,600
	2024	116,241	5,359	121,600
Community Solar Garden Capital Lease Total		\$798,464	\$174,336	\$972,800
Total All Financial Obligations by Year	2017	4,689,891	1,295,067	5,984,958
	2018	4,720,923	1,074,124	5,795,047
	2019	4,929,826	859,940	5,789,766
	2020	5,154,135	635,245	5,789,380

**INFORMATION ON FINANCIAL OBLIGATIONS (CONTINUED)**

Financial Obligations (cont.)	Year	Principal	Interest	Total
Total All Financial Obligations by Year (continued)	2021	2,957,865	423,487	3,381,352
	2022	2,817,339	202,691	3,020,030
	2023	244,674	58,556	303,230
	2024	255,794	47,436	303,230
	2025	145,819	35,811	181,630
	2026	152,366	29,264	181,630
	2027	159,208	22,423	181,631
	2028	166,356	15,274	181,630
	2029	173,825	7,805	181,630
Grand Total		\$29,324,721	\$4,707,123	\$34,031,844

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

Certificates of Participation, Series 2006A

On March 15, 2006, the Lakewood Public Building Authority (LPBA) issued certificates of participation in the amount of \$26,180,000 to advance refund a portion of the LPBA's outstanding Series 2000 certificates of participation. The Series 2006A certificates of participation bear interest at rates of 3.5% through 5.0%, payable semi-annually, and mature serially through 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.



INFORMATION ON FINANCIAL OBLIGATIONS (CONTINUED)

2007 Section 108 Notes Payable

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

The notes are collateralized by future City grant allocations, program income derived from the original loan proceeds, and all funds or investments in the accounts established for the proceeds. The City is also required to establish and maintain a deposit reserve account in the amount equal to the greatest amount of principal and interest projected to be due on the note during any year as calculated as of the date of the note. The required deposit reserve account balance at December 31, 2014, was \$375,849. The note is guaranteed by the United States Department of Housing and Urban Development under Section 108 of the Housing and Community Development Act of 1974.

William Frederick Hayden Park Lease Purchase

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

Police Facility

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

Community Solar Garden

On 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 to 2024. For its participation, the City receives energy credits to be used against energy consumption at various City facilities.



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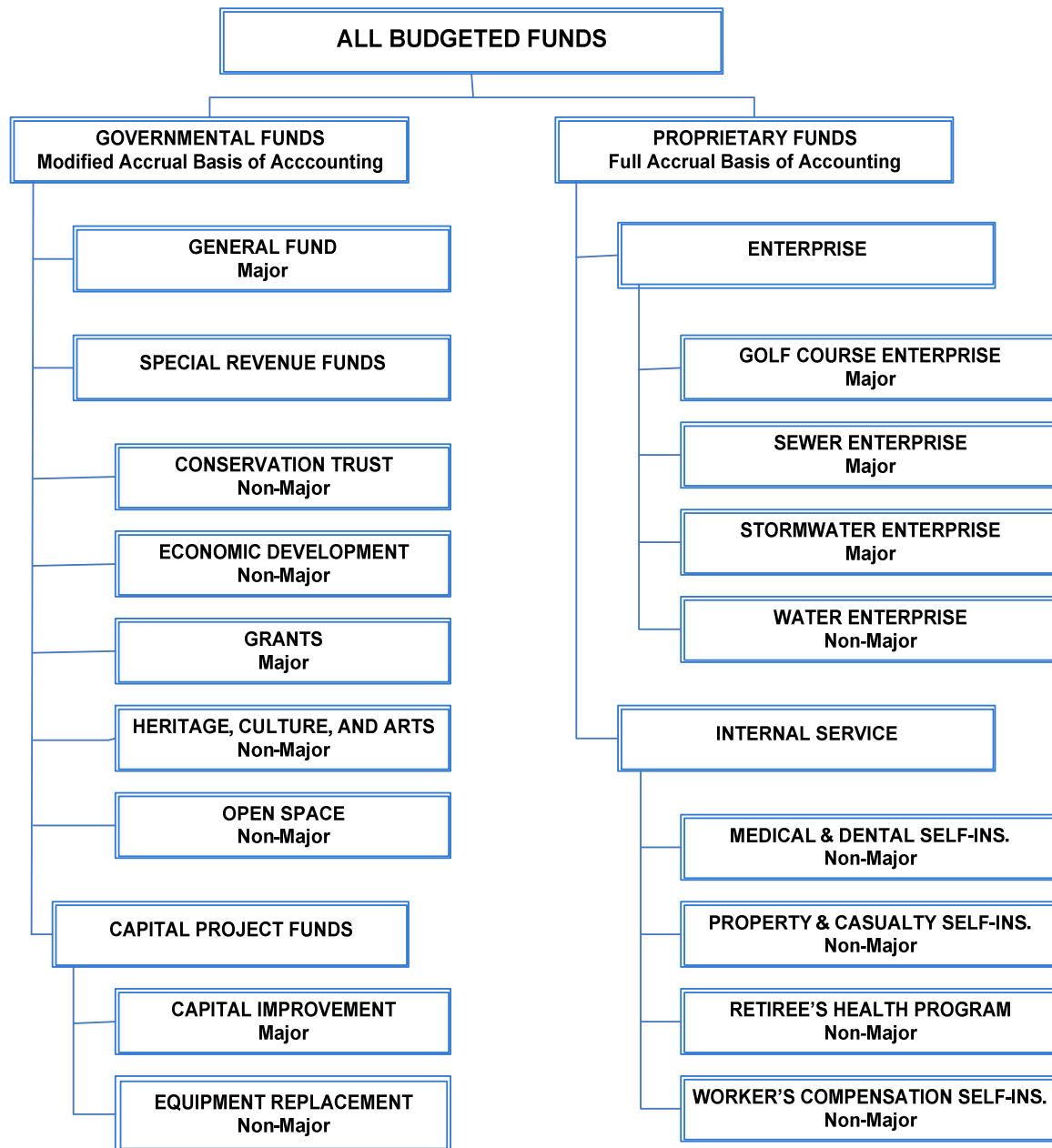


FUND SUMMARIES



CITY FUNDS

Fund Organization for the 2018 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 2017 Revised Budget and the 2018 Budget for revenues and expenditures. These assumptions apply to all funds except in cases where specifically noted. The overall driving factors were established through joint efforts with the City Council, the City Manager's Office, the Finance Department, and the Employee Relations Department.

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

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

GOVERNMENTAL FUNDS

Revenues and Transfers In:

Fund	2016 Audited Revenue & Transfers In	2017 Revised Revenue & Transfers In	2018 Budgeted Revenue & Transfers In	2018 Budgeted over (under) 2017 Revised
General	\$ 111,093,495	\$ 112,896,809	\$ 118,752,396	\$ 5,855,587
Capital Improvement	20,610,179	20,679,186	17,294,186	(3,385,000)
Conservation Trust	1,671,756	1,313,546	1,364,077	50,531
Economic Development	1,895,244	1,576,920	1,576,920	-
Equipment Replacement	2,270,158	3,486,092	3,514,731	28,639
Grants	6,801,634	14,527,755	7,594,276	(6,933,479)
Heritage, Culture, and Arts	2,760,392	3,417,715	3,361,937	(55,778)
Open Space	6,505,831	9,442,211	6,257,319	(3,184,892)
Total of Revenues & Transfers In	\$ 153,608,689	\$ 167,340,234	\$ 159,715,842	\$ (7,624,392)

- ❖ The City utilized the Colorado Legislative Council's Economics Staff's "Economic and Revenue Forecast" dated June of 2017 as the primary source for forecasted Denver-Boulder-Greeley Consumer Price Index (CPI). In conjunction with the Economics Staff's report, other methodologies used were 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 2017 through 2022 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 very conservative approach to forecasting that only includes revenue from new development once the new projects are highly certain.
- ❖ Sales tax for 2017 is forecasted to be up .7% from the 2016 actuals primarily based on current year activity through June. A 6.2% growth rate was used to forecast 2018 revenues and a 2.0% increase was used for 2019 through 2022.

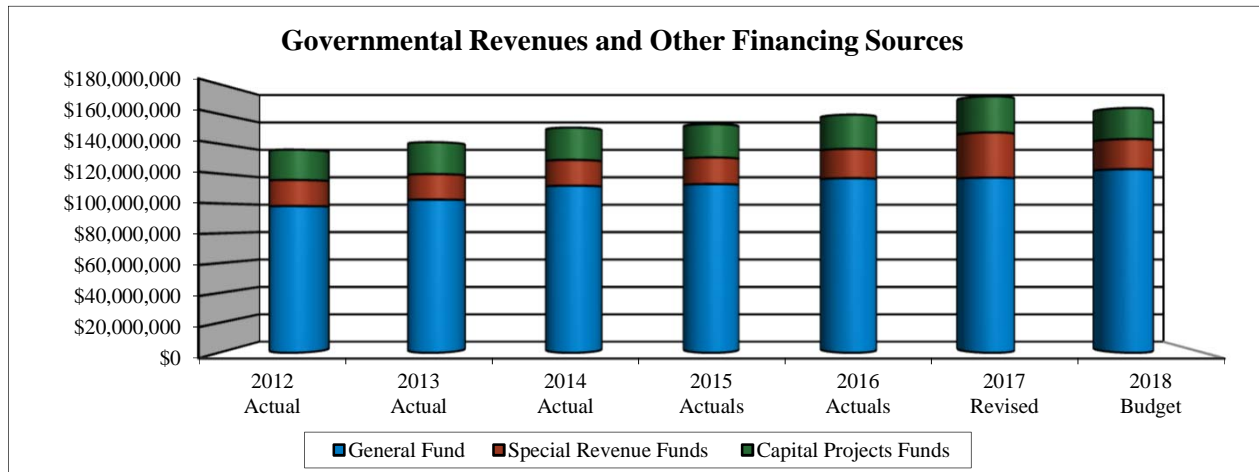


NOTES AND ASSUMPTIONS

GOVERNMENTAL FUNDS (continued)

Revenues and Transfers In: (continued)

- ❖ For 2017, the City's general use tax is forecast to remain at the same level as 2016 actual revenue based on current year activity. General use tax is expected to remain unchanged for 2018 through 2022. Motor Vehicle Use Tax for 2017 is forecasted to increase 2.3% over the 2016 actual revenue, while the budget for 2018 through 2022 is expected to remain unchanged. Building Use Tax is expected to increase 2.7% from the actual revenues collected in 2016, based on current year-to-date activity and is forecasted to remain unchanged from 2018 through 2022.
- ❖ 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 3.7% in 2018 due mainly to an anticipated decrease in grant and open space revenues.



Expenditures and Transfers Out:

Fund	2016 Audited Expenditures & Transfers Out	2017 Revised Expenditures & Transfers Out	2018 Budgeted Expenditures & Transfers Out	2018 Budgeted over (under) 2017 Revised
General	\$ 117,010,342	\$ 125,490,324	\$ 125,207,658	\$ (282,666)
Capital Improvement	16,945,173	35,533,581	22,155,480	(13,378,101)
Conservation Trust	1,721,982	2,018,600	870,600	(1,148,000)
Economic Development	580,093	2,039,701	4,062,253	2,022,552
Equipment Replacement	2,452,523	3,327,528	4,541,000	1,213,472
Grants	6,975,075	13,503,200	7,568,298	(5,934,902)
Heritage, Culture, and Arts	2,606,222	3,628,451	3,451,375	(177,076)
Open Space	7,594,861	12,856,624	5,348,846	(7,507,778)
Total of Expenditures & Transfers Out	<u>\$ 155,886,271</u>	<u>\$ 198,398,009</u>	<u>\$ 173,205,510</u>	<u>\$ (25,192,499)</u>

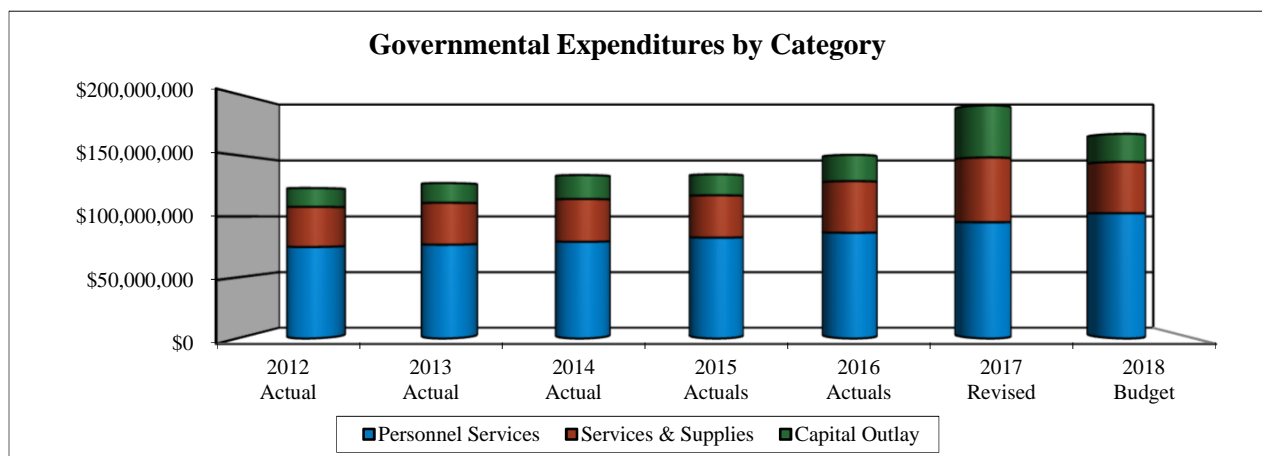


NOTES AND ASSUMPTIONS

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 2018 at 4.0% for all civilian staff and sworn police agents and at 3.0% for all staff for years 2018 through 2021. Medical benefit costs were increased by 6.0% for 2018 through 2022. Dental benefit costs reflect an anticipated increase of 5% for 2018, and a 6.0% increase for years 2019 through 2022.
- ❖ 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 a growing community need the Police Department will add 4 new agents and 1 Sergeant in 2018 thru the addition of a Sector Liason Unit.
- ❖ 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 a budget team made up of members of the City Manager's Office, Finance Department, and Employee Relations Department to determine whether the additional request is consistent with organizational goals and if funding is available 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 2017 revised are 77% more than the amount actually spent in 2016. Grants anticipated for 2018 are down 38% compared to 2017 revised; however, some of the grant amounts available for spending in 2017 will carry over into 2018.

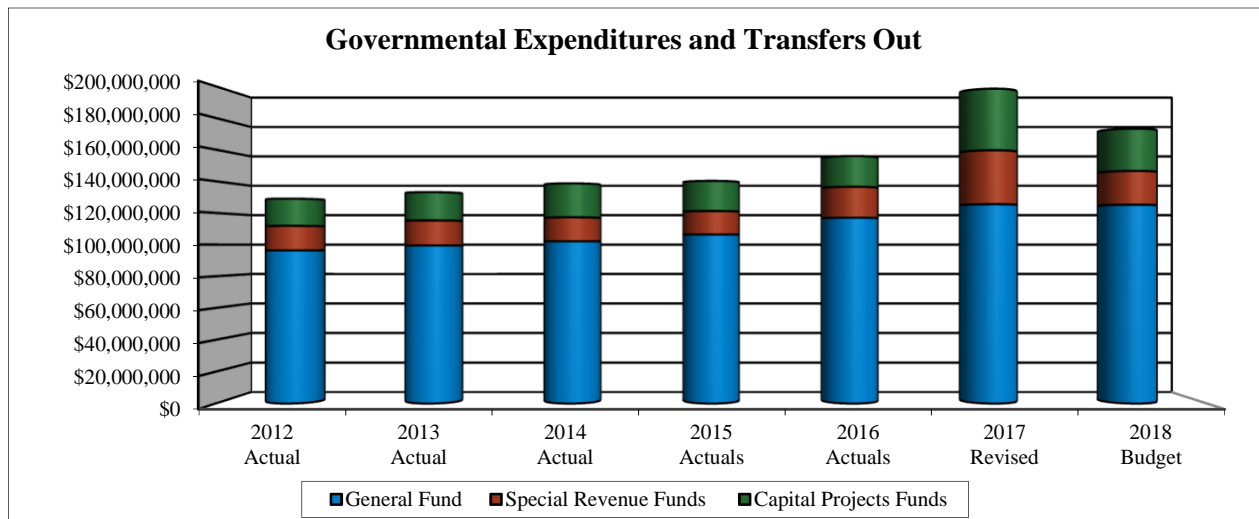


NOTES AND ASSUMPTIONS

GOVERNMENTAL FUNDS (continued)

Expenditures and Transfers Out: (continued)

- ❖ The General Fund will transfer \$1,995,000 in 2017 into the Capital Improvement Fund for neighborhood improvement programs, safety center improvements, an IT department remodel, intersection modifications, and a Union corridor transport study. Heritage, Culture and The Arts will receive a transfer from the General Fund for program assistance of \$1,298,200 in 2017 and \$1,280,100 in 2018. The Open Space Fund will receive a transfer of \$3,120,000 from the General Fund for Lasley Park improvements, park path & trail pavement, Carmody Recreation center splash park, and the amphitheater shell replacement. The Economic Development Fund will transfer \$2,000,000 to the Lakewood Reinvestment Authority (a separate entity).
- ❖ The Capital Improvement Fund will transfer out \$306,896 in 2017. The Heritage, Culture, and The Arts Fund for public art will receive \$36,896. The Equipment Replacement Fund will receive \$270,000 for City Facility Fiber Optics.

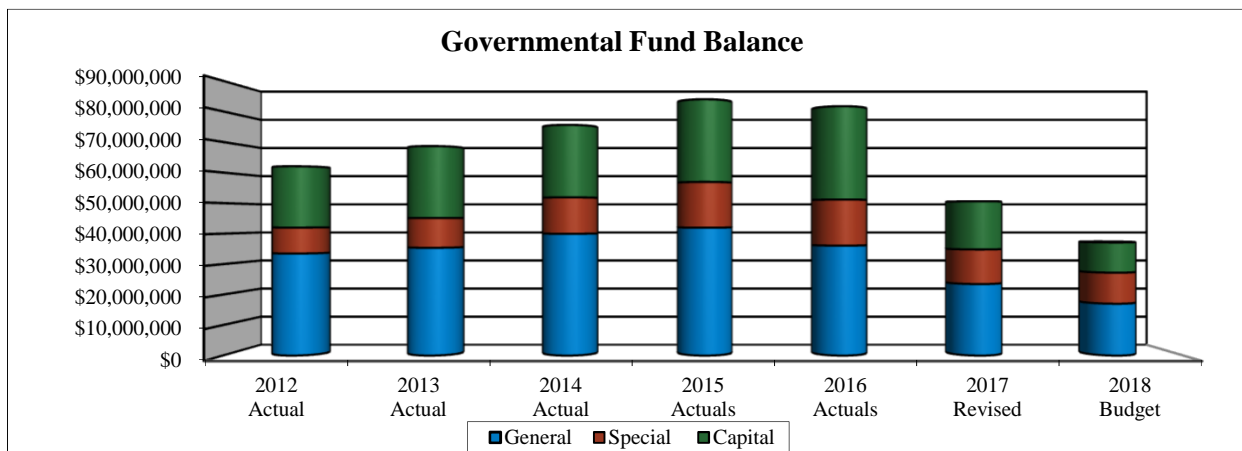
Changes in Fund Balance:

Fund	2016 Fund Balance Actual	2017 Fund Balance Revised	2018 Fund Balance Budget	2018 Budgeted over (under) 2017 Revised
General	\$ 36,055,905	\$ 23,462,390	\$ 17,007,128	\$ (6,455,262)
Capital Improvement	26,196,130	11,341,735	6,480,441	(4,861,294)
Conservation Trust	1,285,971	580,917	1,074,394	493,477
Economic Development	7,615,299	7,152,518	4,667,185	(2,485,333)
Equipment Replacement	4,289,209	4,447,773	3,421,504	(1,026,269)
Grants	(779,247)	245,308	271,286	25,978
Heritage, Culture, and Arts	687,579	476,843	387,405	(89,438)
Open Space	6,299,055	2,884,642	3,793,115	908,473
Total of Fund Balances	\$ 81,649,901	\$ 50,592,126	\$ 37,102,458	\$ (13,489,668)
<i>Percent Change from Prior Year</i>		-38.04%	-26.7%	

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

Fund	2018 Budgeted Beginning Fund Balance	2018 Budgeted Revenues & Transfers In	2018 Budgeted Expenditures & Transfers Out	2018 Budgeted Ending Fund Balance
General	\$ 23,462,390	\$ 118,752,396	\$ 125,207,658	\$ 17,007,128
Capital Improvement	11,341,735	17,294,186	22,155,480	6,480,441
Conservation Trust	580,917	1,364,077	870,600	1,074,394
Economic Development	7,152,518	1,576,920	4,062,253	4,667,185
Equipment Replacement	4,447,773	3,514,731	4,541,000	3,421,504
Grants	245,308	7,594,276	7,568,298	271,286
Heritage, Culture, and Arts	476,843	3,361,937	3,451,375	387,405
Open Space	2,884,642	6,257,319	5,348,846	3,793,115
Total of Fund Balances	\$ 50,592,126	\$ 159,715,842	\$ 173,205,510	\$ 37,102,458

- ❖ The Fund Balance for the Governmental Funds shows a decrease of \$31,057,775 or 38.04% for 2017 under 2016 and a decrease of \$11,414,668 or 22.6% for 2018. Fund Balance for some Governmental Funds are expected to decrease in 2017 while others increase. Similarly, in 2018 some funds will continue to decrease while others increase.
- ❖ The General Fund expenditures are expected to increase overall by 7.4% for 2017 versus 2016 actuals. Personnel costs, special projects, and additional plan review consulting make up the largest portions of this increase. Personnel costs increased as a result of salary and benefits increases as well as the addition of the Police Sector Liason Unit. Plan review consulting was increased to meet increased demand for construction plan reviews and engineering. For 2018, the General Fund expected to remain at the same level.
- ❖ Special Revenues, which are restricted funds, shows an increase in expenditures for 2017 of approximately 68.9% percent primarily associated with various projects not completed in 2016 and the dollars carried over into 2017. Expenditures for 2018 versus 2017 are expected to decrease by approximately 41.0%. Fund Balance for 2018 shows an increase of 7.5%.
- ❖ Capital Projects show an increase in 2017 of approximately 100% and a decrease of approximately 31.1% in capital spending for 2018. 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 48.2% in 2017 and decrease by 37.3% in 2018.





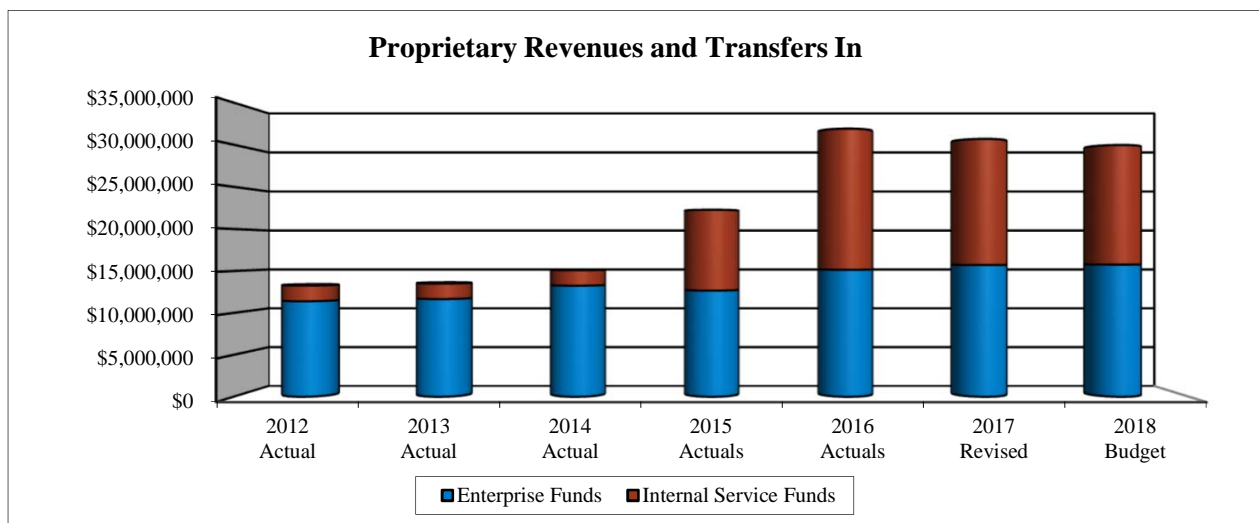
NOTES AND ASSUMPTIONS

PROPRIETARY FUNDS

Revenues and Transfers In:

Fund	2016 Audited Revenue & Transfers In	2017 Revised Revenue & Transfers In	2018 Budgeted Revenue & Transfers In	2018 Budgeted over (under) 2017 Revised
Golf Course Enterprise	\$ 4,835,128	\$ 4,969,366	\$ 5,169,366	\$ 200,000
Sewer Enterprise	4,490,100	4,909,600	4,716,200	(193,400)
Stormwater Enterprise	4,646,564	4,674,500	4,674,500	-
Water Enterprise	1,173,457	1,154,200	1,194,200	40,000
Medical/Dental Self-Insurance	10,341,616	11,567,238	12,796,918	1,229,680
Property & Casualty Self-Ins	5,264,553	1,775,000	425,000	(1,350,000)
Retiree's Health Program	358,701	345,000	345,000	-
Worker's Compensation Self-Ins	782,430	1,283,000	633,000	(650,000)
Total of Revenues &	<u>\$ 31,892,549</u>	<u>\$ 30,677,904</u>	<u>\$ 29,954,184</u>	<u>\$ (723,720)</u>

- ❖ The Golf, Sewer, Stormwater, and Water Enterprise Funds are fully funded through user fees and charges. The revenues herein are based on customer base and usage and have been trended accordingly.
- ❖ Each Fund has a fund manager who is responsible for building the revenue and expenditure projections. This allows the City to 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.





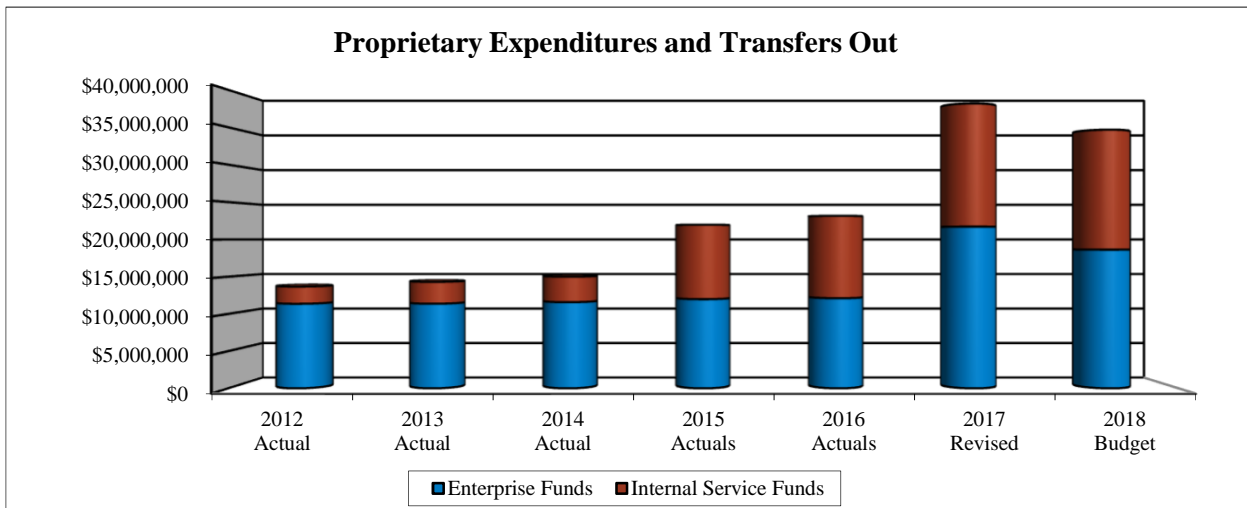
NOTES AND ASSUMPTIONS

PROPRIETARY FUNDS (continued)

Expenditures and Transfers Out:

Fund	2016 Audited Expenditures & Transfers Out	2017 Revised Expenditures & Transfers Out	2018 Budgeted Expenditures & Transfers Out	2018 Budgeted over (under) 2017 Revised
Golf Course Enterprise	\$ 4,824,738	\$ 5,164,519	\$ 5,275,081	\$ 110,562
Sewer Enterprise	3,879,112	7,608,809	6,328,830	(1,279,979)
Stormwater Enterprise	2,387,281	6,086,830	5,724,001	(362,829)
Water Enterprise	1,013,114	2,861,395	1,299,261	(1,562,134)
Medical/Dental Self-Insurance	8,664,198	12,632,077	12,781,309	149,232
Property & Casualty Self-Ins	1,187,017	2,166,739	1,602,442	(564,297)
Retiree's Health Program	42,975	220,000	220,000	-
Worker's Compensation Self-Ins	1,166,447	1,434,542	1,440,724	6,182
Total of Expenditures &	\$ 23,164,882	\$ 38,174,911	\$ 34,671,648	\$ (3,503,263)

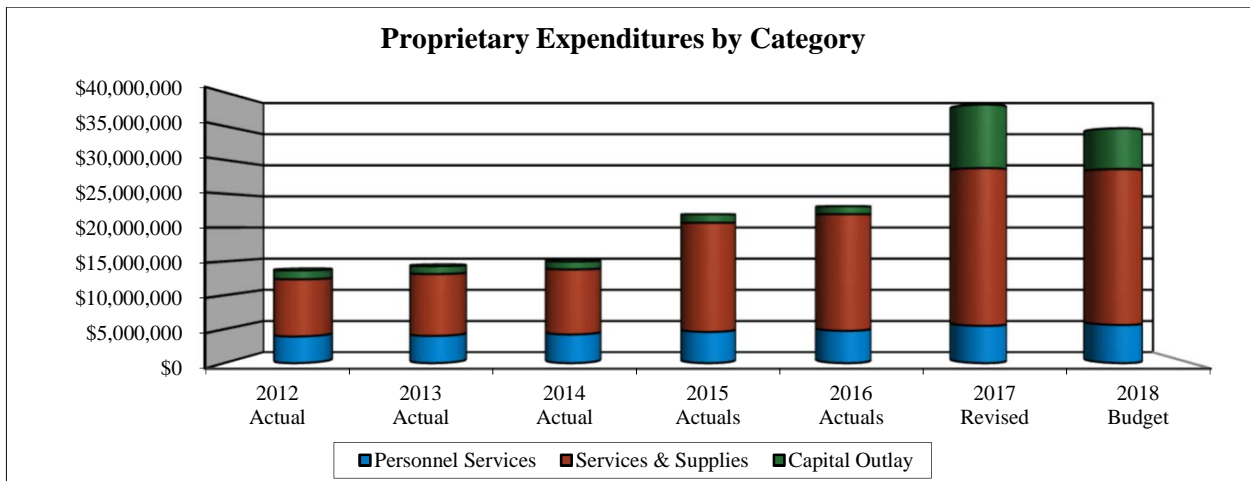
- ❖ Expenditures are built from the lowest accounting level up to the fund summaries. This detail will be incorporated into the financial data and reports, upon approval from the City Council. This level of detail provides the end user a method to track program expenditures.
- ❖ Salary increases for 2017 averaged at 3.0% within the Proprietary Funds. Salary increases are projected for 2018 at 4.0% and 3.0% for years 2019 through 2022. Medical benefit costs were increased by 6% percent in 2018, and 6% for 2019 through 2022. Dental benefits are anticipated to increase 5% in 2018 and a 6.0% increase was projected for years 2019 through 2022.





NOTES AND ASSUMPTIONS

PROPRIETARY FUNDS (continued)

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

Fund	2016 Fund Balance Actual	2017 Fund Balance Revised	2018 Fund Balance Budget	2018 Budgeted over (under) 2017 Revised
Golf Course Enterprise	\$ 9,541,450	\$ 9,346,297	\$ 9,240,582	\$ (105,715)
Sewer Enterprise	9,664,282	6,965,073	5,352,443	(1,612,630)
Stormwater Enterprise	13,367,190	11,954,860	10,905,359	(1,049,501)
Water Enterprise	2,218,941	511,746	406,685	(105,061)
Medical/Dental Self-Insurance	5,225,930	4,161,091	4,176,700	15,609
Property & Casualty Self-Ins	1,637,482	1,245,743	68,301	(1,177,442)
Retiree's Health Program	3,372,409	3,497,409	3,622,409	125,000
Worker's Compensation Self-Ins	987,304	835,762	28,038	(807,724)
Total of Fund Balances	\$ 46,014,988	\$ 38,517,981	\$ 33,800,517	\$ (4,717,464)

Fund	2018 Budgeted Beginning Fund Balance	2018 Budgeted Revenues & Transfers In	2018 Budgeted Expenditures & Transfers Out	2018 Budgeted Ending Fund Balance
Golf Course Enterprise	\$ 9,346,297	\$ 5,169,366	\$ 5,275,081	\$ 9,240,582
Sewer Enterprise	6,965,073	4,716,200	6,328,830	5,352,443
Stormwater Enterprise	11,954,860	4,674,500	5,724,001	10,905,359
Water Enterprise	511,746	1,194,200	1,299,261	406,685
Medical/Dental Self-Insurance	4,161,091	12,796,918	12,781,309	4,176,700
Property & Casualty Self-Ins	1,245,743	425,000	1,602,442	68,301
Retiree's Health Program	3,497,409	345,000	220,000	3,622,409
Worker's Compensation Self-Ins	835,762	633,000	1,440,724	28,038
Total of Fund Balances	\$ 38,517,981	\$ 29,954,184	\$ 34,671,648	\$ 33,800,517

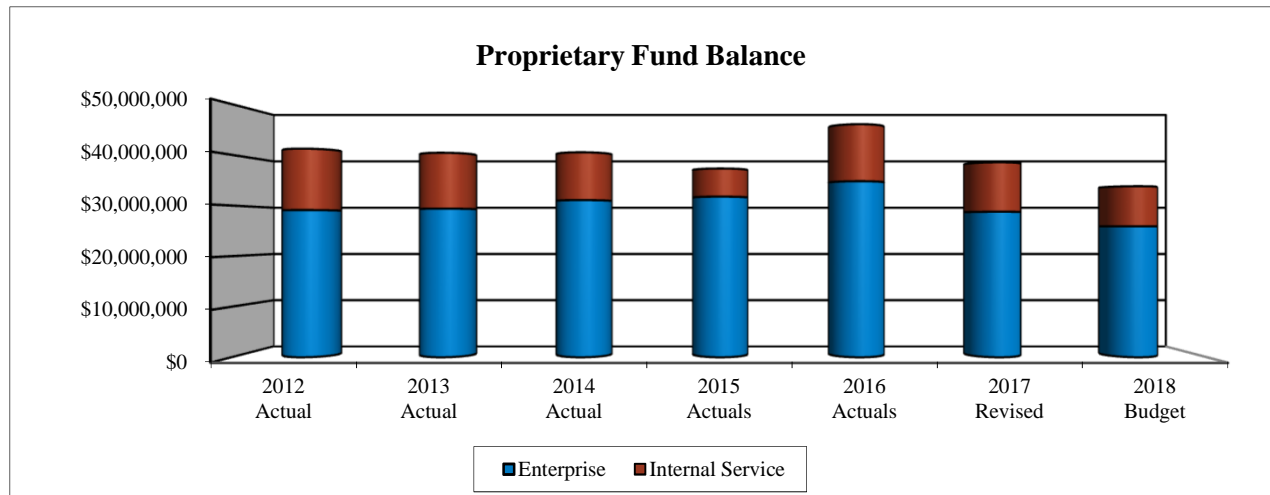


NOTES AND ASSUMPTIONS

PROPRIETARY FUNDS (continued)

Changes in Fund Balance: (continued)

- ❖ Revenues within the Proprietary Funds increase remain and normal operating levels in both 2017 and 2018.
- ❖ Expenditures within the Proprietary Funds are up \$15,010,029 in 2017 or 165% due largely to additional appropriations necessary to repair city assets after the May 2017 hailstorm that hit the city as well as the impact of carry overs and capital project costs within the Stormwater and Water Utility funds. In 2018, the expenditures are projected to decrease from 2017 levels.
- ❖ Fund Balance within the Proprietary Funds anticipates a decrease of \$7,497,007, or 16.3%, for 2017 under 2016. The Fund Balance for 2018 is projected to decrease \$4,717,464 or 12.2%.





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
2016 - 2018 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES

General Fund				
	2016 Actual	2017 Budget	2017 Revised	2018 Budget
REVENUES				
Property Tax	\$ 9,152,158	\$ 8,805,077	\$ 9,152,158	\$ 9,152,158
Sales Tax	63,352,134	66,521,374	63,199,219	67,862,806
General Use Tax	3,320,325	3,259,970	3,320,325	3,320,325
Building Material Use Tax	3,182,694	3,097,499	3,097,499	4,097,499
Motor Vehicle Use Tax	5,707,814	5,667,961	5,936,127	5,936,127
Specific Ownership Tax	298,613	769,998	298,613	298,613
Tobacco Products Tax	354,754	330,969	330,969	330,969
Business & Occupation Tax	3,144,875	2,465,742	3,144,875	3,144,875
Franchise Charges & Other Taxes	6,272,421	6,737,071	6,437,071	6,437,071
Hotel Accommodation Tax	-	-	-	-
Licenses & Permits	4,173,666	3,830,043	3,830,043	3,830,043
Intergovernmental Revenue	4,941,270	4,882,566	4,887,566	4,887,566
Charges for Services	11,449,150	11,519,907	11,022,862	11,044,862
Fines & Forfeits	1,348,190	1,454,000	1,454,000	1,454,000
Investment Income	(367,368)	517,457	517,457	517,457
Tabor Refund	(5,823,934)	(4,410,193)	(4,379,000)	(4,209,000)
All Other Revenues	586,733	648,525	647,025	647,025
Total Revenues	<u>111,093,495</u>	<u>116,097,966</u>	<u>112,896,809</u>	<u>118,752,396</u>
EXPENDITURES				
Mayor and City Council	495,033	604,048	550,712	558,896
City Manager's Office	2,402,007	2,468,957	2,444,965	2,544,833
City Attorney's Office	1,801,547	1,741,062	1,718,143	1,799,897
City Clerk's Office	785,134	1,064,626	1,050,782	1,095,261
Community Resources	18,718,839	19,497,372	19,570,399	20,575,028
Employee Relations	1,467,681	1,616,106	1,603,705	1,706,511
Finance	3,575,522	4,120,619	4,096,523	4,354,556
Information Technology	6,131,760	6,531,986	6,427,262	6,995,167
Municipal Court	3,172,100	3,581,755	3,573,030	3,718,166
Planning	1,772,977	2,063,509	1,947,057	2,070,525
Police	44,717,820	51,020,376	48,033,855	52,499,389
Public Works	14,625,484	17,994,627	18,134,316	18,479,677
Non-Departmental	11,750,338	8,627,798	8,926,375	7,159,652
Total Expenditures	<u>111,416,242</u>	<u>120,932,841</u>	<u>118,077,124</u>	<u>123,557,558</u>
OTHER FINANCING SOURCES (USES)				
Capital Lease	-	-	-	-
Operating Transfers In	-	-	-	-
Operating Transfers Out	(5,594,100)	(7,345,100)	(7,413,200)	(1,650,100)
Total Other Financing Sources (Uses)	<u>(5,594,100)</u>	<u>(7,345,100)</u>	<u>(7,413,200)</u>	<u>(1,650,100)</u>
Excess (Deficiency) of Financial Sources over Financial Uses	(5,916,847)	(12,179,975)	(12,593,515)	(6,455,262)
FUND BALANCES, BEGINNING OF YEAR				
	<u>41,972,752</u>	<u>34,842,348</u>	<u>36,055,905</u>	<u>23,462,390</u>
FUND BALANCES, END OF YEAR				
	<u>\$ 36,055,905</u>	<u>\$ 22,662,373</u>	<u>\$ 23,462,390</u>	<u>\$ 17,007,128</u>



GOVERNMENTAL FUNDS (continued)
2016 - 2018 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)

	Special Revenue Funds			
	2016 Actual	2017 Budget	2017 Revised	2018 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	1,711,517	1,428,000	1,428,000	1,428,000
Licenses & Permits	-	-	-	-
Intergovernmental Revenue	14,684,710	15,389,719	22,685,798	14,561,495
Charges for Services	1,269,366	1,402,207	1,431,417	1,448,187
Fines & Forfeits	-	-	-	-
Investment Income	194,352	86,356	148,386	132,297
Tabor Refund	-	-	-	-
All Other Revenues	58,681	153,700	129,450	159,450
Total Revenues	<u>17,918,626</u>	<u>18,459,982</u>	<u>25,823,051</u>	<u>17,729,429</u>
EXPENDITURES				
Mayor and City Council	-	-	-	-
City Manager's Office	580,093	2,055,542	2,039,701	2,062,253
City Attorney's Office	13,128,553	14,908,403	19,929,884	11,137,222
City Clerk's Office	29,607	30,694	30,881	32,022
Community Resources	-	-	-	-
Employee Relations	-	-	-	-
Finance	-	-	-	-
Information Technology	-	-	-	-
Municipal Court	-	-	-	-
Planning	659,449	757,638	1,705,749	1,698,429
Police	3,436,008	2,798,260	2,878,179	2,921,446
Public Works	1,644,523	2,882,300	7,462,182	1,450,000
Non-Departmental	-	-	-	-
Total Expenditures	<u>19,478,233</u>	<u>23,432,837</u>	<u>34,046,576</u>	<u>19,301,372</u>
OTHER FINANCING SOURCES (USES)				
Capital Lease	-	-	-	-
Operating Transfers In	1,716,231	4,395,100	4,455,096	2,425,100
Operating Transfers Out	-	-	-	(2,000,000)
Total Other Financing Sources (Uses)	<u>1,716,231</u>	<u>4,395,100</u>	<u>4,455,096</u>	<u>425,100</u>
Excess (Deficiency) of Financial Sources over Financial Uses	156,624	(577,755)	(3,768,429)	(1,146,843)
FUND BALANCES, BEGINNING OF YEAR				
	<u>14,952,033</u>	<u>10,032,538</u>	<u>15,108,657</u>	<u>11,340,228</u>
FUND BALANCES, END OF YEAR				
	<u>\$ 15,108,657</u>	<u>\$ 9,454,783</u>	<u>\$ 11,340,228</u>	<u>\$ 10,193,385</u>



GOVERNMENTAL FUNDS (continued)
2016 - 2018 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)

	Capital Projects Funds			
	2016	2017	2017	2018
	Actual	Budget	Revised	Budget
REVENUES				
Property Tax	\$ -	\$ -	\$ -	\$ -
Sales Tax	11,989,537	12,651,566	12,651,566	12,651,566
General Use Tax	663,479	651,994	651,994	651,994
Building Material Use Tax	635,322	619,500	619,500	619,500
Motor Vehicle Use Tax	1,141,563	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	2,036,459	1,958,944	1,958,944	1,958,944
Charges for Services	2,065,035	1,937,975	1,990,564	2,044,731
Fines & Forfeits	-	-	-	-
Investment Income	316,819	217,489	217,489	217,489
Tabor Refund	-	-	-	-
All Other Revenues	112,123	203,500	229,028	203,500
	<u>18,960,337</u>	<u>19,312,161</u>	<u>19,390,278</u>	<u>19,418,917</u>
Total Revenues	18,960,337	19,312,161	19,390,278	19,418,917
EXPENDITURES				
Mayor and City Council	-	-	-	-
City Manager's Office	173,131	180,000	180,000	180,000
City Attorney's Office	-	-	-	-
City Clerk's Office	-	-	-	-
Community Resources	2,277,761	2,282,000	7,368,899	1,760,000
Employee Relations	-	-	-	-
Finance	56,481	57,750	58,521	60,971
Information Technology	719,863	1,100,000	1,322,000	1,485,000
Municipal Court	-	-	-	-
Planning	158,498	190,000	370,000	390,000
Police	-	-	-	-
Public Works	13,281,392	14,699,165	24,418,793	17,819,509
Non-Departmental	2,688,439	2,836,000	4,836,000	2,836,000
	<u>19,355,565</u>	<u>21,344,915</u>	<u>38,554,213</u>	<u>24,531,480</u>
Total Expenditures	19,355,565	21,344,915	38,554,213	24,531,480
OTHER FINANCING SOURCES (USES)				
Capital Lease	-	-	1,510,000	-
Operating Transfers In	3,920,000	2,995,000	3,265,000	1,390,000
Operating Transfers Out	(42,131)	(45,000)	(306,896)	(2,165,000)
	<u>3,877,869</u>	<u>2,950,000</u>	<u>4,468,104</u>	<u>(775,000)</u>
Total Other Financing Sources (Uses)	3,877,869	2,950,000	4,468,104	(775,000)
Excess (Deficiency) of Financial Sources over Financial Uses	3,482,641	917,246	(14,695,831)	(5,887,563)
FUND BALANCES, BEGINNING OF YEAR	<u>27,002,697</u>	<u>11,734,559</u>	<u>30,485,338</u>	<u>15,789,507</u>
FUND BALANCES, END OF YEAR	<u>\$ 30,485,338</u>	<u>\$ 12,651,805</u>	<u>\$ 15,789,507</u>	<u>\$ 9,901,944</u>



GOVERNMENTAL FUNDS (continued)
2016 - 2018 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)

	Total Governmental Funds			
	2016	2017	2017	2018
	Actual	Budget	Revised	Budget
REVENUES				
Property Tax	\$ 9,152,158	\$ 8,805,077	\$ 9,152,158	\$ 9,152,158
Sales Tax	75,341,671	79,172,940	75,850,785	80,514,372
General Use Tax	3,983,804	3,911,964	3,972,319	3,972,319
Building Material Use Tax	3,818,016	3,716,999	3,716,999	4,716,999
Motor Vehicle Use Tax	6,849,377	6,739,154	7,007,320	7,007,320
Specific Ownership Tax	298,613	769,998	298,613	298,613
Tobacco Products Tax	354,754	330,969	330,969	330,969
Business & Occupation Tax	3,144,875	2,465,742	3,144,875	3,144,875
Franchise Charges & Other Taxes	6,272,421	6,737,071	6,437,071	6,437,071
Hotel Accommodation Tax	1,711,517	1,428,000	1,428,000	1,428,000
Licenses & Permits	4,173,666	3,830,043	3,830,043	3,830,043
Intergovernmental Revenue	21,662,439	22,231,229	29,532,308	21,408,005
Charges for Services	14,783,551	14,860,089	14,444,843	14,537,780
Fines & Forfeits	1,348,190	1,454,000	1,454,000	1,454,000
Investment Income	143,803	821,302	883,332	867,243
Tabor Refund	(5,823,934)	(4,410,193)	(4,379,000)	(4,209,000)
All Other Revenues	757,537	1,005,725	1,005,503	1,009,975
Total Revenues	<u>147,972,458</u>	<u>153,870,109</u>	<u>158,110,138</u>	<u>155,900,742</u>
EXPENDITURES				
Mayor and City Council	495,033	604,048	550,712	558,896
City Manager's Office	3,155,231	4,704,499	4,664,666	4,787,086
City Attorney's Office	14,930,100	16,649,465	21,648,027	12,937,119
City Clerk's Office	814,741	1,095,320	1,081,663	1,127,283
Community Resources	20,996,600	21,779,372	26,939,298	22,335,028
Employee Relations	2,127,130	2,373,744	3,309,454	3,404,940
Finance	7,068,011	6,976,629	7,033,223	7,336,973
Information Technology	8,496,146	10,514,286	15,211,444	9,930,167
Municipal Court	3,172,100	3,581,755	3,573,030	3,718,166
Planning	2,590,924	3,011,147	4,022,806	4,158,954
Police	48,153,828	53,818,636	50,912,034	55,420,835
Public Works	29,551,399	35,576,092	50,015,291	37,749,186
Non-Departmental	14,438,777	11,463,798	13,762,375	9,995,652
Total Expenditures	<u>155,990,020</u>	<u>172,148,791</u>	<u>202,724,023</u>	<u>173,460,285</u>
OTHER FINANCING SOURCES (USES)				
Capital Lease	-	-	1,510,000	-
Operating Transfers In	5,636,231	7,390,100	7,720,096	3,815,100
Operating Transfers Out	(5,636,231)	(7,390,100)	(7,720,096)	(5,815,100)
Total Other Financing Sources (Uses)	<u>-</u>	<u>-</u>	<u>1,510,000</u>	<u>(2,000,000)</u>
Excess (Deficiency) of Financial Sources over Financial Uses	(8,017,562)	(18,278,682)	(43,103,885)	(19,559,543)
FUND BALANCES, BEGINNING OF YEAR				
	<u>83,927,482</u>	<u>56,609,445</u>	<u>81,649,900</u>	<u>50,592,125</u>
FUND BALANCES, END OF YEAR				
	<u><u>\$ 75,909,920</u></u>	<u><u>\$ 38,330,763</u></u>	<u><u>\$ 38,546,015</u></u>	<u><u>\$ 31,032,582</u></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.



SPECIAL REVENUE FUNDS
2016 - 2018 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES

	Conservation Trust Fund			
	2016 Actual	2017 Budget	2017 Revised	2018 Budget
REVENUES				
Hotel Accommodation Tax	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenue	1,652,127	1,300,000	1,300,000	1,350,000
Charges for Services	-	-	-	-
Investment Income	19,629	13,546	13,546	14,077
All Other Revenues	-	-	-	-
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Total Revenues	1,671,756	1,313,546	1,313,546	1,364,077
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EXPENDITURES				
City Manager's Office	-	-	-	-
Community Resources	1,721,982	1,448,600	2,018,600	870,600
Finance	-	-	-	-
Municipal Court	-	-	-	-
Planning	-	-	-	-
Police	-	-	-	-
Public Works	-	-	-	-
Non-Departmental	-	-	-	-
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Total Expenditures	1,721,982	1,448,600	2,018,600	870,600
	<hr/>	<hr/>	<hr/>	<hr/>
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	-	-	-	-
Operating Transfers Out	-	-	-	-
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Total Other Financing Sources (Uses)	-	-	-	-
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Excess (Deficiency) of Financial Sources over Financial Uses	(50,226)	(135,054)	(705,054)	493,477
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FUND BALANCES, BEGINNING OF YEAR	1,336,197	814,077	1,285,971	580,917
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FUND BALANCES, END OF YEAR	\$ 1,285,971	\$ 679,023	\$ 580,917	\$ 1,074,394
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SPECIAL REVENUE FUNDS (continued)
2016 - 2018 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)

Economic Development Fund				
	2016 Actual	2017 Budget	2017 Revised	2018 Budget
REVENUES				
Hotel Accommodation Tax	\$ 1,711,517	\$ 1,428,000	\$ 1,428,000	\$ 1,428,000
Intergovernmental Revenue	-	-	-	-
Charges for Services	87,348	91,800	91,800	91,800
Investment Income	86,475	57,120	57,120	57,120
All Other Revenues	9,904	-	-	-
Total Revenues	<u>1,895,244</u>	<u>1,576,920</u>	<u>1,576,920</u>	<u>1,576,920</u>
EXPENDITURES				
City Manager's Office	580,093	2,055,542	2,039,701	2,062,253
Community Resources	-	-	-	-
Finance	-	-	-	-
Municipal Court	-	-	-	-
Planning	-	-	-	-
Police	-	-	-	-
Public Works	-	-	-	-
Non-Departmental	-	-	-	-
Total Expenditures	<u>580,093</u>	<u>2,055,542</u>	<u>2,039,701</u>	<u>2,062,253</u>
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	-	-	-	-
Operating Transfers Out	-	-	-	(2,000,000)
Total Other Financing Sources (Uses)	<u>-</u>	<u>-</u>	<u>-</u>	<u>(2,000,000)</u>
Excess (Deficiency) of Financial Sources over Financial Uses	1,315,151	(478,622)	(462,781)	(2,485,333)
FUND BALANCES, BEGINNING OF YEAR				
	<u>6,300,148</u>	<u>5,980,145</u>	<u>7,615,299</u>	<u>7,152,518</u>
FUND BALANCES, END OF YEAR				
	<u>\$ 7,615,299</u>	<u>\$ 5,501,523</u>	<u>\$ 7,152,518</u>	<u>\$ 4,667,185</u>



SPECIAL REVENUE FUNDS (continued)
2016 - 2018 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)

Grants Fund				
	2016 Actual	2017 Budget	2017 Revised	2018 Budget
REVENUES				
Hotel Accommodation Tax	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenue	6,800,941	7,909,408	14,518,035	7,594,176
Charges for Services	-	-	-	-
Investment Income	693	100	9,720	100
All Other Revenues	-	-	-	-
Total Revenues	6,801,634	7,909,508	14,527,755	7,594,276
EXPENDITURES				
City Manager's Office	-	-	-	-
Community Resources	1,205,488	1,471,310	1,426,209	1,466,401
Finance	29,607	30,694	30,881	32,022
Municipal Court	-	-	-	-
Planning	659,449	757,638	1,705,749	1,698,429
Police	3,436,008	2,798,260	2,878,179	2,921,446
Public Works	1,644,523	2,882,300	7,462,182	1,450,000
Non-Departmental	-	-	-	-
Total Expenditures	6,975,075	7,940,202	13,503,200	7,568,298
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	-	-	-	-
Operating Transfers Out	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-
Excess (Deficiency) of Financial Sources over Financial Uses	(173,441)	(30,694)	1,024,555	25,978
FUND BALANCES, BEGINNING OF YEAR				
	(605,806)	179,652	(779,247)	245,308
FUND BALANCES, END OF YEAR				
	<u>\$ (779,247)</u>	<u>\$ 148,958</u>	<u>\$ 245,308</u>	<u>\$ 271,286</u>



SPECIAL REVENUE FUNDS (continued)
2016 - 2018 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)

Heritage, Culture, and Arts Fund				
	2016 Actual	2017 Budget	2017 Revised	2018 Budget
REVENUES				
Hotel Accommodation Tax	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenue	325,421	385,000	622,552	530,000
Charges for Services	1,179,678	1,308,407	1,337,617	1,354,387
Investment Income	-	-	-	-
All Other Revenues	39,062	146,700	122,450	152,450
Total Revenues	1,544,161	1,840,107	2,082,619	2,036,837
EXPENDITURES				
City Manager's Office	-	-	-	-
Community Resources	2,606,222	3,268,547	3,628,451	3,451,375
Finance	-	-	-	-
Municipal Court	-	-	-	-
Planning	-	-	-	-
Police	-	-	-	-
Public Works	-	-	-	-
Non-Departmental	-	-	-	-
Total Expenditures	2,606,222	3,268,547	3,628,451	3,451,375
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	1,216,231	1,275,100	1,335,096	1,325,100
Operating Transfers Out	-	-	-	-
Total Other Financing Sources (Uses)	1,216,231	1,275,100	1,335,096	1,325,100
Excess (Deficiency) of Financial Sources over Financial Uses	154,170	(153,340)	(210,736)	(89,438)
FUND BALANCES, BEGINNING OF YEAR				
	533,409	414,645	687,579	476,843
FUND BALANCES, END OF YEAR				
	\$ 687,579	\$ 261,305	\$ 476,843	\$ 387,405



SPECIAL REVENUE FUNDS (continued)
2016 - 2018 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)

Open Space Fund				
	2016 Actual	2017 Budget	2017 Revised	2018 Budget
REVENUES				
Hotel Accommodation Tax	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenue	5,906,221	5,795,311	6,245,211	5,087,319
Charges for Services	2,340	2,000	2,000	2,000
Investment Income	87,555	15,590	68,000	61,000
All Other Revenues	9,715	7,000	7,000	7,000
Total Revenues	<u>6,005,831</u>	<u>5,819,901</u>	<u>6,322,211</u>	<u>5,157,319</u>
EXPENDITURES				
City Manager's Office	-	-	-	-
Community Resources	7,594,861	8,719,946	12,856,624	5,348,846
Finance	-	-	-	-
Municipal Court	-	-	-	-
Planning	-	-	-	-
Police	-	-	-	-
Public Works	-	-	-	-
Non-Departmental	-	-	-	-
Total Expenditures	<u>7,594,861</u>	<u>8,719,946</u>	<u>12,856,624</u>	<u>5,348,846</u>
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	500,000	3,120,000	3,120,000	1,100,000
Operating Transfers Out	-	-	-	-
Total Other Financing Sources (Uses)	<u>500,000</u>	<u>3,120,000</u>	<u>3,120,000</u>	<u>1,100,000</u>
Excess (Deficiency) of Financial Sources over Financial Uses	(1,089,030)	219,955	(3,414,413)	908,473
FUND BALANCES, BEGINNING OF YEAR				
	<u>7,388,085</u>	<u>2,644,019</u>	<u>6,299,055</u>	<u>2,884,642</u>
FUND BALANCES, END OF YEAR				
	<u>\$ 6,299,055</u>	<u>\$ 2,863,974</u>	<u>\$ 2,884,642</u>	<u>\$ 3,793,115</u>



SPECIAL REVENUE FUNDS (continued)
2016 - 2018 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)

	Total Special Revenue Funds			
	2016 Actual	2017 Budget	2017 Revised	2018 Budget
REVENUES				
Hotel Accommodation Tax	\$ 1,711,517	\$ 1,428,000	\$ 1,428,000	\$ 1,428,000
Intergovernmental Revenue	14,684,710	15,389,719	22,685,798	14,561,495
Charges for Services	1,269,366	1,402,207	1,431,417	1,448,187
Investment Income	194,352	86,356	148,386	132,297
All Other Revenues	58,681	153,700	129,450	159,450
Total Revenues	17,918,626	18,459,982	25,823,051	17,729,429
EXPENDITURES				
City Manager's Office	580,093	2,055,542	2,039,701	2,062,253
Community Resources	13,128,553	14,908,403	19,929,884	11,137,222
Finance	29,607	30,694	30,881	32,022
Municipal Court	-	-	-	-
Planning	659,449	757,638	1,705,749	1,698,429
Police	3,436,008	2,798,260	2,878,179	2,921,446
Public Works	1,644,523	2,882,300	7,462,182	1,450,000
Non-Departmental	-	-	-	-
Total Expenditures	19,478,233	23,432,837	34,046,576	19,301,372
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	1,716,231	4,395,100	4,455,096	2,425,100
Operating Transfers Out	-	-	-	(2,000,000)
Total Other Financing Sources (Uses)	1,716,231	4,395,100	4,455,096	425,100
Excess (Deficiency) of Financial Sources over Financial Uses	156,624	(577,755)	(3,768,429)	(1,146,843)
FUND BALANCES, BEGINNING OF YEAR	14,952,033	10,032,538	15,108,657	11,340,228
FUND BALANCES, END OF YEAR	<u>\$ 15,108,657</u>	<u>\$ 9,454,783</u>	<u>\$ 11,340,228</u>	<u>\$ 10,193,385</u>



CAPITAL PROJECTS FUNDS

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

CAPITAL IMPROVEMENT FUND

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

EQUIPMENT REPLACEMENT FUND

The Equipment Replacement Fund 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
2016 - 2018 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES

Capital Improvement Fund				
	2016 Actual	2017 Budget	2017 Revised	2018 Budget
REVENUES				
Sales Tax	\$ 11,989,537	\$ 12,651,566	\$ 12,651,566	\$ 12,651,566
General Use Tax	663,479	651,994	651,994	651,994
Building Material Use Tax	635,322	619,500	619,500	619,500
Motor Vehicle Use Tax	1,141,563	1,071,193	1,071,193	1,071,193
Intergovernmental Revenue	2,036,459	1,958,944	1,958,944	1,958,944
Charges for Services	-	-	-	-
Investment Income	316,819	217,489	217,489	217,489
All Other Revenues	7,000	3,500	3,500	3,500
Total Revenues	16,790,179	17,174,186	17,174,186	17,174,186
EXPENDITURES				
City Manager's Office	-	-	-	-
Community Resources	2,277,761	2,282,000	7,368,899	1,760,000
Finance	56,481	57,750	58,521	60,971
Information Technology	-	-	-	-
Planning	158,498	190,000	370,000	390,000
Public Works	11,721,863	12,899,165	22,593,265	14,943,509
Non-Departmental	2,688,439	2,836,000	4,836,000	2,836,000
Total Expenditures	16,903,041	18,264,915	35,226,685	19,990,480
OTHER FINANCING SOURCES (USES)				
Capital Contributions IN (Out)			1,510,000	
Operating Transfers In	3,820,000	1,995,000	1,995,000	120,000
Operating Transfers Out	(42,131)	(45,000)	(306,896)	(2,165,000)
Total Other Financing Sources (Uses)	3,777,869	1,950,000	3,198,104	(2,045,000)
Excess (Deficiency) of Financial Sources over Financial Uses	3,665,007	859,271	(14,854,395)	(4,861,294)
FUND BALANCES, BEGINNING OF YEAR				
	22,531,123	8,316,010	26,196,130	11,341,735
FUND BALANCES, END OF YEAR				
	\$ 26,196,130	\$ 9,175,281	\$ 11,341,735	\$ 6,480,441



CAPITAL PROJECTS FUNDS
2016 - 2018 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)

Equipment Replacement Fund				
	2016 Actual	2017 Budget	2017 Revised	2018 Budget
REVENUES				
Sales Tax	\$ -	\$ -	\$ -	\$ -
General Use Tax	-	-	-	-
Building Material Use Tax	-	-	-	-
Motor Vehicle Use Tax	-	-	-	-
Intergovernmental Revenue	-	-	-	-
Charges for Services	2,065,035	1,937,975	1,990,564	2,044,731
Investment Income	-	-	-	-
All Other Revenues	105,123	200,000	225,528	200,000
Total Revenues	2,170,158	2,137,975	2,216,092	2,244,731
EXPENDITURES				
City Manager's Office	173,131	180,000	180,000	180,000
Community Resources	-	-	-	-
Finance	-	-	-	-
Information Technology	719,863	1,100,000	1,322,000	1,485,000
Planning	-	-	-	-
Public Works	1,559,529	1,800,000	1,825,528	2,876,000
Non-Departmental	-	-	-	-
Total Expenditures	2,452,523	3,080,000	3,327,528	4,541,000
OTHER FINANCING SOURCES (USES)				
Capital Contributions IN (Out)				
Operating Transfers In	100,000	1,000,000	1,270,000	1,270,000
Operating Transfers Out	-	-	-	-
Total Other Financing Sources (Uses)	100,000	1,000,000	1,270,000	1,270,000
Excess (Deficiency) of Financial Sources over Financial Uses	(182,365)	57,975	158,564	(1,026,269)
FUND BALANCES, BEGINNING OF YEAR				
	4,471,574	3,418,549	4,289,209	4,447,773
FUND BALANCES, END OF YEAR				
	\$ 4,289,209	\$ 3,476,524	\$ 4,447,773	\$ 3,421,504



CAPITAL PROJECTS FUNDS
2016 - 2018 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)

	Total Capital Projects Funds			
	2016 Actual	2017 Budget	2017 Revised	2018 Budget
REVENUES				
Sales Tax	\$ 11,989,537	\$ 12,651,566	\$ 12,651,566	\$ 12,651,566
General Use Tax	663,479	651,994	651,994	651,994
Building Material Use Tax	635,322	619,500	619,500	619,500
Motor Vehicle Use Tax	1,141,563	1,071,193	1,071,193	1,071,193
Intergovernmental Revenue	2,036,459	1,958,944	1,958,944	1,958,944
Charges for Services	2,065,035	1,937,975	1,990,564	2,044,731
Investment Income	316,819	217,489	217,489	217,489
All Other Revenues	112,123	203,500	229,028	203,500
Total Revenues	18,960,337	19,312,161	19,390,278	19,418,917
EXPENDITURES				
City Manager's Office	173,131	180,000	180,000	180,000
Community Resources	2,277,761	2,282,000	7,368,899	1,760,000
Finance	56,481	57,750	58,521	60,971
Information Technology	719,863	1,100,000	1,322,000	1,485,000
Planning	158,498	190,000	370,000	390,000
Public Works	13,281,392	14,699,165	24,418,793	17,819,509
Non-Departmental	2,688,439	2,836,000	4,836,000	2,836,000
Total Expenditures	19,355,564	21,344,915	38,554,213	24,531,480
OTHER FINANCING SOURCES (USES)				
Capital Contributions In (Out)	-	-	1,510,000	-
Operating Transfers In	3,920,000	2,995,000	3,265,000	1,390,000
Operating Transfers Out	(42,131)	(45,000)	(306,896)	(2,165,000)
Total Other Financing Sources (Uses)	3,877,869	2,950,000	4,468,104	(775,000)
Excess (Deficiency) of Financial Sources over Financial Uses	3,482,642	917,246	(14,695,831)	(5,887,563)
FUND BALANCES, BEGINNING OF YEAR				
	27,002,697	11,734,559	30,485,339	15,789,508
FUND BALANCES, END OF YEAR				
	\$ 30,485,339	\$ 12,651,805	\$ 15,789,508	\$ 9,901,945



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
2016 - 2018 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES

	Enterprise Funds			
	2016 Actual	2017 Budget	2017 Revised	2018 Budget
REVENUES				
Charges for Services	\$ 14,484,700	\$ 14,654,050	\$ 14,917,466	\$ 15,124,066
Investment Income	135,819	80,200	80,200	80,200
Other Income	524,730	550,000	710,000	550,000
Total Revenues	15,145,249	15,284,250	15,707,666	15,754,266
EXPENDITURES				
Community Resources	4,808,313	5,149,519	5,143,214	5,253,776
Public Works	7,269,410	13,358,490	15,596,670	13,291,728
Non-Departmental	26,522	81,669	981,669	81,669
Total Expenditures	12,104,245	18,589,678	21,721,553	18,627,173
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-
Excess (Deficiency) of Financial Sources over Financial Uses	3,041,004	(3,305,428)	(6,013,887)	(2,872,907)
NET POSITION, BEGINNING OF YEAR	31,750,859	29,430,058	34,791,863	28,777,976
NET POSITION, END OF YEAR	\$ 34,791,863	\$ 26,124,630	\$ 28,777,976	\$ 25,905,069



PROPRIETARY FUNDS
2016 - 2018 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)

	Internal Service Funds			
	2016 Actual	2017 Budget	2017 Revised	2018 Budget
REVENUES				
Charges for Services	\$ 16,498,402	\$ 14,281,628	\$ 14,817,238	\$ 14,046,918
Investment Income	143,428	103,000	103,000	103,000
Other Income	<u>\$ 105,470</u>	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>
Total Revenues	<u>16,747,300</u>	<u>14,434,628</u>	<u>14,970,238</u>	<u>14,199,918</u>
EXPENDITURES				
Community Resources	-	-	-	-
Public Works	-	-	-	-
Non-Departmental	<u>11,060,637</u>	<u>15,844,851</u>	<u>16,453,358</u>	<u>16,044,475</u>
Total Expenditures	<u>11,060,637</u>	<u>15,844,851</u>	<u>16,453,358</u>	<u>16,044,475</u>
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	<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	5,686,663	(1,410,223)	(1,483,120)	(1,844,557)
NET POSITION, BEGINNING OF YEAR	<u>5,536,462</u>	<u>7,133,933</u>	<u>11,223,125</u>	<u>9,740,005</u>
NET POSITION, END OF YEAR	<u>\$ 11,223,125</u>	<u>\$ 5,723,710</u>	<u>\$ 9,740,005</u>	<u>\$ 7,895,448</u>



PROPRIETARY FUNDS
2016 - 2018 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)

	Total Proprietary Funds			
	2016 Actual	2017 Budget	2017 Revised	2018 Budget
REVENUES				
Charges for Services	\$ 30,983,102	\$ 28,935,678	\$ 29,734,704	\$ 29,170,984
Investment Income	279,247	183,200	183,200	183,200
Other Income	630,200	600,000	760,000	600,000
Total Revenues	31,892,549	29,718,878	30,677,904	29,954,184
EXPENDITURES				
Community Resources	4,808,313	5,149,519	5,143,214	5,253,776
Public Works	7,269,410	13,358,490	15,596,670	13,291,728
Non-Departmental	11,087,159	15,926,520	17,435,027	16,126,144
Total Expenditures	23,164,882	34,434,529	38,174,911	34,671,648
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-
Excess (Deficiency) of Financial Sources over Financial Uses	8,727,667	(4,715,651)	(7,497,007)	(4,717,464)
NET POSITION, BEGINNING OF YEAR	37,287,321	36,563,991	46,014,988	38,517,981
NET POSITION, END OF YEAR	\$ 46,014,988	\$ 31,848,340	\$ 38,517,981	\$ 33,800,517



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
2016 - 2018 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES

	Golf Course Fund			
	2016	2017	2017	2018
	Actual	Budget	Revised	Budget
REVENUES				
Charges for Services	\$ 4,836,356	\$ 4,969,366	\$ 4,969,366	\$ 5,169,366
Investment Income	2,272	-	-	-
Other Income	(3,500)	-	-	-
Total Revenues	<u>4,835,128</u>	<u>4,969,366</u>	<u>4,969,366</u>	<u>5,169,366</u>
EXPENDITURES				
Community Resources	4,808,313	5,149,519	5,143,214	5,253,776
Public Works	-	-	-	-
Non-Departmental	16,425	21,305	21,305	21,305
Total Expenditures	<u>4,824,738</u>	<u>5,170,824</u>	<u>5,164,519</u>	<u>5,275,081</u>
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	-	-	-	-
Total Other Financing Sources (Uses)	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Excess (Deficiency) of Financial Sources over Financial Uses	10,390	(201,458)	(195,153)	(105,715)
NET POSITION, BEGINNING OF YEAR	<u>9,531,060</u>	<u>9,423,857</u>	<u>9,541,450</u>	<u>9,346,297</u>
NET POSITION, END OF YEAR	<u><u>\$ 9,541,450</u></u>	<u><u>\$ 9,222,399</u></u>	<u><u>\$ 9,346,297</u></u>	<u><u>\$ 9,240,582</u></u>



ENTERPRISE FUNDS
2016 - 2018 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)

	Sewer Fund			
	2016	2017	2017	2018
	Actual	Budget	Revised	Budget
REVENUES				
Charges for Services	\$ 3,927,805	\$ 3,962,334	\$ 4,167,900	\$ 4,174,500
Investment Income	71,715	41,700	41,700	41,700
Other Income	<u>490,580</u>	<u>500,000</u>	<u>700,000</u>	<u>500,000</u>
Total Revenues	<u>4,490,100</u>	<u>4,504,034</u>	<u>4,909,600</u>	<u>4,716,200</u>
EXPENDITURES				
Community Resources	-	-	-	-
Public Works	3,870,024	5,566,627	7,293,591	6,313,612
Non-Departmental	<u>9,088</u>	<u>15,218</u>	<u>315,218</u>	<u>15,218</u>
Total Expenditures	<u>3,879,112</u>	<u>5,581,845</u>	<u>7,608,809</u>	<u>6,328,830</u>
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	<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	610,988	(1,077,811)	(2,699,209)	(1,612,630)
NET POSITION, BEGINNING OF YEAR	<u>9,053,294</u>	<u>7,125,549</u>	<u>9,664,282</u>	<u>6,965,073</u>
NET POSITION, END OF YEAR	<u><u>\$ 9,664,282</u></u>	<u><u>\$ 6,047,738</u></u>	<u><u>\$ 6,965,073</u></u>	<u><u>\$ 5,352,443</u></u>



ENTERPRISE FUNDS
2016 - 2018 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)

	Stormwater Fund			
	2016 Actual	2017 Budget	2017 Revised	2018 Budget
REVENUES				
Charges for Services	\$ 4,606,948	\$ 4,587,150	\$ 4,650,000	\$ 4,650,000
Investment Income	39,616	24,500	24,500	24,500
Other Income	-	-	-	-
Total Revenues	<u>4,646,564</u>	<u>4,611,650</u>	<u>4,674,500</u>	<u>4,674,500</u>
EXPENDITURES				
Community Resources		-		
Public Works	2,387,281	5,628,819	5,644,221	5,681,392
Non-Departmental	-	42,609	442,609	42,609
Total Expenditures	<u>2,387,281</u>	<u>5,671,428</u>	<u>6,086,830</u>	<u>5,724,001</u>
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	-	-	-	-
Total Other Financing Sources (Uses)	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Excess (Deficiency) of Financial Sources over Financial Uses	2,259,283	(1,059,778)	(1,412,330)	(1,049,501)
NET POSITION, BEGINNING OF YEAR	<u>11,107,907</u>	<u>11,322,769</u>	<u>13,367,190</u>	<u>11,954,860</u>
NET POSITION, END OF YEAR	<u><u>\$ 13,367,190</u></u>	<u><u>\$ 10,262,991</u></u>	<u><u>\$ 11,954,860</u></u>	<u><u>\$ 10,905,359</u></u>



ENTERPRISE FUNDS (continued)
2016 - 2018 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)

	Water Fund			
	2016 Actual	2017 Budget	2017 Revised	2018 Budget
REVENUES				
Charges for Services	\$ 1,113,591	\$ 1,135,200	\$ 1,130,200	\$ 1,130,200
Investment Income	22,216	14,000	14,000	14,000
Other Income	37,650	50,000	10,000	50,000
Total Revenues	1,173,457	1,199,200	1,154,200	1,194,200
EXPENDITURES				
Community Resources	-	-	-	-
Public Works	1,012,105	2,163,044	2,658,858	1,296,724
Non-Departmental	1,009	2,537	202,537	2,537
Total Expenditures	1,013,114	2,165,581	2,861,395	1,299,261
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-
Excess (Deficiency) of Financial Sources over Financial Uses	160,343	(966,381)	(1,707,195)	(105,061)
NET POSITION, BEGINNING OF YEAR	2,058,598	1,557,883	2,218,941	511,746
NET POSITION, END OF YEAR	\$ 2,218,941	\$ 591,502	\$ 511,746	\$ 406,685



ENTERPRISE FUNDS (continued)
2016 - 2018 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)

	Total Enterprise Funds			
	2016 Actual	2017 Budget	2017 Revised	2018 Budget
REVENUES				
Charges for Services	\$ 14,484,700	\$ 14,654,050	\$ 14,917,466	\$ 15,124,066
Investment Income	135,819	80,200	80,200	80,200
Other Income	524,730	550,000	710,000	550,000
Total Revenues	15,145,249	15,284,250	15,707,666	15,754,266
EXPENDITURES				
Community Resources	4,808,313	5,149,519	5,143,214	5,253,776
Public Works	7,269,410	13,358,490	15,596,670	13,291,728
Non-Departmental	26,522	81,669	981,669	81,669
Total Expenditures	12,104,245	18,589,678	21,721,553	18,627,173
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-
Excess (Deficiency) of Financial Sources over Financial Uses	3,041,004	(3,305,428)	(6,013,887)	(2,872,907)
NET POSITION, BEGINNING OF YEAR	31,750,859	29,430,058	34,791,863	28,777,976
NET POSITION, END OF YEAR	\$ 34,791,863	\$ 26,124,630	\$ 28,777,976	\$ 25,905,069



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
2016 - 2018 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES

Medical & Dental Self-Insurance Fund				
	2016 Actual	2017 Budget	2017 Revised	2018 Budget
REVENUES				
Charges for Services	\$ 10,178,402	\$ 11,461,628	\$ 11,497,238	\$ 12,726,918
Investment Income	57,744	20,000	20,000	20,000
All Other Revenues	105,470	50,000	50,000	50,000
Total Revenues	<u>10,341,616</u>	<u>11,531,628</u>	<u>11,567,238</u>	<u>12,796,918</u>
EXPENDITURES				
Non-Departmental	<u>8,664,198</u>	<u>12,576,752</u>	<u>12,632,077</u>	<u>12,781,309</u>
Total Expenditures	<u>8,664,198</u>	<u>12,576,752</u>	<u>12,632,077</u>	<u>12,781,309</u>
Excess (Deficiency) of Financial Sources over Financial Uses	1,677,418	(1,045,124)	(1,064,839)	15,609
NET POSITION, BEGINNING OF YEAR	<u>3,548,512</u>	<u>2,183,881</u>	<u>5,225,930</u>	<u>4,161,091</u>
NET POSITION, END OF YEAR	<u>\$ 5,225,930</u>	<u>\$ 1,138,757</u>	<u>\$ 4,161,091</u>	<u>\$ 4,176,700</u>



INTERNAL SERVICE FUNDS (continued)
2016 - 2018 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)

Property & Casualty Self-Insurance Fund				
	2016 Actual	2017 Budget	2017 Revised	2018 Budget
REVENUES				
Charges for Services	\$ 5,250,000	\$ 1,250,000	\$ 1,750,000	\$ 400,000
Investment Income	14,553	25,000	25,000	25,000
All Other Revenues	-	-	-	-
Total Revenues	<u>5,264,553</u>	<u>1,275,000</u>	<u>1,775,000</u>	<u>425,000</u>
EXPENDITURES				
Non-Departmental	<u>1,187,017</u>	<u>1,635,149</u>	<u>2,166,739</u>	<u>1,602,442</u>
Total Expenditures	<u>1,187,017</u>	<u>1,635,149</u>	<u>2,166,739</u>	<u>1,602,442</u>
Excess (Deficiency) of Financial Sources over Financial Uses	4,077,536	(360,149)	(391,739)	(1,177,442)
NET POSITION, BEGINNING OF YEAR	<u>(2,440,054)</u>	<u>406,497</u>	<u>1,637,482</u>	<u>1,245,743</u>
NET POSITION, END OF YEAR	<u>\$ 1,637,482</u>	<u>\$ 46,348</u>	<u>\$ 1,245,743</u>	<u>\$ 68,301</u>



INTERNAL SERVICE FUNDS (continued)
2016 - 2018 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)

Retiree's Health Program Fund				
	2016 Actual	2017 Budget	2017 Revised	2018 Budget
REVENUES				
Charges for Services	\$ 320,000	\$ 320,000	\$ 320,000	\$ 320,000
Investment Income	38,701	25,000	25,000	25,000
All Other Revenues	-	-	-	-
Total Revenues	<u>358,701</u>	<u>345,000</u>	<u>345,000</u>	<u>345,000</u>
EXPENDITURES				
Non-Departmental	<u>42,975</u>	<u>220,000</u>	<u>220,000</u>	<u>220,000</u>
Total Expenditures	<u>42,975</u>	<u>220,000</u>	<u>220,000</u>	<u>220,000</u>
Excess (Deficiency) of Financial Sources over Financial Uses	315,726	125,000	125,000	125,000
NET POSITION, BEGINNING OF YEAR	<u>3,056,683</u>	<u>2,907,262</u>	<u>3,372,409</u>	<u>3,497,409</u>
NET POSITION, END OF YEAR	<u>\$ 3,372,409</u>	<u>\$ 3,032,262</u>	<u>\$ 3,497,409</u>	<u>\$ 3,622,409</u>



INTERNAL SERVICE FUNDS (continued)
2016 - 2018 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)

Worker's Compensation Self-Insurance Fund				
	2016	2017	2017	2018
	Actual	Budget	Revised	Budget
REVENUES				
Charges for Services	\$ 750,000	\$ 1,250,000	\$ 1,250,000	\$ 600,000
Investment Income	32,430	33,000	33,000	33,000
All Other Revenues	-	-	-	-
Total Revenues	<u>782,430</u>	<u>1,283,000</u>	<u>1,283,000</u>	<u>633,000</u>
EXPENDITURES				
Non-Departmental	<u>1,166,447</u>	<u>1,412,950</u>	<u>1,434,542</u>	<u>1,440,724</u>
Total Expenditures	<u>1,166,447</u>	<u>1,412,950</u>	<u>1,434,542</u>	<u>1,440,724</u>
Excess (Deficiency) of Financial Sources over Financial Uses	(384,017)	(129,950)	(151,542)	(807,724)
NET POSITION, BEGINNING OF YEAR	<u>1,371,321</u>	<u>1,636,293</u>	<u>987,304</u>	<u>835,762</u>
NET POSITION, END OF YEAR	<u>\$ 987,304</u>	<u>\$ 1,506,343</u>	<u>\$ 835,762</u>	<u>\$ 28,038</u>



INTERNAL SERVICE FUNDS (continued)
2016 - 2018 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES (continued)

Total Internal Service Funds				
	2016 Actual	2017 Budget	2017 Revised	2018 Budget
REVENUES				
Charges for Services	\$ 16,498,402	\$ 14,281,628	\$ 14,817,238	\$ 14,046,918
Investment Income	143,428	103,000	103,000	103,000
All Other Revenues	105,470	50,000	50,000	50,000
Total Revenues	<u>16,747,300</u>	<u>14,434,628</u>	<u>14,970,238</u>	<u>14,199,918</u>
EXPENDITURES				
Non-Departmental	<u>11,060,637</u>	<u>15,844,851</u>	<u>16,453,358</u>	<u>16,044,475</u>
Total Expenditures	<u>11,060,637</u>	<u>15,844,851</u>	<u>16,453,358</u>	<u>16,044,475</u>
Excess (Deficiency) of Financial Sources over Financial Uses	5,686,663	(1,410,223)	(1,483,120)	(1,844,557)
NET POSITION, BEGINNING OF YEAR	<u>5,536,462</u>	<u>7,133,933</u>	<u>11,223,125</u>	<u>9,740,005</u>
NET POSITION, END OF YEAR	<u>\$ 11,223,125</u>	<u>\$ 5,723,710</u>	<u>\$ 9,740,005</u>	<u>\$ 7,895,448</u>



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STRATEGIC PLAN



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STRATEGIC PLAN

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

The Strategic Plan:

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

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

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



FIVE-YEAR ASSUMPTIONS (2018-2022)

GENERAL ASSUMPTIONS

- ❖ City Council has directed staff to work toward a minimum fund balance of five percent (5%) as compared to expenditures plus operating transfers out for most funds except the General Fund is to maintain a minimum fund balance of not less than ten percent (10%). The General Fund projections for 2017 through 2022 indicate that given revenue estimates and current spending levels, the City will maintain a fund balance above 10 percent (10%) through 2022. 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 2018 through 2022.



FIVE-YEAR ASSUMPTIONS (2018-2022) (continued)

LONG-TERM PLANS (2018-2022)

- ❖ The following is a list of some of the significant plans for 2018-2022.
 - Implement priorities, goals, and objectives of the Imagine Lakewood! Community Resources Master Plan and CR Road to 2017 Strategic Plan.
 - Coordinate Rooney Valley design and construction within Lakewood and between Lakewood and the Town of Morrison
 - Implement capital building and facility improvements that support sustainability
 - Implement technology replacement to improve productivity, communication, transparency, and data storage and retrieval
 - Focus on long-term community sustainability by promoting positive change throughout City actions, partnerships, and education
 - Enhance transportation through improvements to streets, roadways, bike paths, sidewalks, traffic signals, and pedestrian signals
 - 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.

REVENUE ASSUMPTIONS

- ❖ Overall, the City of Lakewood continues to experience an improving economy. Revenue projections for 2017 and 2018 assume a reasonable increase to sales and use tax revenues. Conservative forecasts were established using either the Denver-Boulder-Greeley Consumer Price Index (CPI) growth rate, a general inflation rate, and unique adjustments based on known new factors. A general inflation rate is derived from the review of historical trends and current evaluation of economic factors utilizing the Colorado State Economic Forecast.
- ❖ The City's property tax mill levy is 4.711 mills. The City's mill levy rate will be temporarily reduced for 2018 to refund \$5,823,934 in accordance with TABOR. It is anticipated that future TABOR refunds will be accomplished through ongoing mill levy rate reductions. Property tax revenue is projected to increase in 2018 due to new construction. Bi-annual reassessments of property are conducted during odd years and payable during the following even years. A small increase is anticipated for years 2019 through 2022. Due to the property valuation trends we are experiencing, this revenue stream will be closely monitored and adjusted as the need arises.
- ❖ A large portion of the City's revenues are subject to TABOR revenue limitations. The Stevinson/Denver West annexations are perpetually exempt from TABOR revenue limitations as approved by the voters. In November 2005, the voters approved an exemption of the one percent (1%) sales and use tax rate increase from TABOR. Also, in November 2006, the voters approved an exemption from TABOR of Open Space revenues and grants for streets, public safety, parks, recreation, and cultural opportunities. The 2017 through 2022 revenue projections include an estimated TABOR refund if revenues are collected as predicted.



FIVE-YEAR ASSUMPTIONS (2018-2022) (continued)

REVENUE ASSUMPTIONS (continued)

- ❖ In the Special Revenue Funds, a diversity of sources make up fund revenues which include hotel accomodation 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 2018 through 2022 reflect modest increases in revenue with a decrease in overall fund balance due to expenditures being slightly higher than revenues. Internal Service Funds show a relative decrease in revenues due to the resolution of a large legal settlement. 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 (2018-2022) (continued)

EXPENDITURE ASSUMPTIONS

- ❖ The City's primary increase in expenditures is in the cost of personnel. A salary increase of 4% for civilians and sworn police agents is planned for 2018 and a 3% for all staff for 2019 through 2022. Medical and dental benefits are expected to increase by 6% per year in 2018 and 10% from 2018 through 2022.
- ❖ Within the General Fund all other line items remain unchanged from the prior year, unless a specific budget exception has been granted for additional funding. Excluding personnel, the departments have a base that is equal to the most recent approved budget. If additional funding is required, a budget exception request is made. All of the budget exceptions are reviewed by a core budget review group consisting of members from the City Manager's Office, Finance Department, and Employee Relations Department to determine if the request is approved or denied.
- ❖ Special Revenue Funds, Capital Projects Funds, Enterprise Funds, and Internal Service Funds are not part of the budget exception process. Each individual fund within these are assigned a fund manager and the fund manager is responsible for identifying the projects to be funded all the while maintaining the required fund balance for that fund.
- ❖ General FundA General Fund transfer in the amount of \$1,298,200. A general fund transfer in the amount of \$1,280,100 will be transferred to the Heritage, Culture, and The Arts fund for its operating activities in 2018. Additionally \$120,000 will be transferred from the general fund to fund the neighborhood improvement program . Lastly, \$250,000 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

	2013 Actual	2014 Actual	2015 Actual	2016 Actual
REVENUES				
Property Tax	\$ 7,601,278	\$ 7,715,595	\$ 7,737,330	\$ 9,152,158
Sales Tax	54,767,281	58,307,226	61,284,762	63,352,134
General Use Tax	2,759,048	2,877,290	3,083,538	3,320,325
Building Material Use Tax	2,223,119	3,870,374	3,303,625	3,182,694
Motor Vehicle Use Tax	4,586,678	4,727,240	5,445,350	5,707,814
Specific Ownership Tax	595,804	636,362	681,173	298,613
Tobacco Products Tax	357,990	349,592	343,229	354,754
Business & Occupation Tax	2,669,856	2,739,713	2,278,208	3,144,875
Franchise Charges & Other Taxes	6,517,676	6,604,323	6,335,645	6,272,421
Licenses & Permits	2,983,251	3,963,589	3,770,886	4,173,666
Intergovernmental Revenue	4,750,463	4,886,061	4,811,419	4,941,270
Charges for Services	11,082,429	11,659,468	11,175,210	11,449,150
Fines & Forfeits	1,279,097	1,451,120	1,599,055	1,348,190
Investment Income	(83,792)	517,457	367,987	(367,368)
TABOR Refund	(1,277,365)	(5,200,119)	(4,535,650)	(5,823,934)
All Other Revenues	495,369	589,710	735,325	586,733
Total Revenues	101,308,182	105,695,001	108,417,092	111,093,495
EXPENDITURES				
Mayor and City Council	448,538	465,250	489,541	495,033
City Manager's Office	2,045,282	2,120,509	2,169,891	2,402,007
City Attorney's Office	1,583,535	1,460,716	1,509,512	1,801,547
City Clerk's Office	782,398	849,321	780,199	785,134
Community Resources	15,691,503	17,445,719	17,515,996	18,718,839
Employee Relations	1,396,414	1,413,762	1,355,034	1,467,681
Finance	2,939,842	3,414,819	3,361,974	3,575,522
Information Technology	4,337,566	4,687,591	5,302,483	6,131,760
Municipal Court	2,789,215	2,889,087	2,992,629	3,172,100
Planning	1,552,825	1,576,794	1,632,771	1,772,977
Police	40,040,763	41,823,438	42,691,237	44,717,820
Public Works	14,942,624	15,054,695	14,523,228	14,625,484
Non-Departmental	5,053,135	4,836,249	6,233,368	11,750,338
Total Expenditures	93,603,640	98,037,950	100,557,863	111,416,242
OTHER FINANCING SOURCES (USES)				
Capital Lease	-	957,000	-	-
Operating Transfers In	12,722	32,359	-	-
Operating Transfers Out	(5,826,903)	(4,043,800)	(5,839,800)	(5,594,100)
Total Other Financing Sources (Uses)	(5,814,181)	(3,054,441)	(5,839,800)	(5,594,100)
Excess (Deficiency) of Financial Sources over Financial Uses	1,890,361	4,602,610	2,019,429	(5,916,847)
FUND BALANCES, BEGINNING OF YEAR	33,460,352	35,350,713	39,953,323	41,972,752
FUND BALANCES, END OF YEAR	<u>\$ 35,350,713</u>	<u>\$ 39,953,323</u>	<u>\$ 41,972,752</u>	<u>\$ 36,055,905</u>

Note: 2013 End of Year Fund Balance was restated to reflect 2013 TABOR refund.



GENERAL FUND (continued)

2017 Revised	2018 Budget	2019 Forecast	2020 Forecast	2021 Forecast	2022 Forecast
\$ 9,152,158	\$ 9,152,158	\$ 9,152,158	\$ 9,335,201	\$ 9,335,201	\$ 9,521,905
63,199,219	67,862,806	69,200,062	70,564,063	71,955,345	73,374,451
3,320,325	3,320,325	3,320,325	3,320,325	3,320,325	3,320,325
3,097,499	4,097,499	3,097,499	3,097,499	3,097,499	3,097,499
5,936,127	5,936,127	5,936,127	5,936,127	5,936,127	5,936,127
298,613	298,613	298,613	298,613	298,613	298,613
330,969	330,969	322,033	313,338	304,878	296,646
3,144,875	3,144,875	3,144,875	3,144,875	3,144,875	3,144,875
6,437,071	6,437,071	6,501,442	6,566,456	6,632,120	6,698,441
3,830,043	3,830,043	3,830,043	3,830,043	3,830,043	3,830,043
4,887,566	4,887,566	4,887,566	4,887,566	4,887,566	4,887,566
11,022,862	11,044,862	11,048,467	11,052,108	11,055,785	11,059,499
1,454,000	1,454,000	1,454,000	1,454,000	1,454,000	1,454,000
517,457	517,457	517,457	517,457	517,457	517,457
(4,379,000)	(4,209,000)	(4,314,225)	(4,422,081)	(4,532,633)	(4,645,948)
647,025	647,025	656,579	666,323	676,262	686,400
112,896,809	118,752,396	119,053,021	120,561,913	121,913,463	123,477,899
550,712	558,896	568,645	578,687	589,030	599,683
2,444,965	2,544,833	2,604,194	2,665,332	2,728,301	2,793,156
1,718,143	1,799,897	1,837,845	1,876,928	1,917,179	1,958,637
1,050,782	1,095,261	1,123,551	1,152,686	1,182,692	1,213,600
19,570,399	20,575,028	20,633,734	20,994,748	21,433,427	21,885,169
1,603,705	1,706,511	1,743,490	1,781,579	1,820,808	1,861,212
4,096,523	4,354,556	4,838,857	4,946,466	5,057,295	5,171,448
6,427,262	6,995,167	7,105,006	7,241,177	7,381,422	7,525,867
3,573,030	3,718,166	3,822,311	3,929,558	4,039,994	4,153,711
1,947,057	2,070,525	2,124,410	2,114,615	2,170,117	2,227,281
48,033,855	52,499,389	53,869,427	55,144,166	56,703,523	58,309,410
18,134,316	18,479,677	18,026,653	18,333,433	18,649,182	18,974,168
8,926,375	7,159,652	7,237,049	7,317,273	7,400,458	7,486,746
118,077,124	123,557,558	125,535,172	128,076,648	131,073,428	134,160,088
-	-	-	-	-	-
-	-	-	-	-	-
(7,413,200)	(1,650,100)	(1,650,100)	(1,650,100)	(1,650,100)	(1,650,100)
(7,413,200)	(1,650,100)	(1,650,100)	(1,650,100)	(1,650,100)	(1,650,100)
(12,593,515)	(6,455,262)	(8,132,251)	(9,164,835)	(10,810,065)	(12,332,289)
36,055,905	23,462,390	17,007,128	8,874,877	(289,957)	(11,100,022)
\$ 23,462,390	\$ 17,007,128	\$ 8,874,877	\$ (289,957)	\$ (11,100,022)	\$ (23,432,311)

**SPECIAL REVENUE FUNDS**

	2013 Actual	2014 Actual	2015 Actual	2016 Actual
REVENUES				
Hotel Accommodation Tax	\$ 1,106,365	\$ 1,405,336	\$ 1,614,899	\$ 1,711,517
Intergovernmental Revenue	13,807,005	13,622,927	12,721,632	14,684,710
Charges for Services	986,069	1,034,314	1,181,799	1,269,366
Investment Income	89,824	110,066	129,530	194,352
All Other Revenues	49,448	44,924	38,145	58,681
	<u>16,038,711</u>	<u>16,217,567</u>	<u>15,686,005</u>	<u>17,918,626</u>
EXPENDITURES				
City Manager's Office	450,767	582,857	940,120	580,093
Community Resources	8,382,053	9,522,198	9,757,363	13,128,553
Finance	36,802	37,705	38,360	29,607
Municipal Court	17,826	6,000	-	-
Planning	1,303,617	1,101,213	755,816	659,449
Police	2,176,309	2,360,214	2,350,371	3,436,008
Public Works	3,452,231	1,529,955	963,825	1,644,523
Non-Departmental	-	-	-	-
	<u>15,819,605</u>	<u>15,140,142</u>	<u>14,805,855</u>	<u>19,478,233</u>
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	1,035,225	1,066,521	2,148,964	1,716,231
Operating Transfers Out	-	-	-	-
	<u>1,035,225</u>	<u>1,066,521</u>	<u>2,148,964</u>	<u>1,716,231</u>
Total Other Financing Sources (Uses)	<u>1,035,225</u>	<u>1,066,521</u>	<u>2,148,964</u>	<u>1,716,231</u>
Excess (Deficiency) of Financial Sources over Financial Uses	1,254,331	2,143,946	3,029,114	156,624
FUND BALANCES, BEGINNING OF YEAR	<u>8,524,642</u>	<u>9,778,973</u>	<u>11,922,919</u>	<u>14,952,033</u>
FUND BALANCES, END OF YEAR	<u>\$ 9,778,973</u>	<u>\$ 11,922,919</u>	<u>\$ 14,952,033</u>	<u>\$ 15,108,657</u>



SPECIAL REVENUE FUNDS (continued)

2017 Revised	2018 Budget	2019 Forecast	2020 Forecast	2021 Forecast	2022 Forecast
\$ 1,428,000	\$ 1,428,000	\$ 1,456,560	\$ 1,485,691	\$ 1,515,405	\$ 1,545,713
22,685,798	14,561,495	14,466,409	14,379,047	14,440,470	14,503,731
1,431,417	1,448,187	1,450,023	1,451,896	1,453,806	1,455,754
148,386	132,297	133,439	134,604	135,793	137,005
129,450	159,450	159,450	159,450	159,450	159,450
<u>25,823,051</u>	<u>17,729,429</u>	<u>17,665,881</u>	<u>17,610,688</u>	<u>17,704,924</u>	<u>17,801,653</u>
2,039,701	2,062,253	2,079,620	2,097,508	2,115,931	2,134,906
19,929,884	11,137,222	11,276,179	11,474,489	11,687,971	11,908,023
30,881	32,022	32,982	33,970	34,988	36,036
-	-	-	-	-	-
1,705,749	1,698,429	1,702,994	1,677,996	1,682,838	1,687,825
2,878,179	2,921,446	2,849,204	2,868,524	2,888,422	2,908,914
7,462,182	1,450,000	1,450,000	1,450,000	1,450,000	1,450,000
-	-	-	-	-	-
<u>34,046,576</u>	<u>19,301,372</u>	<u>19,390,979</u>	<u>19,602,487</u>	<u>19,860,150</u>	<u>20,125,704</u>
4,455,096	2,425,100	1,325,100	1,325,100	1,325,100	1,325,100
-	(2,000,000)	-	-	-	-
<u>4,455,096</u>	<u>425,100</u>	<u>1,325,100</u>	<u>1,325,100</u>	<u>1,325,100</u>	<u>1,325,100</u>
(3,768,429)	(1,146,843)	(399,998)	(666,699)	(830,126)	(998,951)
<u>15,108,657</u>	<u>11,340,228</u>	<u>10,193,385</u>	<u>9,793,387</u>	<u>9,126,688</u>	<u>8,296,562</u>
<u>\$ 11,340,228</u>	<u>\$ 10,193,385</u>	<u>\$ 9,793,387</u>	<u>\$ 9,126,688</u>	<u>\$ 8,296,562</u>	<u>\$ 7,297,611</u>

**CAPITAL PROJECTS FUNDS**

	2013 Actual	2014 Actual	2015 Actual	2016 Actual
REVENUES				
Sales Tax	\$ 10,258,033	\$ 11,005,198	\$ 11,636,167	\$ 11,989,537
General Use Tax	521,457	578,331	614,672	663,479
Building Material Use Tax	444,628	762,351	656,659	635,322
Motor Vehicle Use Tax	917,663	945,799	1,089,070	1,141,563
Intergovernmental Revenue	1,925,340	1,984,103	2,153,717	2,036,459
Charges for Services	1,851,014	2,059,043	2,072,871	2,065,035
Investment Income	225,846	217,489	239,007	316,819
All Other Revenues	311,049	264,286	148,591	112,123
Total Revenues	16,455,030	17,816,600	18,610,754	18,960,337
EXPENDITURES				
City Manager's Office	161,689	125,846	241,797	173,131
Community Resources	1,457,790	4,282,645	2,140,275	2,277,761
Finance	51,498	52,960	54,249	56,481
Information Technology	362,605	658,505	552,056	719,863
Planning	131,307	45,510	208,240	158,498
Police	1,215	-	-	-
Public Works	13,390,959	12,921,370	13,099,442	13,281,392
Non-Departmental	2,235,572	2,516,810	2,678,362	2,688,439
Total Expenditures	17,792,635	20,603,646	18,974,421	19,355,565
OTHER FINANCING SOURCES (USES)				
Capital Lease/Loan Proceeds	-	-	-	-
Operating Transfers In	4,867,969	3,773,957	3,720,000	3,920,000
Operating Transfers Out	(76,291)	(816,678)	(29,164)	(42,131)
Total Other Financing Sources (Uses)	4,791,678	2,957,279	3,690,836	3,877,869
Excess (Deficiency) of Financial Sources over Financial Uses	3,454,073	170,233	3,327,169	3,482,641
FUND BALANCES, BEGINNING OF YEAR	20,051,221	23,505,294	23,675,527	27,002,696
FUND BALANCES, END OF YEAR	\$ 23,505,294	\$ 23,675,527	\$ 27,002,696	\$ 30,485,337



CAPITAL PROJECTS FUNDS (continued)

2017 Revised	2018 Budget	2019 Forecast	2020 Forecast	2021 Forecast	2022 Forecast
\$ 12,651,566	\$ 12,651,566	\$ 12,965,405	\$ 13,287,031	\$ 13,616,638	\$ 13,954,423
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
1,958,944	1,958,944	1,958,944	1,958,944	1,958,944	1,958,944
1,990,564	2,044,731	2,081,926	2,119,865	2,158,562	2,198,033
217,489	217,489	217,489	217,489	217,489	217,489
229,028	203,500	203,500	203,500	203,500	203,500
19,390,278	19,418,917	19,769,951	20,129,516	20,497,820	20,875,076
180,000	180,000	180,000	180,000	180,000	180,000
7,368,899	1,760,000	670,000	670,000	670,000	670,000
58,521	60,971	62,796	64,676	66,612	68,607
1,322,000	1,485,000	500,000	500,000	500,000	500,000
370,000	390,000	190,000	190,000	190,000	190,000
-	-	-	-	-	-
24,418,793	17,819,509	17,106,725	17,107,027	17,741,289	18,411,502
4,836,000	2,836,000	2,894,800	2,955,011	2,630,667	2,693,803
38,554,213	24,531,480	21,604,321	21,666,714	21,978,568	22,713,912
1,510,000	-	-	-	-	-
3,265,000	1,390,000	1,390,000	620,000	620,000	620,000
(306,896)	(2,165,000)	(2,165,000)	(295,000)	(295,000)	(295,000)
4,468,104	(775,000)	(775,000)	325,000	325,000	325,000
(14,695,831)	(5,887,563)	(2,609,370)	(1,212,198)	(1,155,748)	(1,513,836)
30,485,337	15,789,506	9,901,943	7,292,573	6,080,375	4,924,627
\$ 15,789,506	\$ 9,901,943	\$ 7,292,573	\$ 6,080,375	\$ 4,924,627	\$ 3,410,791

**ENTERPRISE FUNDS**

	2013 Actual	2014 Actual	2015 Actual	2016 Actual
REVENUES				
Charges for Services	\$ 11,509,756	\$ 12,004,823	\$ 12,474,792	\$ 14,484,700
Investment Income	84,841	81,317	98,058	135,819
All Other Revenues	<u>57,073</u>	<u>1,158,587</u>	<u>86,657</u>	<u>524,730</u>
Total Revenues	<u>11,651,670</u>	<u>13,244,727</u>	<u>12,659,507</u>	<u>15,145,249</u>
EXPENDITURES				
Community Resources	4,501,762	4,713,846	4,754,963	4,808,313
Public Works	6,864,860	6,860,391	7,143,820	26,522
Non-Departmental	<u>-</u>	<u>-</u>	<u>77,222</u>	<u>7,269,410</u>
Total Expenditures	<u>11,366,622</u>	<u>11,574,237</u>	<u>11,976,005</u>	<u>12,104,245</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	285,048	1,670,490	683,502	3,041,004
NET POSITION, BEGINNING OF YEAR	<u>29,111,820</u>	<u>29,396,868</u>	<u>31,067,358</u>	<u>31,750,860</u>
NET POSITION, END OF YEAR	<u>\$ 29,396,868</u>	<u>\$ 31,067,358</u>	<u>\$ 31,750,860</u>	<u>\$ 34,791,864</u>

**ENTERPRISE FUNDS (continued)**

2017 Revised	2018 Budget	2019 Forecast	2020 Forecast	2021 Forecast	2022 Forecast
\$ 14,917,466	\$ 15,124,066	\$ 15,548,277	\$ 15,997,043	\$ 16,471,987	\$ 16,974,847
80,200	80,200	80,200	80,200	80,200	80,200
710,000	550,000	300,000	350,000	350,000	350,000
<u>15,707,666</u>	<u>15,754,266</u>	<u>15,928,477</u>	<u>16,427,243</u>	<u>16,902,187</u>	<u>17,405,047</u>
5,143,214	5,253,776	5,335,131	5,418,923	5,505,225	5,594,113
15,596,670	13,291,728	12,738,451	12,994,627	13,260,636	13,536,874
981,669	81,669	84,119	86,643	89,242	91,919
<u>21,721,553</u>	<u>18,627,173</u>	<u>18,157,701</u>	<u>18,500,193</u>	<u>18,855,103</u>	<u>19,222,906</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>
(6,013,887)	(2,872,907)	(2,229,224)	(2,072,950)	(1,952,916)	(1,817,859)
<u>34,791,864</u>	<u>28,777,977</u>	<u>25,905,070</u>	<u>23,675,846</u>	<u>21,602,896</u>	<u>19,649,980</u>
<u>\$ 28,777,977</u>	<u>\$ 25,905,070</u>	<u>\$ 23,675,846</u>	<u>\$ 21,602,896</u>	<u>\$ 19,649,980</u>	<u>\$ 17,832,121</u>

**INTERNAL SERVICE FUNDS**

	2013 Actual	2014 Actual	2015 Actual	2016 Actual
REVENUES				
Charges for Services	\$ 1,702,317	\$ 1,722,553	\$ 9,492,251	\$ 16,498,402
Intergovernmental	142,689	-	2,420	105,470
Investment Income	<u>-</u>	<u>123,594</u>	<u>122,646</u>	<u>143,428</u>
Total Revenues	<u>1,845,006</u>	<u>1,846,147</u>	<u>9,617,317</u>	<u>16,747,300</u>
EXPENDITURES				
Non-Departmental	<u>2,940,779</u>	<u>3,426,189</u>	<u>13,495,052</u>	<u>11,060,637</u>
Total Expenditures	<u>2,940,779</u>	<u>3,426,189</u>	<u>13,495,052</u>	<u>11,060,637</u>
Excess (Deficiency) of Financial Sources over Financial Uses	(1,095,773)	(1,580,042)	(3,877,735)	5,686,663
NET POSITION, BEGINNING OF YEAR	<u>12,090,012</u>	<u>10,994,239</u>	<u>9,414,197</u>	<u>5,536,462</u>
NET POSITION, END OF YEAR	<u><u>\$ 10,994,239</u></u>	<u><u>\$ 9,414,197</u></u>	<u><u>\$ 5,536,462</u></u>	<u><u>\$ 11,223,125</u></u>

**INTERNAL SERVICE FUNDS (continued)**

2017 Revised	2018 Budget	2019 Forecast	2020 Forecast	2021 Forecast	2022 Forecast
\$ 14,817,238	\$ 14,046,918	\$ 15,231,631	\$ 16,531,854	\$ 17,959,080	\$ 19,525,947
50,000	103,000	104,560	50,000	50,000	50,000
103,000	50,000	50,000	106,151	107,774	109,429
14,970,238	14,199,918	15,386,191	16,688,005	18,116,854	19,685,376
16,453,358	16,044,475	16,063,446	16,082,984	16,103,107	16,123,834
16,453,358	16,044,475	16,063,446	16,082,984	16,103,107	16,123,834
(1,483,120)	(1,844,557)	(677,255)	605,021	2,013,747	3,561,542
11,223,125	9,740,005	7,895,448	7,218,193	7,823,214	9,836,961
<u>\$ 9,740,005</u>	<u>\$ 7,895,448</u>	<u>\$ 7,218,193</u>	<u>\$ 7,823,214</u>	<u>\$ 9,836,961</u>	<u>\$ 13,398,503</u>



ALL FUNDS SUMMARY

	2013 Actual	2014 Actual	2015 Actual	2016 Actual
REVENUES				
Property Tax	\$ 7,601,278	\$ 7,715,595	\$ 7,737,330	\$ 9,152,158
Sales Tax	65,025,314	69,312,424	72,920,929	75,341,671
General Use Tax	3,280,505	3,455,621	3,698,210	3,983,804
Building Material Use Tax	2,667,747	4,632,725	3,960,284	3,818,016
Motor Vehicle Use Tax	5,504,341	5,673,039	6,534,420	6,849,377
Specific Ownership Tax	595,804	636,362	681,173	298,613
Tobacco Products Tax	357,990	349,592	343,229	354,754
Business & Occupation Tax	2,669,856	2,739,713	2,278,208	3,144,875
Franchise Charges & Other Taxes	6,517,676	6,604,323	6,335,645	6,272,421
Hotel Accommodation Tax	1,106,365	1,405,336	1,614,899	1,711,517
Licenses & Permits	2,983,251	3,963,589	3,770,886	4,173,666
Intergovernmental Revenue	20,625,497	20,493,091	19,686,768	21,662,439
Charges for Services	27,131,585	28,480,201	36,396,923	45,766,653
Fines & Forfeits	1,279,097	1,451,120	1,599,055	1,348,190
Investment Income	316,719	1,049,923	957,228	423,050
TABOR Refund	(1,277,365)	(5,200,119)	(4,535,650)	(5,823,934)
All Other Revenues	912,939	2,057,507	1,011,138	1,387,737
Total Revenues	147,298,599	154,820,042	164,990,675	179,865,007
EXPENDITURES				
Mayor and City Council	448,538	465,250	489,541	495,033
City Manager's Office	2,657,738	2,829,212	3,351,808	3,155,231
City Attorney's Office	1,583,535	1,460,716	1,509,512	1,801,547
City Clerk's Office	782,398	849,321	780,199	785,134
Community Resources	30,033,108	35,964,408	34,168,597	38,933,466
Employee Relations	1,396,414	1,413,762	1,355,034	1,467,681
Finance	3,028,142	3,505,484	3,454,583	3,661,610
Information Technology	4,700,171	5,346,096	5,854,539	6,851,623
Municipal Court	2,807,041	2,895,087	2,992,629	3,172,100
Planning	2,987,749	2,723,517	2,596,827	2,590,924
Police	42,218,287	44,183,652	45,041,608	48,153,828
Public Works	38,650,674	36,366,411	35,730,315	36,820,809
Non-Departmental	10,229,486	10,779,248	22,484,004	25,525,936
Total Expenditures	141,523,281	148,782,164	159,809,196	173,414,922
OTHER FINANCING SOURCES (USES)				
Capital Lease	-	957,000	-	-
Operating Transfers In	5,915,916	4,872,837	5,868,964	5,636,231
Operating Transfers Out	(5,903,194)	(4,860,478)	(5,868,964)	(5,636,231)
Total Other Financing Sources (Uses)	12,722	969,359	-	-
Excess (Deficiency) of Financial Sources over Financial Uses	5,788,040	7,007,237	5,181,479	6,450,085
FUND BALANCES/NET POSITION, BEGINNING OF YEAR	103,238,047	109,026,087	116,033,324	121,214,803
FUND BALANCES/NET POSITION, END OF YEAR	\$ 109,026,087	\$ 116,033,324	\$ 121,214,803	\$ 127,664,888



ALL FUNDS SUMMARY (continued)

2017 Revised	2018 Budget	2019 Forecast	2020 Forecast	2021 Forecast	2022 Forecast
\$ 9,152,158	\$ 9,152,158	\$ 9,152,158	\$ 9,335,201	\$ 9,335,201	\$ 9,521,905
75,850,785	80,514,372	82,165,467	83,851,094	85,571,983	87,328,874
3,972,319	3,972,319	3,972,319	3,972,319	3,972,319	3,972,319
3,716,999	4,716,999	3,716,999	3,716,999	3,716,999	3,716,999
7,007,320	7,007,320	7,007,320	7,007,320	7,007,320	7,007,320
298,613	298,613	298,613	298,613	298,613	298,613
330,969	330,969	322,033	313,338	304,878	296,646
3,144,875	3,144,875	3,144,875	3,144,875	3,144,875	3,144,875
6,437,071	6,437,071	6,501,442	6,566,456	6,632,120	6,698,441
1,428,000	1,428,000	1,456,560	1,485,691	1,515,405	1,545,713
3,830,043	3,830,043	3,830,043	3,830,043	3,830,043	3,830,043
29,532,308	21,408,005	21,312,919	21,225,557	21,286,980	21,350,241
44,179,547	43,708,764	45,360,324	47,152,766	49,099,220	51,214,080
1,454,000	1,454,000	1,454,000	1,454,000	1,454,000	1,454,000
1,066,532	1,050,443	1,053,145	1,055,901	1,058,713	1,061,580
(4,379,000)	(4,209,000)	(4,314,225)	(4,422,081)	(4,532,633)	(4,645,948)
1,765,503	1,609,975	1,369,529	1,429,273	1,439,212	1,449,350
<u>188,788,042</u>	<u>185,854,926</u>	<u>187,803,521</u>	<u>191,417,365</u>	<u>195,135,248</u>	<u>199,245,051</u>
550,712	558,896	568,645	578,687	589,030	599,683
4,664,666	4,787,086	4,863,814	4,942,840	5,024,232	5,108,062
1,718,143	1,799,897	1,837,845	1,876,928	1,917,179	1,958,637
1,050,782	1,095,261	1,123,551	1,152,686	1,182,692	1,213,600
52,012,396	38,726,026	37,915,044	38,558,160	39,296,623	40,057,305
1,603,705	1,706,511	1,743,490	1,781,579	1,820,808	1,861,212
4,185,925	4,447,549	4,934,635	5,045,112	5,158,895	5,276,091
7,749,262	8,480,167	7,605,006	7,741,177	7,881,422	8,025,867
3,573,030	3,718,166	3,822,311	3,929,558	4,039,994	4,153,711
4,022,806	4,158,954	4,017,404	3,982,611	4,042,955	4,105,106
50,912,034	55,420,835	56,718,631	58,012,690	59,591,945	61,218,324
65,611,961	51,040,914	49,321,829	49,885,087	51,101,107	52,372,544
31,197,402	26,121,796	26,279,414	26,441,911	26,223,474	26,396,302
<u>228,852,824</u>	<u>202,062,058</u>	<u>200,751,619</u>	<u>203,929,026</u>	<u>207,870,356</u>	<u>212,346,444</u>
1,510,000	-	-	-	-	-
7,720,096	3,815,100	1,945,100	1,945,100	1,945,100	1,945,100
<u>(7,720,096)</u>	<u>(5,815,100)</u>	<u>(1,945,100)</u>	<u>(1,945,100)</u>	<u>(1,945,100)</u>	<u>(1,945,100)</u>
<u>1,510,000</u>	<u>(2,000,000)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
(38,554,782)	(18,207,132)	(12,948,098)	(12,511,661)	(12,735,108)	(13,101,393)
<u>127,664,888</u>	<u>89,110,106</u>	<u>70,902,974</u>	<u>57,954,876</u>	<u>45,443,215</u>	<u>32,708,108</u>
<u>\$ 89,110,106</u>	<u>\$ 70,902,974</u>	<u>\$ 57,954,876</u>	<u>\$ 45,443,215</u>	<u>\$ 32,708,108</u>	<u>\$ 19,606,714</u>



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OPERATING SUMMARIES

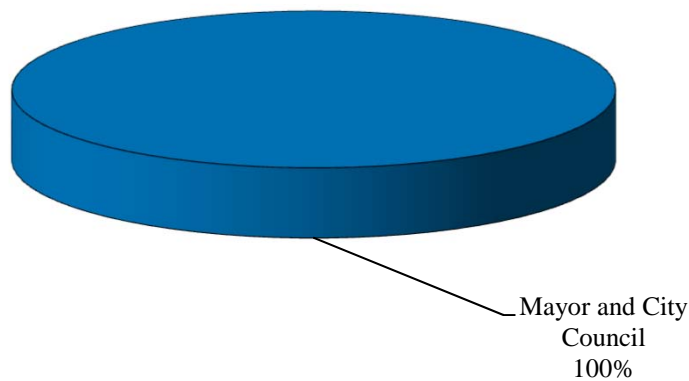


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MAYOR AND CITY COUNCIL

2018 Department Overview



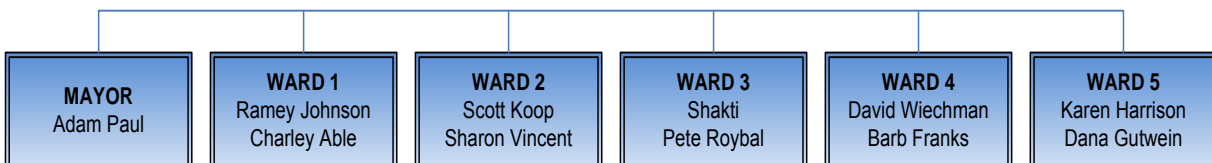
	2016 Actuals	2017 Budget	2017 Revised	2018 Budget
Mayor and City Council	\$ 495,033	\$ 604,048	\$ 550,712	\$ 558,896
TOTAL:	\$ 495,033	\$ 604,048	\$ 550,712	\$ 558,896
Percent to All Funds	0.28%	0.30%	0.24%	0.28%



MAYOR AND CITY COUNCIL

(303) 987-7040

www.lakewood.org/CityCouncil/



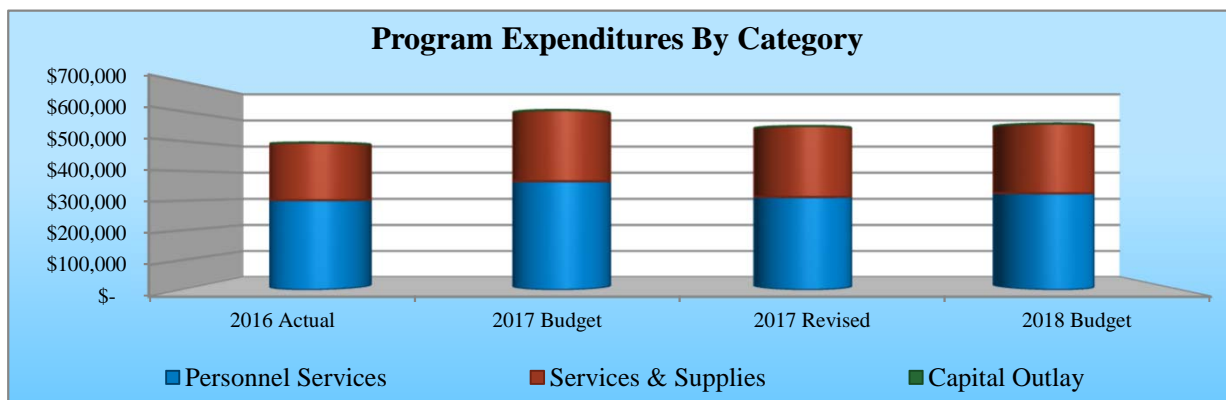


Department: Mayor and City Council

Mission Statement: Quality lifestyle fostered by a transparent government.

Department Expenditures By Category

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Personnel Services	\$ 301,569	\$ 365,622	\$ 312,286	\$ 324,970
Services & Supplies	193,464	238,426	238,426	233,926
Capital Outlay	-	-	-	-
TOTAL:	\$ 495,033	\$ 604,048	\$ 550,712	\$ 558,896



Department Expenditures By Fund

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
General Fund	\$ 495,033	\$ 604,048	\$ 550,712	\$ 558,896
TOTAL:	\$ 495,033	\$ 604,048	\$ 550,712	\$ 558,896



Full-Time Positions

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

	2016 Revised	2017 Budget	2017 Revised	2018 Budget
Mayor*	1.00	1.00	1.00	1.00
City Council Members*	10.00	10.00	10.00	10.00
Total Full-Time Positions (FTE):	-	-	-	-
Part-Time Hours	-	-	-	-
Total Full-Time and Part-Time Positions Stated as FTE	-	-	-	-

*Positions are not included in Citywide staffing counts

Budget Variances

❖ None



City of Lakewood

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

Mission Statement

Lakewood: Quality lifestyle fostered by a
transparent government

City Council's Commitment to Citizens

The Lakewood City Council will:

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

Core Community Values

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



General Comments

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

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

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



Lakewood City Council

- ♦ 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.

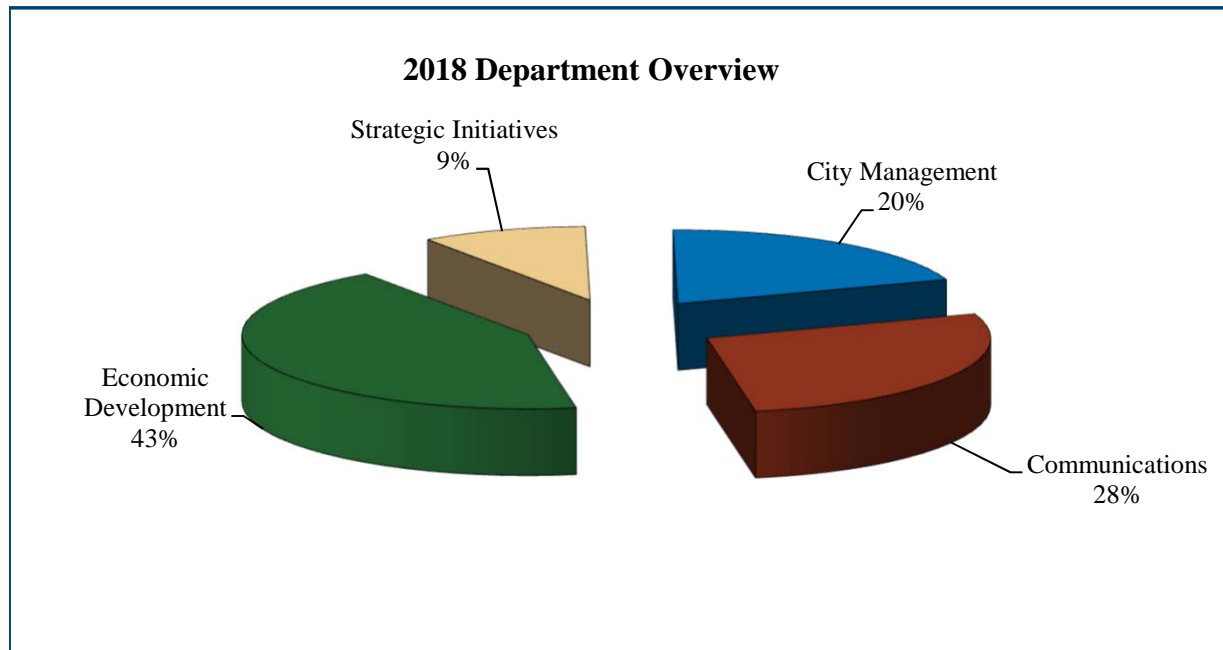


Mayor Paul Swearing In

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



CITY MANAGER'S OFFICE



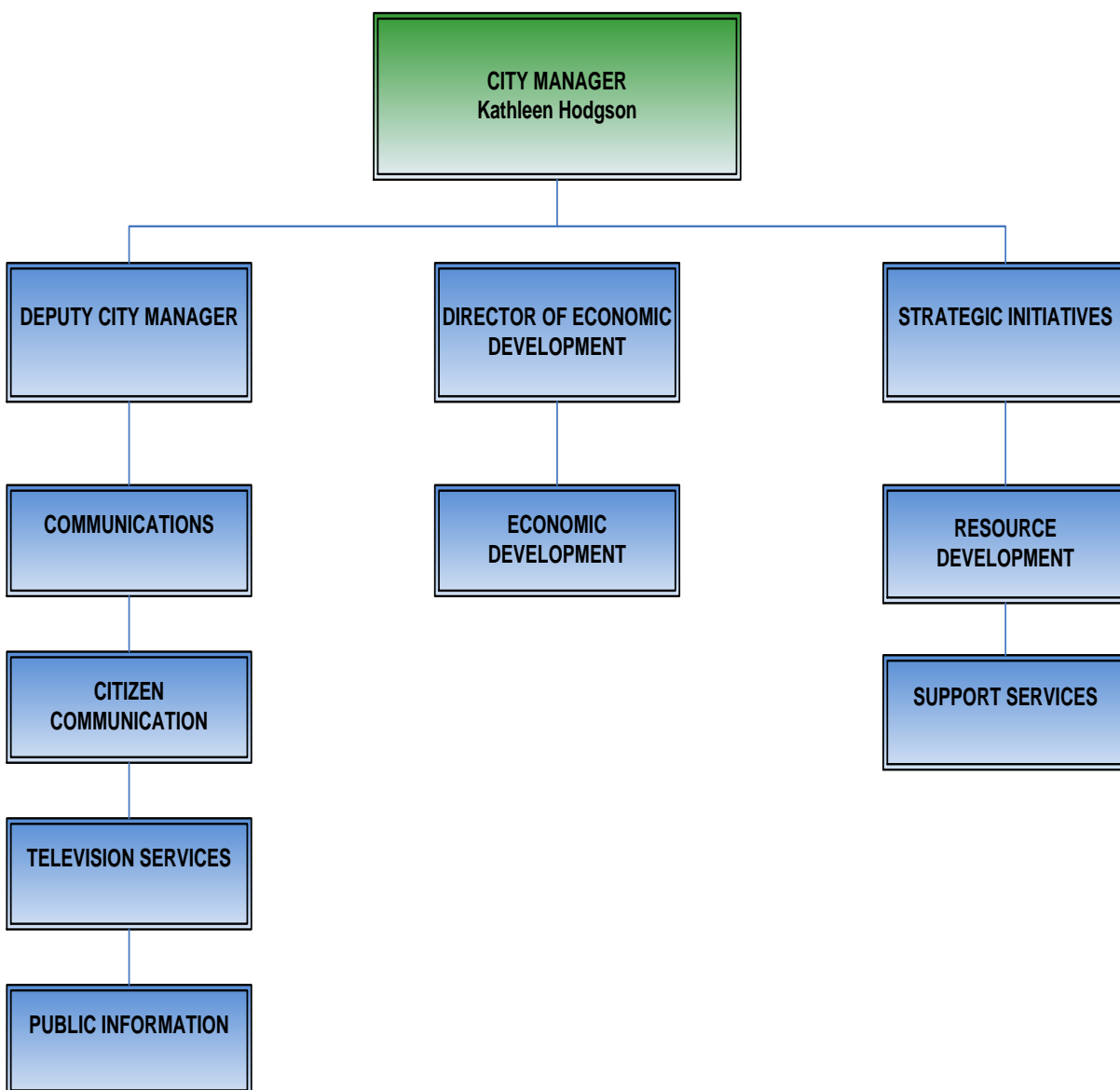
	2016 Actual	2017 Budget	2017 Revised	2018 Budget
City Management	\$ 901,488	\$ 845,561	\$ 846,239	\$ 954,952
Communications	\$ 1,286,722	\$ 1,385,329	\$ 1,349,524	\$ 1,322,544
Economic Development	\$ 580,093	\$ 2,055,542	\$ 2,039,701	\$ 2,062,253
Strategic Initiatives	\$ 386,928	\$ 418,067	\$ 429,202	\$ 447,337
TOTAL:	\$ 3,155,231	\$ 4,704,499	\$ 4,664,666	\$ 4,787,086
Percent to All Funds	1.82%	2.35%	2.04%	2.37%



CITY MANAGER'S OFFICE

(303) 987-7050

www.lakewood.org/CMO/



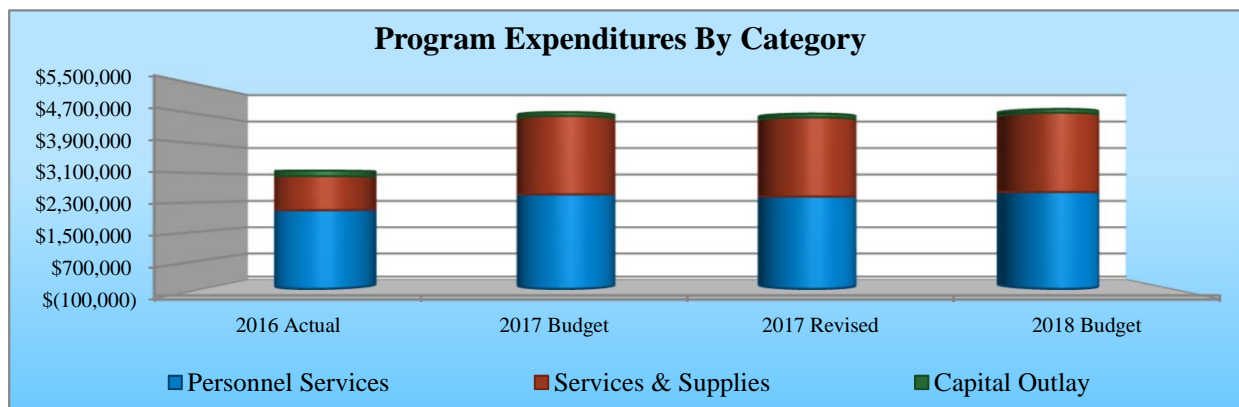


Department: City Manager's Office

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

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Personnel Services	\$ 2,097,278	\$ 2,522,002	\$ 2,462,269	\$ 2,584,686
Services & Supplies	912,302	2,084,497	2,104,397	2,104,400
Capital Outlay	145,651	98,000	98,000	98,000
TOTAL:	\$ 3,155,231	\$ 4,704,499	\$ 4,664,666	\$ 4,787,086


Department Expenditures By Fund

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
General Fund	\$ 2,402,007	\$ 2,468,957	\$ 2,444,965	\$ 2,544,833
Economic Development	580,093	2,055,542	2,039,701	2,062,253
Equipment Replacement	173,131	180,000	180,000	180,000
TOTAL:	\$ 3,155,231	\$ 4,704,499	\$ 4,664,666	\$ 4,787,086

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

	2016 Revised	2017 Budget	2017 Revised	2018 Budget
City Manager	1.00	1.00	1.00	1.00
Deputy City Manager	-	-	-	1.00
Deputy City Mngr/Econ Devlp Dirctr	0.75	0.75	0.75	0.75
Business Specialist	1.00	1.00	1.00	1.00
Business Support Specialist	1.00	1.00	1.00	1.00
Citizen Outreach Specialist	1.00	1.00	1.00	1.00
Communications Specialist	1.00	1.00	-	-
Development Project Liaison	1.00	1.00	1.00	-
Digital Content Manager	-	-	1.00	1.00
Economic Developmt Manager	1.00	1.00	1.00	1.00
Economic Developmt Specialist	1.00	1.00	1.00	1.00
Economic Developmt Research Asst	1.00	1.00	1.00	1.00
Exec Asst to Mayor & CM	1.00	1.00	1.00	1.00
Internal Communications Manager	-	-	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
Digital Content Specialist	1.00	1.00	1.00	1.00
Print Shop Operator	1.00	1.00	1.00	1.00
Public Information Officer I	1.00	1.00	1.00	1.00
Public Information Officer II	1.00	1.00	1.00	1.00
Resource Development Specialist	1.00	1.00	-	-
Sr. Resource Development Specialist	1.00	1.00	2.00	2.00
Resource Development Supervisor	1.00	1.00	1.00	1.00
Superv of Graphic & Print Services	1.00	1.00	0.46	-
Television Production Specialist	1.00	1.00	-	-
Total Full-Time Positions (FTE):	21.75	21.75	21.21	20.75
Part-Time Hours	3,447	3,447	3,447	3,447
Total Full-Time and Part-Time Positions Stated as FTE	23.41	23.41	22.87	22.41

Budget Variances❖ **Personnel Services**

- ♦ 2017 Budget increased \$424,724 over 2016 Actuals due to vacancies in multiple full time and variable positions in the department that are budgeted in full in the 2017 Original budget.

❖ **Services & Supplies**

- ♦ 2017 Budget increased \$1,172,195 over 2016 Actuals due to delayed expenditures for Artspace and other Economic Development savings.



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

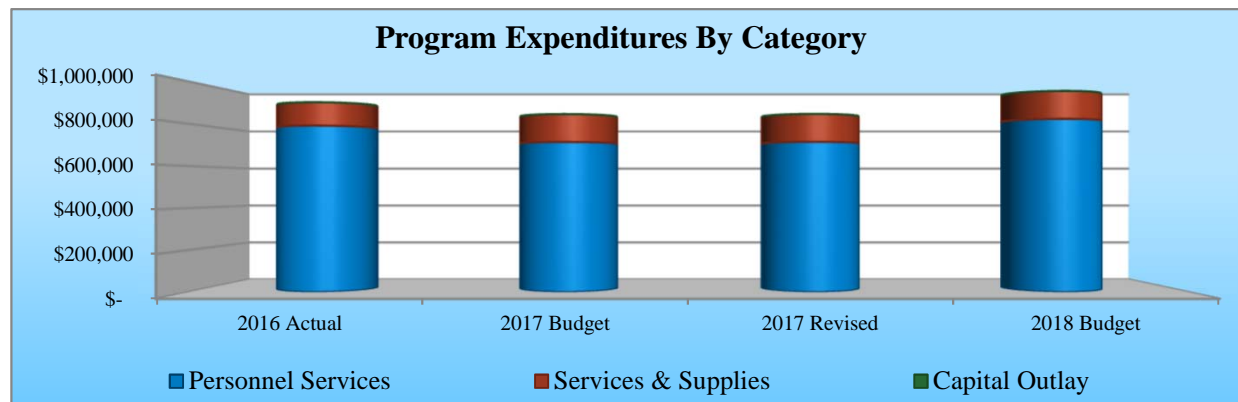
Department: City Manager's Office

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

Department Expenditures By Category

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Personnel Services	\$ 791,077	\$ 713,611	\$ 714,289	\$ 823,002
Services & Supplies	110,411	131,950	131,950	131,950
Capital Outlay	-	-	-	-
TOTAL:	\$ 901,488	\$ 845,561	\$ 846,239	\$ 954,952



Department Expenditures By Fund

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
General Fund	\$ 901,488	\$ 845,561	\$ 846,239	\$ 954,952
TOTAL:	\$ 901,488	\$ 845,561	\$ 846,239	\$ 954,952

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

	2016 Revised	2017 Budget	2017 Revised	2018 Budget
City Manager	1.00	1.00	1.00	1.00
Deputy City Manager	-	-	-	1.00
Deputy City Mngr/Econ Devlp Dirctr	0.75	-	-	-
Business Specialist	1.00	1.00	1.00	1.00
Citizen Outreach Specialist	1.00	1.00	1.00	1.00
Development Project Liaison	1.00	1.00	1.00	-
Exec Asst to Mayor & CM	1.00	1.00	1.00	1.00
Total Full-Time Positions (FTE):	5.75	5.00	5.00	5.00
Part-Time Hours	-	-	-	-
Total Full-Time and Part-Time Positions Stated as FTE	5.75	5.00	5.00	5.00

Budget Variances❖ **Personnel Services**

- ♦ 2017 Budget decreases \$77,466 under 2016 Actual expense due to efficiencies and associated personnel budget shifts.
- ♦ 2018 Budget is up \$108,713 from the 2017 revised budget due to budgeted salary & benefit increases and the reallocation of personnel the City Manager's office business unit.

❖ **Services & Supplies**

- ♦ 2017 Budget increased \$21,539 over 2016 Actual expenses due to expenditure savings in 2016 that are fully budgeted for in 2017.

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 dollars and current policies.

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

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



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

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

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: Develop 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 their quality of life.



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

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.

♦ **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 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.



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

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

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

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

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

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

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

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

General Comments

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

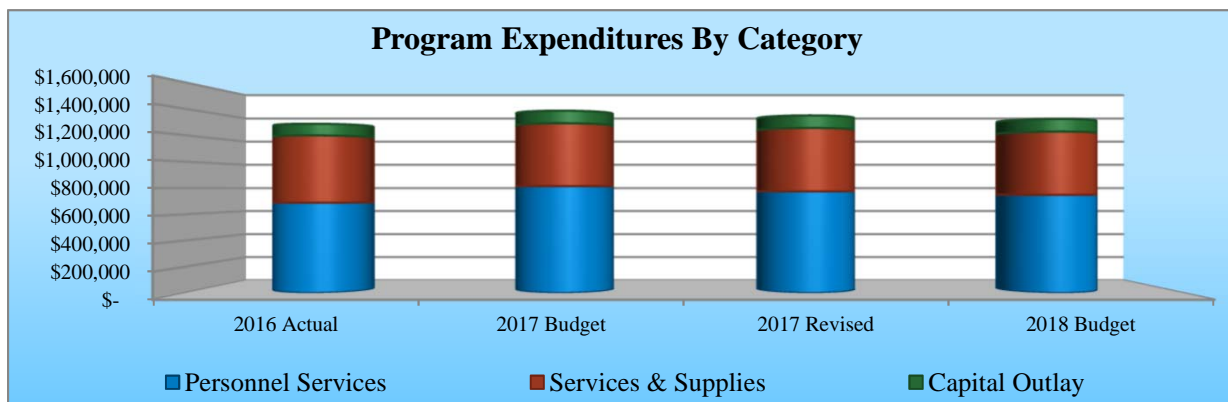


Program: Communications
Department: City Manager's Office
Division: Communications

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

Department Expenditures By Category

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Personnel Services	\$ 687,364	\$ 814,882	\$ 774,677	\$ 747,694
Services & Supplies	511,134	475,447	479,847	479,850
Capital Outlay	88,224	95,000	95,000	95,000
TOTAL:	\$ 1,286,722	\$ 1,385,329	\$ 1,349,524	\$ 1,322,544



Department Expenditures By Fund

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
General Fund	\$ 1,113,591	\$ 1,205,329	\$ 1,169,524	\$ 1,142,544
Equipment Replacement	173,131	180,000	180,000	180,000
TOTAL:	\$ 1,286,722	\$ 1,385,329	\$ 1,349,524	\$ 1,322,544

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

	2016 Revised	2017 Budget	2017 Revised	2018 Budget
Manager of Communications	1.00	1.00	1.00	1.00
Communications Specialist	1.00	1.00	-	-
Digital Content Manager	1.00	1.00	1.00	1.00
Digital Content Specialist	-	-	1.00	1.00
Internal Communications Manager	-	-	1.00	1.00
Print Shop Operator	1.00	1.00	1.00	1.00
Public Information Officer I	1.00	1.00	1.00	1.00
Public Information Officer II	1.00	1.00	1.00	1.00
Senior Graphic Designer	-	1.00	0.46	-
Supervisor of Graphic & Print Services	1.00	-	-	-
Television Production Specialist	1.00	1.00	-	-
Total Full-Time Positions (FTE):	8.00	8.00	7.46	7.00
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	8.58	8.12

Budget Variances❖ **Personnel Services**

- ♦ 2017 Budget increased \$127,518 as compared to 2016 actuals due to unexpended funds for the vacant graphic design position and vacant variable print shop operator for part of 2016.

❖ **Services & Supplies**

- ♦ 2017 Budget decreased \$35,687 as compared to 2016 actuals due to hiring of a graphic designer so outsource contracting is no longer needed. The budget also decreased due to the completion of the website usability project.

❖ **Capital Outlay**

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



Lakewood8 Studio

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

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

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

Result-Benefit: Communications staff writes or reviews and edits all newsletters, articles, advertisements, and other publications that are distributed to the public.

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

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

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

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

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

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

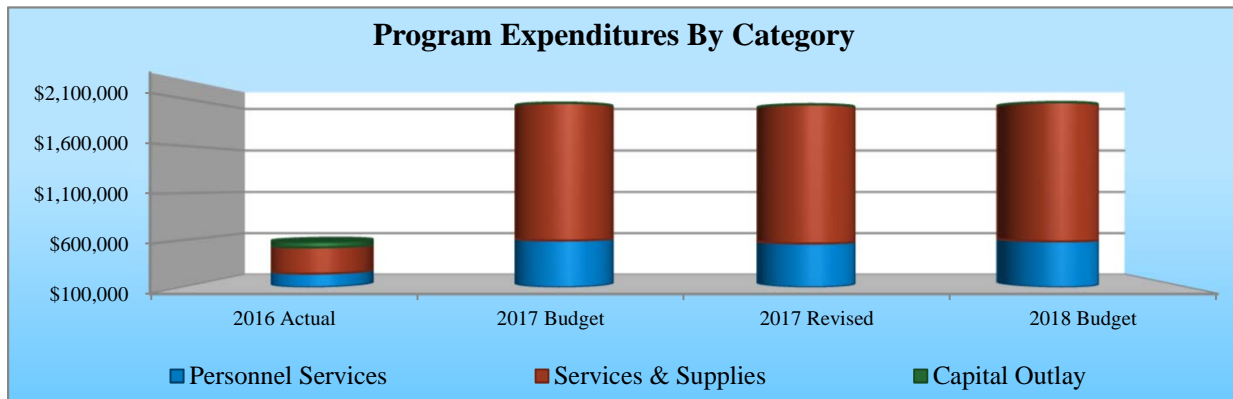
Department: City Manager's Office

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

Program Expenditures By Category

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Personnel Services	\$ 243,704	\$ 595,442	\$ 564,101	\$ 586,653
Services & Supplies	278,962	1,457,100	1,472,600	1,472,600
Capital Outlay	57,427	3,000	3,000	3,000
TOTAL:	\$ 580,093	\$ 2,055,542	\$ 2,039,701	\$ 2,062,253



Program Expenditures By Fund

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Economic Development	\$ 580,093	\$ 2,055,542	\$ 2,039,701	\$ 2,062,253
TOTAL:	\$ 580,093	\$ 2,055,542	\$ 2,039,701	\$ 2,062,253

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

	2016 Revised	2017 Budget	2017 Revised	2018 Budget
Deputy City Manager-Economic Dvlp	-	0.75	0.75	0.75
Business Support Specialist	1.00	1.00	1.00	1.00
Economic Development Manager	1.00	1.00	1.00	1.00
Economic Development Specialist	1.00	1.00	1.00	1.00
Economic Dev Research Asst	1.00	1.00	1.00	1.00
Total Full-Time Positions (FTE):	4.00	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	4.54	5.29	5.29	5.29

Budget Variances❖ **Personnel Services**

- ♦ 2016 Actuals vs 2017 Budget is up \$351,738 due to 2016 vacancies in the Business Support Specialist and variable positions budgeted. Additionally, the increase is the result of a reallocation of the Deputy City Manager - Economic Director position to the Economic Development division in 2017.

❖ **Services & Supplies**

- ♦ 2016 Actuals vs 2017 budget is up \$1,178,138 due to delayed expenditures for Artspace. Not all of the economic incentive budget was utilized in 2016. In addition, the 2018 budget is inclusive of the pilot Commercial Business Facade Program, the on-call consultant program, and the continuation of retail analysis.

Goals / Activities / Expectations / Results-Benefits♦ **GOAL: Support customers and base policies on quantitative and qualitative information**

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

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

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

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

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



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

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

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



FirstBank opened their new corporate headquarters in Lakewood

Activity: Generate the 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 contribute to reinvestment along West Colfax Avenue.

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

Expectation: Develop closely coordinated working relationships with the Jefferson County Economic Development Council now that they have a new executive director.

Result-Benefit: In 2017, a memorandum of understand is being developed which more effectively coordinates the activities between municipalities and the orgnaization. This minimizes miscommunication and allows for better alignment which in turn should result in benefits across the County for all.

Activity: Economic Development will expand the retail analysis (through an economic consultant) to assist in the City's aging strip retail centers.

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

Result-Benefit: Community development across the City.

Activity: Economic Development will continue to engage in the City's retail opportunity by working with a consultant. Additionally the implementation of the pilot Commercial Business Façade Program upon approval by City Council.



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

Expectation: Identify best suited retailers for strategic areas of the City to generate a focus for leasing opportunities.

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

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

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

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

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

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

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

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

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

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

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

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



ED works closely with our partners to further Economic Development goals



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

Result-Benefit: The City of Lakewood partnered with individuals and organizations throughout the community to support and establish programs that include the Lakewood-West Colfax Business Improvement District, the Alameda Gateway Community Association, the 40 West Arts District, Union Corridor Professionals Group, the South Lakewood Business Association, Jefferson County Economic Development Corporation, and others. ED also continued supporting business education programs.

General Comments

The ED staff continues to be excited for the quality of economic activity occurring in and around the City of Lakewood, the stability and positive exposure, and valuable infrastructure it provides for the community. St. Anthony Medical Campus opened in June 2011 and is already working on expansion plans. The West Rail line opened with great fanfare in April 2013 with great support by the residents and City staff. ED continues to work to leverage and maximize the investment. Terumo expanded their campus and opened their new corporate headquarters. Lakewood companies, as a whole, have weathered the economic downturn without significant decreases in employment.

Economic Development continues to focus on W. Colfax, a major corridor for redevelopment by co-sponsoring the West Colfax Lately luncheon and funding appropriate marketing material, along with funding the Embrace the Fax marketing campaign. ED also works with three organizations: Lakewood West Colfax BID; West Colfax Community Association; and 40 West. In 2018, we will look at the change in the economic and community development with the opening of the West Rail Line.

In 2017, ED will continue to explore retail opportunities with a more refined development of strategies. The initial work generated a list of potential retailers from the consultant that have proven difficult to attract to Lakewood hence we are revisiting our strategy. Along the West Alameda Corridor, positive relationships continue with the Alameda Business Improvement District. In 2016, funds were utilized to develop an overall landscape plan from Sheridan Blvd to Allison Parkway. We look forward to the end of 2017 to continue working with our housing consultant and for City Council to develop the appropriate policy tools for housing in Lakewood; coordinating the exploration of retail opportunities across the City; enhancement of industrial opportunities at 6th and Sheridan(NW quadrant); and continued focus on the W. Colfax/W Line Corridor in the northern portion of the City.

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

The ED team continues to explore development, redevelopment, and business attraction initiatives along major corridors and further develop opportunities stemming from the Citywide rezoning and the West Rail Line. In late 2017, it is expected that the City and Artspace will have entered into a purchase sale agreement for 1290 Harlan



Program: Strategic Initiatives

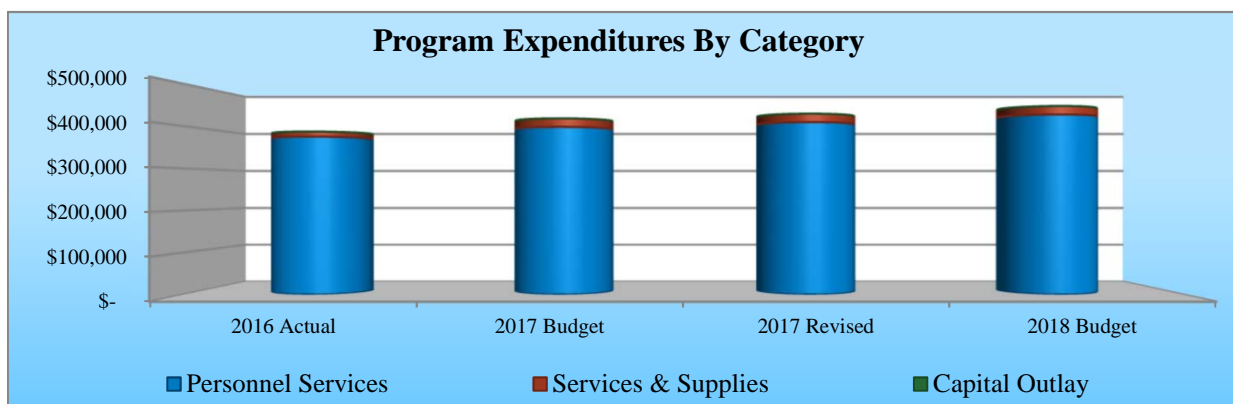
Department: City Manager's Office

Division: Strategic Initiatives

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

Department Expenditures By Category

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Personnel Services	\$ 375,133	\$ 398,067	\$ 409,202	\$ 427,337
Services & Supplies	11,795	20,000	20,000	20,000
Capital Outlay	-	-	-	-
TOTAL:	\$ 386,928	\$ 418,067	\$ 429,202	\$ 447,337



Department Expenditures By Fund

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
General Fund	\$ 386,928	\$ 418,067	\$ 429,202	\$ 447,337
TOTAL:	\$ 386,928	\$ 418,067	\$ 429,202	\$ 447,337

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

	2016 Revised	2017 Budget	2017 Revised	2018 Budget
Manager of Strategic Initiatives	1.00	1.00	1.00	1.00
Resource Development Specialist	1.00	1.00	-	-
Resource Development Supervisor	1.00	1.00	1.00	1.00
Sr. Resource Development Specialist	1.00	1.00	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

❖ None.

Goals / Activities / Expectations / Results-Benefits

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

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

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

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

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

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

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

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

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

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



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

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

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

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

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

Activity: Community outreach of the Lakewood Linked program will continue.

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

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



Activity: The City will partner with Nextdoor.com to increase neighborhood communication.

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

Result-Benefit: Greater community collaboration is demonstrated.

Activity: Division will continue to help facilitate City coordination with Live Well Colorado and the Jefferson County Health Network.

Expectation: A city representative participates in Jefferson County Health Network coalitions.

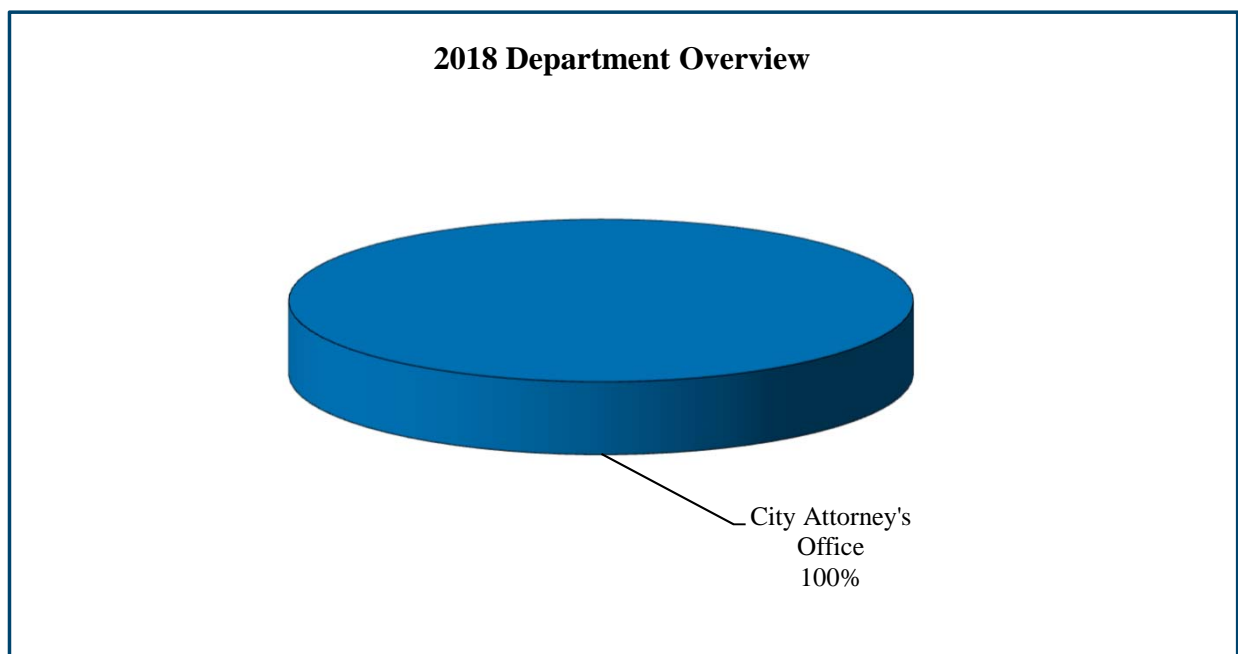
Result-Benefit: The collaborative approach will create impactful outcomes in creating healthy communities.

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.



CITY ATTORNEY'S OFFICE



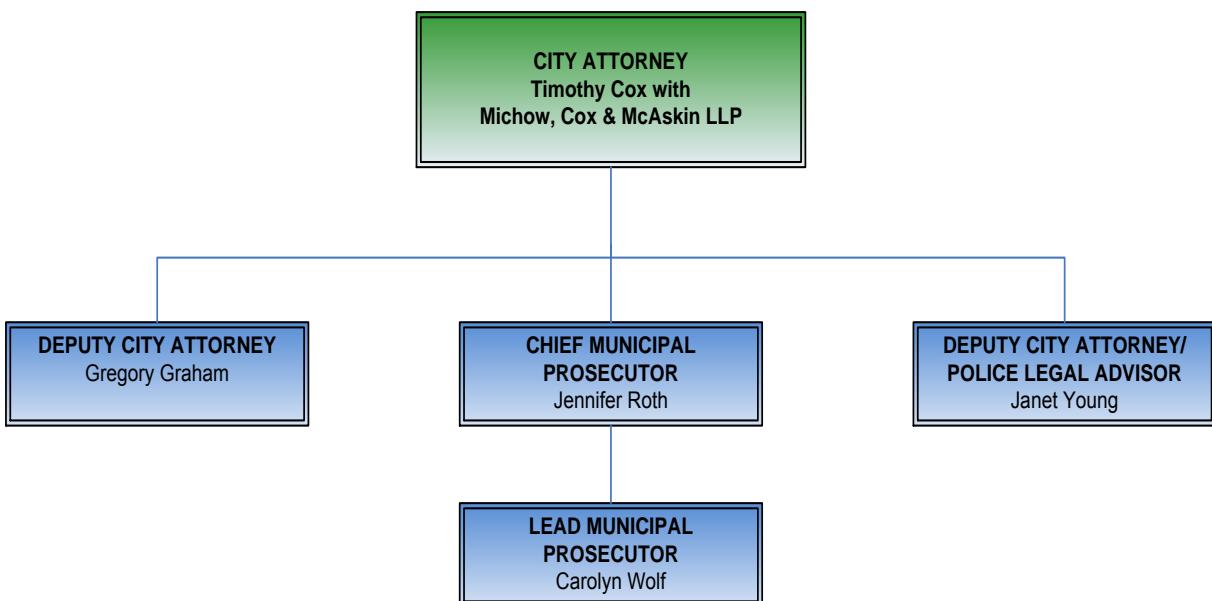
	2016 Actual	2017 Budget	2017 Revised	2018 Budget
City Attorney's Office	\$ 1,801,547	\$ 1,741,062	\$ 1,718,143	\$ 1,799,897
TOTAL:	\$ 1,801,547	\$ 1,741,062	\$ 1,718,143	\$ 1,799,897
Percent to All Funds	1.04%	0.87%	0.75%	0.89%



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.

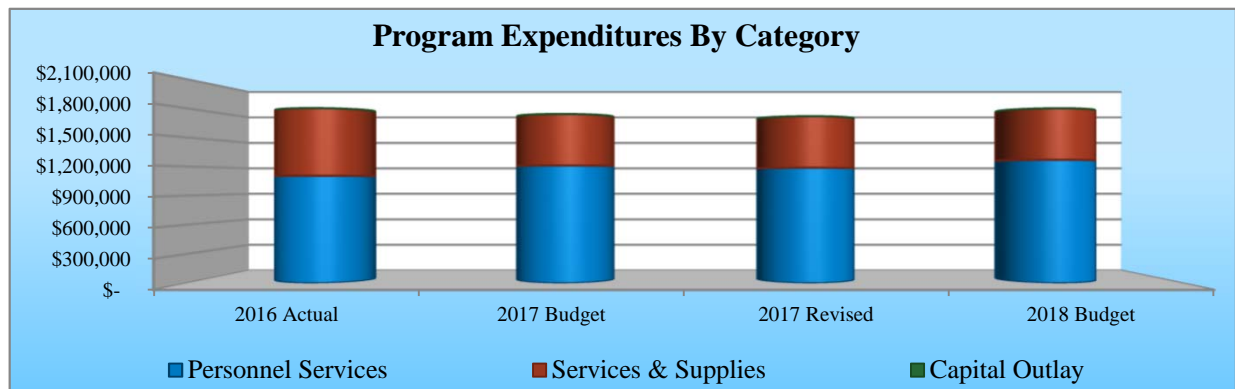
Purpose--General Legal/Civil: The City Attorney's Office serves as legal counsel for the City, providing legal services to the City Council, the City Manager, all City Departments and all City Boards and Commissions. The City Attorney's Office represents the City in all civil litigation matters, including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

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Personnel Services	\$ 1,103,525	\$ 1,209,730	\$ 1,186,811	\$ 1,268,565
Services & Supplies	698,022	531,332	531,332	531,332
Capital Outlay	-	-	-	-
TOTAL:	\$ 1,801,547	\$ 1,741,062	\$ 1,718,143	\$ 1,799,897



**Department Expenditures By Fund**

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
General Fund	\$ 1,801,547	\$ 1,741,062	\$ 1,718,143	\$ 1,799,897
TOTAL:	\$ 1,801,547	\$ 1,741,062	\$ 1,718,143	\$ 1,799,897

Full-Time Positions

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

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Deputy City Attorney	2.00	2.00	2.00	2.00
Asst City Attorney/Muni Prosecutor	-	-	-	-
Chief Municipal Prosecutor	1.00	1.00	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**

- ♦ None

❖ **Services & Supplies**

- ♦ None

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:

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

	2014 Actual	2015 Actual	2016 Actual	2017 Estimate
Traffic Tickets	13,957	14,028	8,862	7500
Penal Tickets	5,549	5,530	4,631	4500
Traffic & Penal Trials Set	692	713	696	750
Traffic & Penal Trials Held	95	104	100	100

♦ **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.

❖ **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

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.



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

❖ 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.

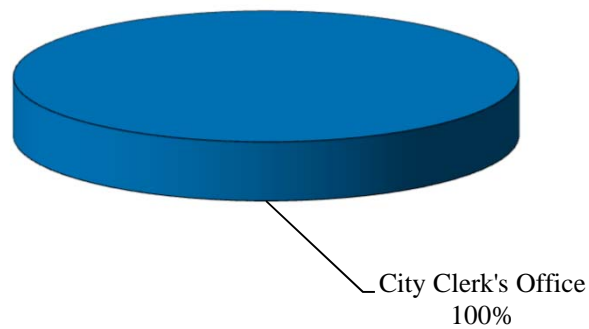
Expectation: The CAO will stay abreast of changes in the law impacting the City in order to educate, advise and guide the City Council, City Manager and staff.

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

2018 Department Overview



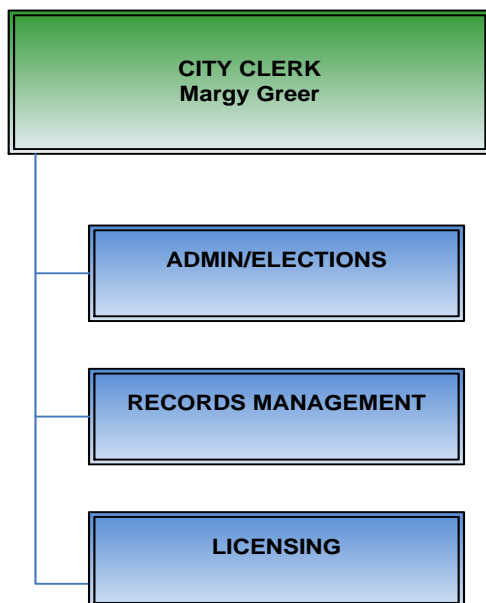
	2016 Actual	2017 Budget	2017 Revised	2018 Budget
City Clerk's Office	\$ 785,134	\$ 1,064,626	\$ 1,050,782	\$ 1,095,261
TOTAL:	\$ 785,134	\$ 1,064,626	\$ 1,050,782	\$ 1,095,261
Percent to All Funds	0.45%	0.53%	0.46%	0.54%



CITY CLERK'S OFFICE

(303) 987-7080

www.lakewood.org/CityClerk/





Department: City Clerk's Office

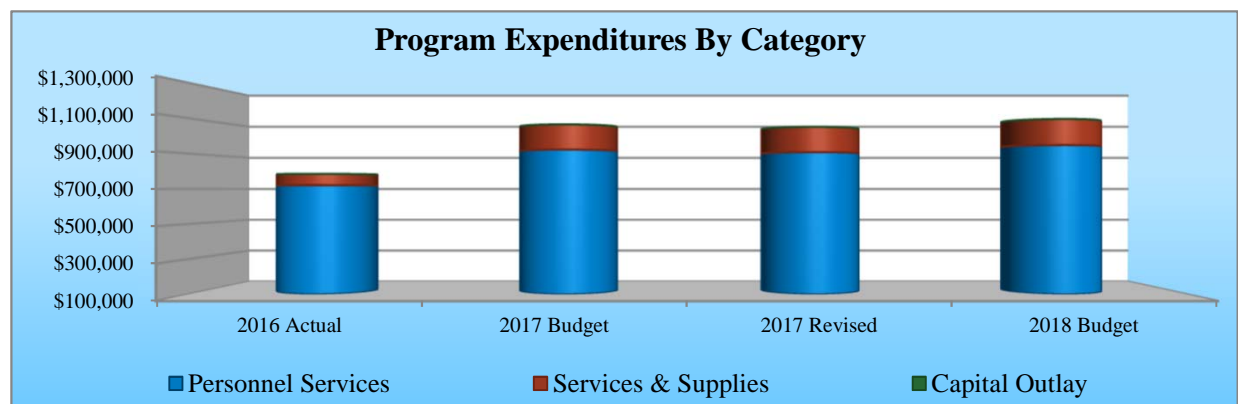
Mission Statement: The Lakewood City Clerk's Office will provide the highest quality of service by maintaining excellent professional standards, competence and expertise in the administration of elections, voter registration, licensing, permitting, management of public records, and service to City Council, 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 citizens of Lakewood and support to City departments. Areas of service include being the primary receptionist for the City, providing passport acceptance service (including photos), receiving all requests for public records, preparing legal notices for publication, and serving as record keeper for all City contracts and agreements. Central Records coordinates the City's records management program, retains permanent records of the City, and preserves archival and historical documents.

The City Clerk's Office is responsible for issuing the following licenses and permits: liquor, medical marijuana business, nonalcoholic dance club, pawnbroker, commercial waste haulers, Christmas tree lot, parade, oversized 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

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Personnel Services	\$ 721,137	\$ 922,211	\$ 907,767	\$ 947,729
Services & Supplies	63,997	142,415	143,015	147,532
Capital Outlay	-	-	-	-
TOTAL:	\$ 785,134	\$ 1,064,626	\$ 1,050,782	\$ 1,095,261



**Department Expenditures By Fund**

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
General Fund	\$ 785,134	\$ 1,064,626	\$ 1,050,782	\$ 1,095,261
TOTAL:	\$ 785,134	\$ 1,064,626	\$ 1,050,782	\$ 1,095,261

Full-Time Positions

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

	2016 Revised	2017 Budget	2017 Revised	2018 Budget
City Clerk	1.00	1.00	1.00	1.00
Deputy City Clerk	1.00	1.00	1.00	1.00
Business Support Specialist	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
Business Specialist	1.00	1.00	1.00	1.00
Records Analyst I	1.00	1.00	1.00	1.00
Total Full-Time Positions (FTE):	9.00	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	9.87	10.87	10.87	10.87

Budget Variances❖ **Personnel Services**

- ♦ 2016 Actuals vs 2017 Budget is up \$201,074 due to the establishment of a provisional Passport Administrator in the City Clerk's Office and budgeted salary and benefits increases.

❖ **Services & Supplies**

- ♦ 2016 Actuals vs 2017 Budget is up \$78,418 due to not having an election in 2016.



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 16 ordinances are adopted each year and posted on the website. An average of 5 of these ordinances are codified within the municipal code.

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

Activity: The City Clerk's Office administers the licensing process for liquor establishments, 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 and provides passport photo service.

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

Result-Benefit: Approximately 281 liquor establishments are licensed each year by the City Clerk's Office. An average of 14 new liquor licenses, 13 transfers of ownership, 5 modifications of premises, 5 changes of corporate structure, 9 trade name changes, 2 changes in location, 42 manager registrations and 115 special events permits are processed annually. Other licenses issued annually: 3 adult businesses, 330 dogs, 14 pawnbrokers, 12 medical marijuana businesses, 24 commercial waste haulers and 1 Christmas tree lot. Permits issued annually: 38 block party, 14 parade, 6 oversize moving, and 0 fireworks display. Passport applications received annually: 1,377.

♦ **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 available when needed. Lawful presence affidavits are retained per the City's retention schedule.





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

Result-Benefit: Approximately 1,445 active or permanent contracts/agreements and 14,700 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.

❖ 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 retention schedules for all City records, retrieves records per staff or citizen request 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 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. There are nearly 600 record types throughout the City with individual retention periods. 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 an 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

Expectation: Public records requests are responded to in a timely manner and in accordance with the Colorado Open Records Act.



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

Result-Benefit: Documents are retrieved for citizens and staff in the time period required by state law. Approximately 157 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 citizens to make formal requests to view records.

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

Activity: The City Clerk's Office is the first point of contact for telephone and walk-in inquiries. The City Clerk prepares accurate minutes, provides administrative and secretarial support to the City Council, the Lakewood Reinvestment Authority, the Lakewood Liquor and Fermented Malt Beverage Licensing Authority, the Advisory Commission for an Inclusive Community, the Lakewood Police Money Purchase Pension Plan Manager Committee, the Lakewood Duty Death and Disability Plan Manager Committee, and other committees, as needed. The City Clerk is 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, citizens, employees, and boards and commissions. Accurate agendas and minutes for various meetings are prepared. The City Clerk attends and provides administrative support to board and commission meetings as required.



Result-Benefit: Questions are answered, services are provided, and direction is given to approximately 9,000 customers per year at the front counter. In addition, annually, an estimated 15,000 phone calls are answered and directed to the appropriate department or agency. Accurate agenda packets and minutes are produced and retained for approximately 35 City Council meetings, 7 Lakewood Liquor and Fermented Malt Beverage Licensing Authority meetings, 65 Advisory Commission for an Inclusive Community meetings, and quarterly meetings of the Lakewood Police Money Purchase Pension Plan Manager Committee, Lakewood Duty Death and Disability Plan Manager Committee, Lakewood Reinvestment Authority, and various other meetings.

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

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

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

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

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

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



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 56 members serving on the City's seven regulatory boards and commissions and the 30 members of the City's advisory commission. Each individual member record contains term information, addresses, phone numbers, ward number (if applicable), and information particular to that board or commission. Historical data is preserved.

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

Activity: City Clerk's Office provides advice, guidance, and administrative support to the "ACIC". Administrative support includes coordinating ACIC 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 citizens.

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

Activity: Laserfiche imaging technology is utilized to organize and scan records. Employees are trained on the use of Laserfiche. Backups are 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 2.36 terabytes (TB) of data, including over 9 million files. Approximately 800-900 gigabytes (GB) of data are added each year.



❖ 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**



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

Activity: The Laserfiche content management system is continually upgraded, including conversion of data, installation of new upgrades and components, and training of users. Steps necessary to successfully integrate new line of business applications will be identified. Laserfiche workflow is used to improve internal processes & routing of documents between departments.

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

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

♦ **GOAL: 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.

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

❖ **QUALITY LIVING ENVIRONMENT**

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

Activity: Certain business activities are licensed, inspected, and/or permitted. These businesses include liquor establishments, medical marijuana businesses, 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.

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

Result-Benefit: An average of 6 show-cause hearings are conducted before the Liquor Authority each year. Liquor establishments are inspected every year, resulting in over 289 inspections, and their employees are educated in the area of responsible service. Approximately 125 individuals attend 7 alcohol awareness trainings every year. In addition, 6 inspections of adult businesses are carried out annually. All other licensing and permitting activities are monitored for compliance with local ordinances.





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

❖ 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 and recreation and community centers, and the Regional Training Academy.

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

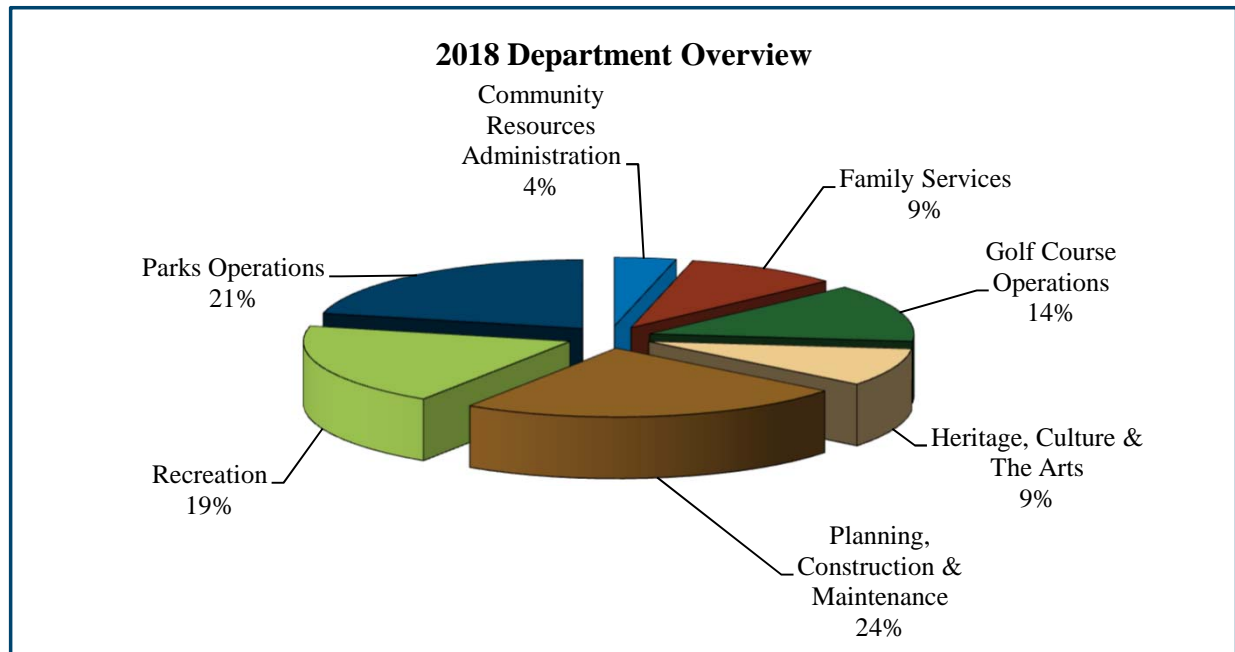
Result-Benefit: There are nearly 60 shredding consoles throughout City offices for collection and future destruction of confidential materials.

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



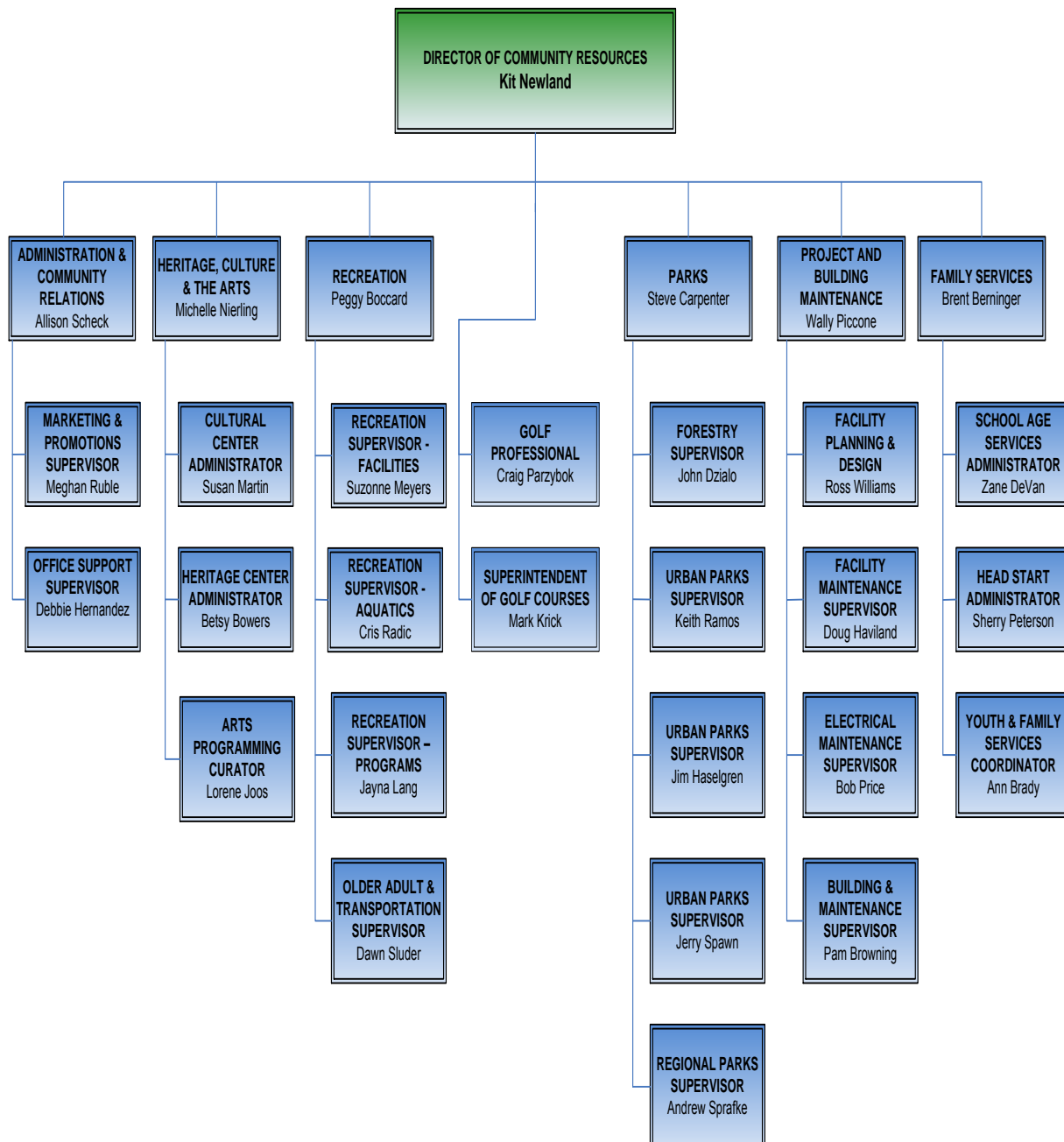
	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Community Resources Administration	\$ 881,954	\$ 954,402	\$ 1,101,837	\$ 1,447,642
Family Services	\$ 4,662,385	\$ 3,623,683	\$ 3,569,162	\$ 3,650,295
Golf Course Operations	\$ 4,808,313	\$ 5,149,519	\$ 5,143,214	\$ 5,253,776
Heritage, Culture & The Arts	\$ 2,606,222	\$ 3,268,547	\$ 3,628,451	\$ 3,451,375
Planning, Construction & Maintenance	\$ 12,832,371	\$ 12,349,850	\$ 20,672,779	\$ 9,134,795
Recreation	\$ 5,121,935	\$ 7,140,664	\$ 7,175,120	\$ 7,491,796
Parks Operations	\$ 8,020,286	\$ 9,350,629	\$ 10,721,833	\$ 8,296,347
TOTAL:	\$ 38,933,466	\$ 41,837,294	\$ 52,012,396	\$ 38,726,026
Percent to All Funds	22.41%	20.87%	22.70%	19.14%



COMMUNITY RESOURCES

(303) 987-7800

www.lakewood.org/CommunityResources/



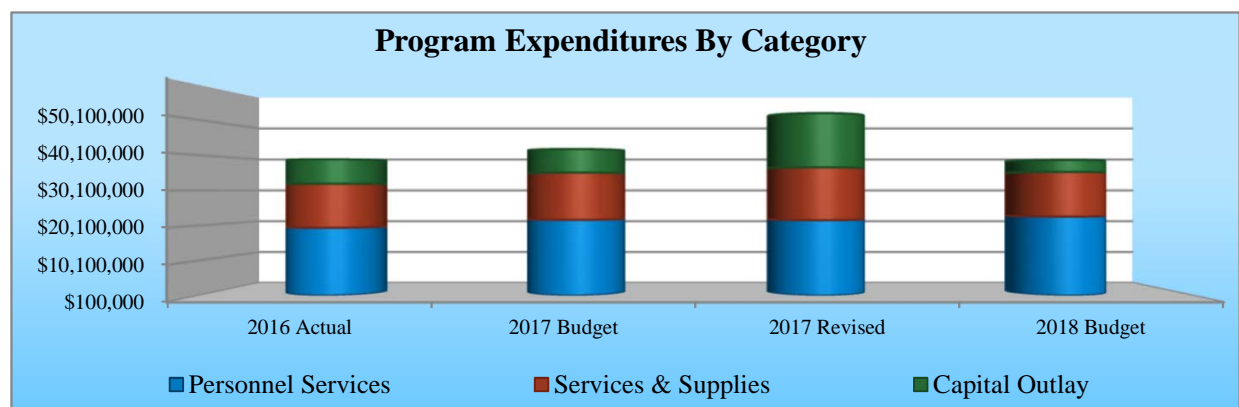


Department: Community Resources

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

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Personnel Services	\$ 19,417,357	\$ 21,683,628	\$ 21,587,753	\$ 22,619,647
Services & Supplies	12,606,493	13,475,954	15,045,849	12,721,052
Capital Outlay	6,909,616	6,677,712	15,378,794	3,385,327
TOTAL:	\$ 38,933,466	\$ 41,837,294	\$ 52,012,396	\$ 38,726,026



Department Expenditures By Fund

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
General Fund	\$ 18,718,839	\$ 19,497,372	\$ 19,570,399	\$ 20,575,028
Capital Improvement Fund	2,277,761	2,282,000	7,368,899	1,760,000
Conservation Trust Fund	1,721,982	1,448,600	2,018,600	870,600
Golf Course Enterprise Fund	4,808,313	5,149,519	5,143,214	5,253,776
Grants Fund	1,205,488	1,471,310	1,426,209	1,466,401
Heritage Culture & Arts Fund	2,606,222	3,268,547	3,628,451	3,451,375
Open Space Fund	7,594,861	8,719,946	12,856,624	5,348,846
TOTAL:	\$ 38,933,466	\$ 41,837,294	\$ 52,012,396	\$ 38,726,026

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

	2016 Revised	2017 Budget	2017 Revised	2018 Budget
Director of Community Resources	1.00	1.00	1.00	1.00
Adult Programmer	1.00	1.00	-	-
Advertising and Media Specialist	-	-	-	-
Aquatics Coordinator	2.00	2.00	2.00	2.00
Arts Programming Curator	1.00	1.00	1.00	1.00
Assistant in Box Office	-	1.00	1.00	1.00
Assistant Facilities Specialist	4.00	4.00	4.00	4.00
Assistant Golf Course Professional	2.00	2.00	4.00	4.00
Asst Golf Course Superintendent	-	-	-	-
Building & Maintenance Supervisor	1.00	1.00	1.00	1.00
Building & Repair Technician	1.00	1.00	1.00	1.00
Building Maintenance Specialist	7.00	7.00	7.00	7.00
Bus Driver	3.00	3.00	3.00	3.00
Business & Enrollment Coordinator	1.00	1.00	1.00	1.00
Business Specialist	4.00	4.00	4.00	4.00
Business Support Specialist	3.00	3.00	3.00	3.00
CC Plaza & Park Gar Res Pro Mg	-	-	-	-
Class and Travel Coordinator	1.00	1.00	1.00	1.00
Community Events Coordinator	1.00	1.00	1.00	1.00
Cultural Center Administrator	1.00	1.00	1.00	1.00
Cultural Center Assistant	1.00	1.00	1.00	1.00
Cultural Center Facility Coord	1.00	1.00	1.00	1.00
Cultural Programs Coordinator	2.00	2.00	2.00	2.00
Custodian I	0.61	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
Digital Marketing Tech	-	-	-	-
Early Childhood Education Supervisor	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
Facility Coordinator	5.00	5.00	5.00	5.00
Facility Maintenance Supervisor	1.00	1.00	1.00	1.00
Facility Specialist	4.00	4.00	4.00	4.00
Family Services Manager	1.00	1.00	1.00	1.00
Family Support Team Coordinator	1.00	1.00	1.00	1.00
Fitness/Wellness Prog Administrator	1.00	1.00	1.00	1.00
Forestry Supervisor	1.00	1.00	1.00	1.00
Forestry Technician	2.00	2.00	2.00	2.00
Golf Cart/Clubhouse Maint Tech	1.00	1.00	1.00	1.00
Golf Course Equip Oper Supervisor	1.00	1.00	1.00	1.00
Golf Course Equipment Spec	1.00	1.00	1.00	1.00
Golf Course Irrigation Specialist	1.00	1.00	1.00	1.00
Golf Course Irrigation Technician	-	-	-	-
Golf Course Maintenance Specialist	3.00	3.00	3.00	3.00

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

	2016 Revised	2017 Budget	2017 Revised	2018 Budget
Golf Course Mechanic	2.00	2.00	2.00	2.00
Golf Course Superintendent	1.00	1.00	1.00	1.00
Golf Lessons	2.00	2.00	-	-
Golf Professional	1.00	1.00	1.00	1.00
Graphic Designer	1.00	1.00	1.00	1.00
Greenhouse Lead Person	1.00	1.00	1.00	1.00
Greenhouse Technician	1.00	1.00	1.00	1.00
Head Start Administrator	1.00	1.00	1.00	1.00
Head Start Classroom Coordinator	2.00	2.00	2.00	2.00
Head Start Co-Teacher	1.00	1.00	1.00	1.00
Head Start Family Support Worker	2.00	2.00	2.00	2.00
Head Start Teacher	1.46	2.00	2.00	2.00
Health & Disabilities Coordinator	1.00	1.00	1.00	1.00
Heritage Center Administrator	1.00	1.00	1.00	1.00
Heritage, Culture & Arts Manager	1.00	1.00	1.00	1.00
Horticulturist	-	-	-	-
HVAC Technician	1.00	1.00	1.00	1.00
Landscape Architect	1.00	1.00	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 Coordinator	1.00	1.00	-	-
Marketing & Promotion Supervisor			1.00	1.00
Marketing Spec Facility Rentals	1.00	1.00	1.00	1.00
Media and Administrative Technician	1.00	1.00	1.00	1.00
Mrk/Community Rel Div Mgr	1.00	1.00	1.00	1.00
Museum Curator	1.00	1.00	1.00	1.00
Natural Resources Specialist	1.00	1.00	1.00	1.00
Office Support Specialist	-	-	-	-
Office Support Supervisor	1.00	1.00	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	3.61	4.00	3.00	3.00
Parks Equipment Mechanic	1.00	1.00	1.00	1.00
Parks Irrigation Specialist	2.00	2.00	2.00	2.00
Parks Maintenance Lead Person	7.00	7.00	7.00	7.00
Parks Maintenance Specialist I	-	-	-	-
Parks Maintenance Specialist II	18.00	18.00	19.00	19.00
Planner II	1.00	1.00	1.00	1.00
Plumber	1.00	1.00	1.00	1.00
Pool Manager	3.00	3.00	3.00	3.00
Preschool Assistant II	2.46	3.00	3.00	3.00
Preschool Site Coordinator II	0.54	-	-	-
Program Specialist I	1.00	1.00	1.00	1.00
Program Specialist II	3.00	3.00	3.00	3.00

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

	2016 Revised	2017 Budget	2017 Revised	2018 Budget
Projects and Maintenance Manager	1.00	1.00	1.00	1.00
Recreation Coordinator	2.00	2.00	2.00	2.00
Recreation Manager	1.00	1.00	1.00	1.00
Recreation Programmer - Sports	-	-	1.00	1.00
Recreation Supervisor	1.00	1.00	1.00	1.00
Recreation Suprv/Facilities	1.00	1.00	1.00	1.00
Recreation Suprv/Aquatics Programs	1.00	1.00	1.00	1.00
Regional Parks Supervisor	1.00	1.00	1.00	1.00
Regional Parks/Golf Course Manager	0.39	-	-	-
Right-of-Way Specialist	1.00	1.00	1.00	1.00
RISE Coordinator	1.00	1.00	1.00	1.00
School Age & Support Srvs Sup	1.00	1.00	1.00	1.00
Second Assistant Superintendent	2.00	2.00	2.00	2.00
Senior Graphic Designer	-	-	0.54	1.00
Senior Support Services Specialist	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 Coordinator	1.00	1.00	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 Manager	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/Membership 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
Youth Programmer	-	-	-	-
Total Full-Time Positions (FTE):	182.07	184.00	185.54	186.00
Part-Time Hours	407,755	404,225	406,309	411,811
Total Full-Time and Part-Time Positions Stated as FTE	378.11	378.34	380.88	383.99



Budget Variances

❖ Personnel Services

- ♦ 2016 Actual vs. 2017 Budget is up \$2,266,271 due to a number of vacancies in 2016 that were budgeted with full benefits in 2017 and have since been filled, in many cases with reduced benefit elections. Other reasons include savings in variable staffing in 2016 due to challenges in adequately staffing to expected levels and the expansion of the variable assistant box office position to full time.

❖ Services & Supplies

- ♦ 2018 Budget vs. 2017 Revised is down \$2,324,797 due to the anticipated completion of projects involving service contracts where funding was carried forward including median renovations, tennis court replacements, park path work, fire and burglar alarm installation. Other reasons include the budgeted purchase of emergency generators and utility tracking software in 2017.

❖ Capital Outlay

- ♦ 2017 Budget vs. 2017 Revised is up \$8,701,082 due to the carry over of capital projects funds from 2016 including the Bonfils-Stanton Foundation Amphitheater shell replacement; Carmody Outdoor Pool improvements; Clements Center restroom upgrades and playground replacements. Additions to 2017 Revised capital outlay include funding for the Green Mountain area water tap and meter installation; Bear Creek Lake Park improvements; Forsberg Iron Springs parking lot; the energy performance contract and Carmody improvements.
- ♦ 2017 Revised vs. 2018 Budget is down \$11,993,467 due to the anticipated completion of capital projects in 2017.

Core Values / Goals

❖ OPEN AND HONEST COMMUNICATION

- ♦ **GOAL: Strengthen our organizational culture**

❖ EDUCATION AND INFORMATION

- ♦ **GOAL: Be adaptable to social, economic, environmental and technological change**

❖ PHYSICAL & TECHNOLOGICAL INFRASTRUCTURE

- ♦ **GOAL: Provide safe, functional, accessible and inviting infrastructure**

❖ QUALITY LIVING ENVIRONMENT

- ♦ **GOAL: Effectively and efficiently utilize our resources**



Program: Community Resources Administration

Department: Community Resources

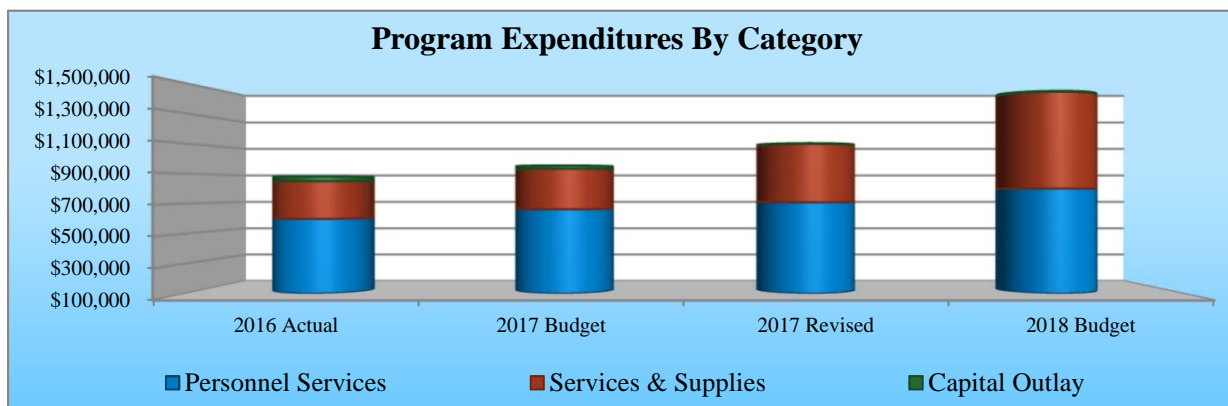
Division: Administration

Purpose: The Administration and Community Relations Division (ACR) provides management and direction to the Department of Community Resources (CR) for the effective implementation of City Council policy and Department priorities. ACR provides oversight, budgetary and administrative support to the five (5) other CR divisions. ACR 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 organization.



Program Expenditures By Category

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Personnel Services	\$ 598,043	\$ 662,040	\$ 709,475	\$ 800,280
Services & Supplies	252,251	270,862	386,862	641,862
Capital Outlay	31,660	21,500	5,500	5,500
TOTAL:	\$ 881,954	\$ 954,402	\$ 1,101,837	\$ 1,447,642



Program Expenditures By Fund

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
General Fund	\$ 881,954	\$ 954,402	\$ 1,101,837	\$ 1,447,642
Grants Fund	-	-	-	-
TOTAL:	\$ 881,954	\$ 954,402	\$ 1,101,837	\$ 1,447,642

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

	2016 Revised	2017 Budget	2017 Revised	2018 Budget
Director of Community Resources	1.00	1.00	1.00	1.00
Business Specialist	0.98	0.98	0.98	0.98
Digital Marketing Specialist	-	-	1.00	1.00
Digital Marketing Tech	1.00	1.00		
Graphic Designer	0.10	0.10	0.10	0.10
Mrktg/Comm Relations Div Mgr	1.00	1.00	1.00	1.00
Mrktg Specialist Facility Rental	0.63	0.40	0.40	0.40
Office Support Supervisor	1.00	1.00	1.00	1.00
Senior Graphic Designer	-	-	0.54	1.00
Total Full-Time Positions (FTE):	5.71	5.48	6.02	6.48
Part-Time Hours	1,645	1,645	1,645	1,645
Total Full-Time and Part-Time Positions Stated as FTE	6.50	6.27	6.81	7.27

Budget Variances❖ **Personnel Services**

- ♦ 2018 Budget vs 2017 Revised Budget is up \$90,805 due in part to budgeted increases in salaries and benefits for all employees and the addition of variable hours for a fireworks event.

❖ **Services & Supplies**

- ♦ 2017 Revised vs. 2017 Budget is up \$116,000 due primarily to the addition of the City of Lakewood 50th Anniversary Celebration.
- ♦ 2018 Budget vs. 2017 Revised Budget is up \$255,000 due to the addition of the City of Lakewood 50th Anniversary Celebration and a fireworks event.

❖ **Capital Outlay**

- ♦ None



Goals / Activities / Expectations / Results-Benefits

♦ GOAL: Strengthen our organizational culture

Activity: Community Resources and other City staff are kept informed of new and evolving programs and changes to programming and facilities through a multi-modal communication strategy.

Expectation: Residents are served by a knowledgeable staff that understands how the Department can enhance quality of life beyond the scope of their sole responsibilities and customer service is improved. Staff feel empowered and informed.

Result-Benefit: Regular communication is sent to all CR staff containing important and timely updates from the Director, e-newsletters are distributed to all staff containing program information and other updates, supervisors are provided tools and materials to use at meetings with staff to reinforce key department updates and strategic plan progress reporting is distributed via video, email and print materials.

Activity: Implementation of the CR Road to 2017 (Department strategic plan) will continue.

Expectation: Launched in January, 2015, the strategic plan involves the completion of 125 actions over a three (3) year period. These actions were determined by staff through group processes, and are focused on providing efficiencies in business operations and internal processes.

Result-Benefit: Now in the final sixth months of the three (3) year implementation period, over 95% of the actions are complete or in progress. Through regular and meaningful communication, staff continue stay motivated and focused on implementing the actions in the strategic plan and see the results of their efforts on a quarterly basis. Accomplishments are celebrated to continue the momentum.

♦ GOAL: Effectively and efficiently utilize our resources

Activity: Provide creative services to the entire organization

Expectation: The creative services team, housed in the Administration and Community Relations Division of Community Resources, now provides exceptional support to all City departments with graphic design services that adhere to the City's brand guidelines.

Result-Benefit: Efficiencies are realized by consolidating creative staff into one work group to fulfill the organization's needs through a collaborative team approach.

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

Expectation: Marketing Specialist - Facility Rentals provides marketing strategy and customer service support across the Department. Fees are aligned with the market, customers renting our facilities are provided assistance with booking a venue, and testimonials are collected to help further sales efforts. In particular, Lakewood's "Weddings at Lakewood" brand continues to develop.

Result-Benefit: Residents are provided exceptional service and facilities when looking to their City's venues in which to celebrate their life events. Brand development, marketing strategies, careful fee analysis and exceptional customer service grows revenue.



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

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

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

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



Activity: The Department will continue to evaluate publications and other marketing strategies to meet customer needs and drive participation.

Expectation: A variety of methods are used to gather opinions about the effectiveness of our communication strategies. Suggestions from feedback are evaluated and implemented. Feedback is specifically sought regarding the ease of online registration.

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

Activity: Administration staff will continue to search for efficiencies and ways to streamline processes to assist staff Department-wide in better accomplishing their tasks. Residents are provided with convenient options for engaging with the Department.

Expectation: Administrative processes are constantly evaluated for efficiency and new technologies are considered.

Result-Benefit: As processes are refined, staff Department-wide operate at increased productivity. Online forms reduce paper and travel time as information travels instantly through electronic channels. Residents use fillable forms to submit requests such as special event permit details, scholarship applications or donation requests for charitable causes.

♦ **GOAL: Provide safe, functional, accessible and inviting infrastructure**

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

Expectation: The final timeline determined in the plan is followed over the next five years to implement the community-driven goals and actions.



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

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

Activity: The Department conducts an annual coordinated planning process.

Expectation: Department priorities based on community needs and availability of funds are identified in accordance with Department planning efforts including the Imagine Lakewood! Master Plan and CR Road to 2017.

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

♦ **GOAL: Be adaptable to social, economic, environmental and technological change**

Activity: Continue to broaden opportunities for citizen engagement.

Expectation: Following the successful pilot of a new online citizen engagement platform, continue to grow opportunities for residents to engage with the Department in person and through technology.

Result-Benefit: Enhanced community engagement ensures Department projects and programs truly meet the needs of the community and residents feel heard and respected.

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

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

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



General Comments

The Department is currently partnering with the community to update its arts, parks and recreation master plan. The new master plan is called Imagine Lakewood! This five year plan charts the course and work plan for the next five years and is driven by community input and an analysis of social and industry trends. The Administration and Community Relations Division will guide the Imagine Lakewood! plan's implementation beginning late 2017. The Department is also focusing on implementing the remaining goals of the CR Road to 2017, a three year strategic plan designed to identify areas for increased efficiency. As a result, positive change is driven by utilizing financial and human resources efficiently. The Department continues to conduct a short-term and long-term strategic planning session with follow up meetings to determine the most effective use of resources and assess capital project priorities. Opportunities for alternative resources through grants, corporate sponsorships, volunteers, and in-kind contributions are identified and applied to annual plans. This process is critical in addressing the external influences that impact the operations of Community Resources. The Department is funded by the following sources:

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

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



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

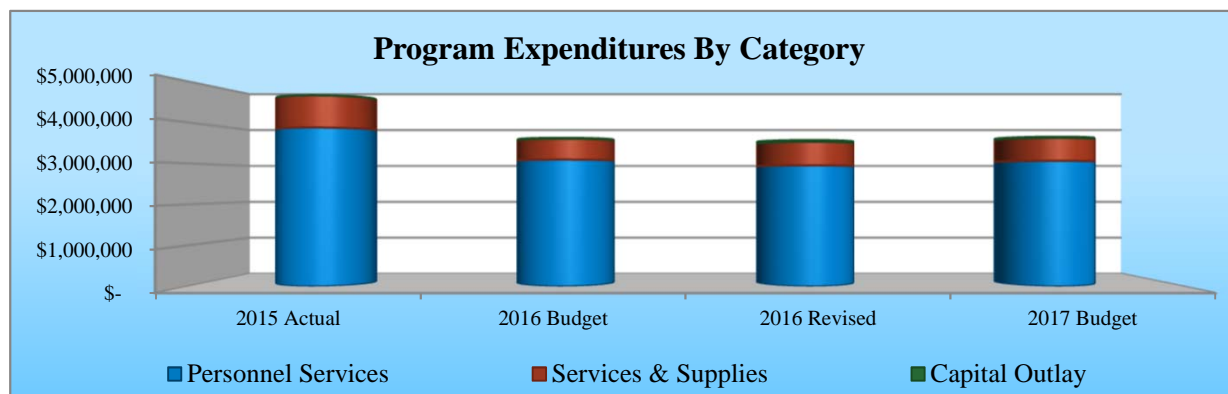
Purpose: The Family Services Division exists to enhance the lives of Lakewood residents through early childhood education, school age programming and mental health services. Administrative staff work out of the Wilbur Rogers Center, while programming occurs at eight locations throughout the city. Our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



With the addition of Early Head Start in 2015, the Family Services Division now serves residents at all stages of life. Prenatal moms and parents of newborns through age three can participate in Early Head Start, while children ages three to five are afforded a high quality education in one of our Head Start or Early Childhood Education classrooms. School aged children experience educational and physical activities at one of four before and after-school locations, in addition to three theme based full day, state licensed summer camps. Last, but certainly not least, 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.

Program Expenditures By Category

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Personnel Services	\$ 3,875,773	\$ 3,092,085	\$ 2,950,278	\$ 3,062,004
Services & Supplies	782,489	509,942	575,486	559,720
Capital Outlay	4,123	21,656	43,398	28,571
TOTAL:	\$ 4,662,385	\$ 3,623,683	\$ 3,569,162	\$ 3,650,295



**Program Expenditures By Fund**

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
General Fund	\$ 3,471,897	\$ 2,152,373	\$ 2,166,906	\$ 2,238,039
Capital Improvement Fund	-	-	-	-
Grants Fund	1,190,488	1,471,310	1,402,256	1,412,256
TOTAL:	\$ 4,662,385	\$ 3,623,683	\$ 3,569,162	\$ 3,650,295

Full-Time Positions

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

	2016 Revised	2017 Budget	2017 Revised	2018 Budget
Family Services Manager	1.00	1.00	1.00	1.00
Bus Driver	3.00	-	-	-
Business & Enrollment Coordinator	1.00	1.00	1.00	1.00
Business Specialist	1.00	1.00	1.00	1.00
Business Support Specialist	2.00	-	-	-
Class and Travel Coordinator	1.00	-	-	-
Early Childhood Education Suprv	1.00	1.00	1.00	1.00
Early Head Start Home Visitor	2.00	2.00	2.00	2.00
Facility Coordinator	1.00	-	-	-
Family Support Team Coordinator	1.00	1.00	1.00	1.00
Head Start Administrator	1.00	1.00	1.00	1.00
Head Start Classroom Coordinator	2.00	2.00	2.00	2.00
Head Start Co-Teacher	1.00	1.00	1.00	1.00
Head Start Family Support Worker	2.00	2.00	2.00	2.00
Head Start Teacher	1.46	2.00	2.00	2.00
Health & Disabilities Coordinator	1.00	1.00	1.00	1.00
Lead Bus Driver	2.00	-	-	-
Lead Substitute Teacher	1.00	1.00	1.00	1.00
Older Adult & Transportation Suprv	1.00	-	-	-
Older Adult Nutrition Prog Coord	1.00	-	-	-
Preschool Assistant II	2.46	3.00	3.00	3.00
Preschool Site Coordinator II	0.54	-	-	-
School Age & Support Srvs Sup	1.00	1.00	1.00	1.00
Senior Support Services Specialist	1.00	-	-	-
Therapist	2.00	2.00	2.00	2.00
Transportation Scheduler/Dispatcher	1.00	-	-	-
Transportation Serv Coord	1.00	-	-	-
Youth & Family Service Coord	1.00	1.00	1.00	1.00
Total Full-Time Positions (FTE):	37.46	24.00	24.00	24.00
Part-Time Hours	72,218	56,024	56,476	56,476
Total Full-Time and Part-Time Positions Stated as FTE	72.18	50.93	51.15	51.15



Budget Variances

❖ Personnel Services

- ♦ 2016 Actual vs. 2017 Budget is down \$783,688 due to the reorganization of the Division. 2016 personnel costs included older adult services which were moved into the Recreation Division in 2017.

❖ Services & Supplies

- ♦ 2016 Actual vs. 2017 Budget is down \$272,547 due to the reorganization of the Division where some supply costs were moved into the Recreation Division in 2017.

Goals / Activities / Expectations / Results-Benefits

♦ GOAL: Strengthen our organizational culture

Activity: Supervisors throughout the Division will foster an environment that encourages staff at all levels to be fully engaged in the organization and routinely solicit individual input.

Expectation: Supervisors will provide adequate support for each employee so that each is able to succeed in his or her position.

Result-Benefit: Staff members are productive in their positions and receive adequate information and training to be successful.

♦ GOAL: Effectively and efficiently utilize our resources

Activity: The Division will provide services and programs in the community based on current levels of demand.

Expectation: The Division will routinely evaluate the program and services offered utilizing the available data and by monitoring trends. Adjustments in programming are made based on the needs of the participants and the changes in the community demographics.

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



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

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

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

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



◆ **GOAL: Provide safe, functional, accessible and inviting infrastructure**

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: Be adaptable to social, economic, environmental and technological change**

Activity: Family Services staff members will monitor demographic changes and maintain current 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.

General Comments

Recently, the City received additional federal grant funding to extend the duration of services in the Head Start program starting fall, 2017. The duration funding allows for all five Head Start sites to offer full day programming five days per week as well as offer a summer option for Head Start families at one location. For working families, this opportunity will make a difference in their ability to maintain work or go to school and allow children and staff to maintain focused attention on school readiness goals. It also allows for their continued exposure to high-quality early learning experiences thus reducing the “summer learning loss” that can occur on a greater level with children who are at high risk.

The City received a Cost of Living Adjustment increase of \$10,128 for the Head Start and Early Head Start programs in 2017.

**General Comments (continued)**

The City began year two of a three year grant provided by the Piton Foundation to provide mental health services to support the work of Renaissance Children's Center, a support center operated by the Colorado Coalition for the Homeless.

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 City participated in the Arrupe Jesuit High School Corporate Work Study Program to receive classroom support during the 2016-2017 school year. The program offered a hands-on learning experience for two high school students interested in pursuing a career in education, while adding additional classroom support for the 11th Avenue Head Start classroom.

Participation Levels:

Note: To ensure alignment with community needs, classroom structures are evaluated on an ongoing basis. Early childhood participation numbers have decreased, or will decrease, because of a shift toward a full day preschool model at almost all preschool sites per community needs, as opposed to separate morning and afternoon sessions. Head Start classrooms should see a slight increase in participation due to the addition of a fifth day per week at Daniels Head Start and 20 slots for summer programming at Patterson Head Start. Finally, Early Head Start is projected to increase due to full case loads now that the program was fully established entering 2017. Volunteer hours have decreased since 2015 because the City's older adult and transportation programs are no longer housed in the Family Services Division.

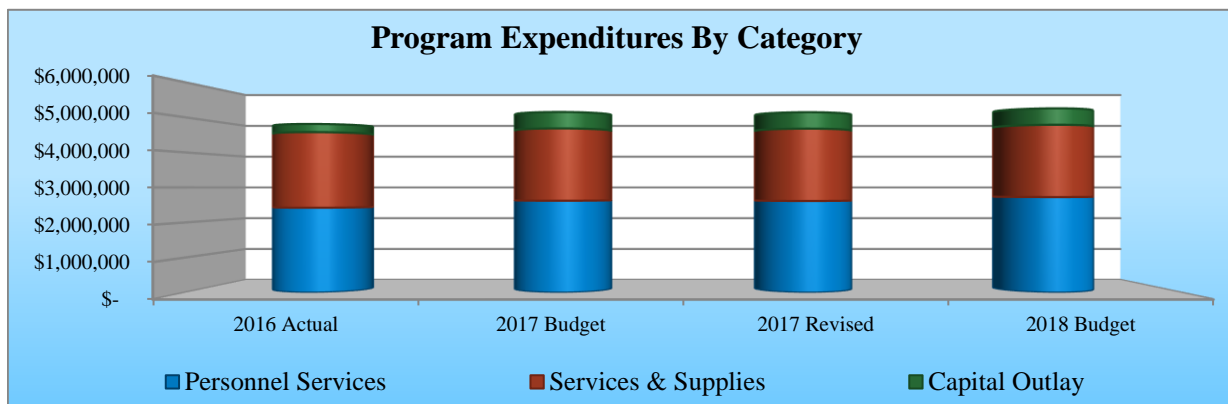
	2015 Actual	2016 Actual	2017 Projected	2018 Budget
Preschool	6,192	6,983	5,800	5,800
Early Head Start	0	1,048	1,224	1,224
Head Start	14,975	13,531	14,000	14,000
School Age	29,922	29,055	30,000	30,000
Youth & Family				
Classes/Group	4,902	5,296	5,000	5,000
Therapy Sessions	176	80	100	100
Volunteer Hours	13,611	9,136	9,000	9,000

**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 The Homestead Golf Course. This includes course and grounds maintenance, green fee collection, pro shop sales, and food and beverage services at both golf courses. The Division maintains upscale, premier golf course status among Colorado golf courses. The environments at Fox Hollow and The Homestead, which are located on sites that attract a wide variety of wildlife, are further enhanced through both turf grass and water "Best Management Practices" (BMPs). Both courses have received national recognition (Audubon International) for their environmental stewardship. The Homestead was once again recognized as an "Environmental Leader in Golf" in 2014 and has received that national award every three (3) years since 2005. The two courses host nearly 120,000 visitors annually.

**Program Expenditures By Category**

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Personnel Services	\$ 2,420,457	\$ 2,619,998	\$ 2,613,693	\$ 2,724,255
Services & Supplies	2,156,324	2,061,889	2,061,889	2,061,889
Capital Outlay	231,532	467,632	467,632	467,632
TOTAL:	\$ 4,808,313	\$ 5,149,519	\$ 5,143,214	\$ 5,253,776



**Program Expenditures By Fund**

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Golf Course Enterprise Fund	\$ 4,808,313	\$ 5,149,519	\$ 5,143,214	\$ 5,253,776
TOTAL:	\$ 4,808,313	\$ 5,149,519	\$ 5,143,214	\$ 5,253,776

Full-Time Positions

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

	2016 Revised	2017 Budget	2017 Revised	2018 Budget
Assistant Golf Course Professional	4.00	4.00	4.00	4.00
Business Support Specialist	1.00	1.00	1.00	1.00
Golf Cart/Clubhouse Maint Tech	1.00	1.00	1.00	1.00
Golf Course Equip Oper Supervisor	1.00	1.00	1.00	1.00
Golf Course Equipment Specialist	1.00	1.00	1.00	1.00
Golf Course Irrigation Specialist	1.00	1.00	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
Superintendent of Golf Course	1.00	1.00	1.00	1.00
Golf Professional	1.00	1.00	1.00	1.00
Marketing & Promotions Coord	0.12	0.15	-	-
Marketing & Promotions Supervisor	-	-	0.15	0.15
Marketing Specialist	0.37	0.60	0.60	0.60
Media and Administrative Technician	0.25	0.25	0.25	0.25
Second Assistant Superintendent	2.00	2.00	2.00	2.00
Total Full-Time Positions (FTE):	18.74	19.00	19.00	19.00
Part-Time Hours	72,567	72,567	73,057	73,084
Total Full-Time and Part-Time Positions Stated as FTE	53.63	53.89	54.12	54.14

Budget Variances❖ **Personnel Services**

- ♦ 2016 Actual vs. 2017 Budget is up \$199,541 due to unfilled vacancies in 2016 that have since been filled.

❖ **Capital Outlay**

- ♦ 2016 Actual vs. 2017 Budget is up \$236,100 due to unanticipated savings in 2016.



Goals / Activities / Expectations / Results-Benefits

♦ GOAL: Strengthen our organizational culture

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

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

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

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

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

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

Activity: Exceptional customer service is provided to approximately 75,000 patrons at Fox Hollow and 45,000 patrons at The Homestead by dedicated, loyal and talented staff.

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

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

♦ GOAL: Effectively and efficiently utilize our resources

Activity: Evaluate and possibly implement, where appropriate, different labor structures(s) based upon the CR Road to 2017 strategic plan.

Expectation: A program is prepared that addresses specific strategies for budget expenditure control that will provide greater labor efficiencies and savings.

Result-Benefit: Savings provided will further strengthen contingency reserves for the golf courses in the event of revenue downturns due to circumstances such as inclement weather and economic variation.



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

◆ GOAL: Provide safe, functional, accessible and inviting infrastructure

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

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

Result-Benefit: Through sound management practices, the Division will strive to achieve its stated goals of 65,000 rounds of golf at Fox Hollow in 2017 and 65,000 rounds in 2018. A goal of 40,000 rounds at The Homestead in 2017 and 40,000 rounds in 2018 are targeted.



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

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

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

◆ GOAL: Be adaptable to social, economic, environmental and technological change

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

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

Result-Benefit: The Junior Golf and Special Education Programs will serve almost 250 youth in 2017, enhancing opportunities for children within the community. The goal will be to grow the Junior Golf Program in 2018.

Activity: Opinions and comments of golfers through surveys collected at golf facilities or are evaluated.

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



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



General Comments

Fox Hollow continues to be rated among the best public golf courses in Colorado, and The Homestead was recently rated among the best short courses on a national level. The economics of the golf industry, however, continues to be very challenging. There are no new public golf courses expected to be constructed over the next several years in the greater metropolitan area; however, we are aggressively competing for golfers at all levels and have been successful in attracting them to our facilities. 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 golfing baby boomers and attract new customers.

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Fox Hollow				
Number of rounds played	62,734	65,000	65,000	65,000
Number of days of golf played	257	260	260	260
Total Revenue generated	\$3,146,524	\$3,321,898	\$3,321,898	\$3,321,898
Homestead				
Number of rounds played	42,057	40,000	40,000	40,000
Number of days of golf played	257	260	260	260
Total Revenue generated	\$1,517,764	\$1,508,895	\$1,508,895	\$1,508,895



Program: Heritage, Culture & The Arts

Department: Community Resources

Division: Heritage, Culture and the Arts

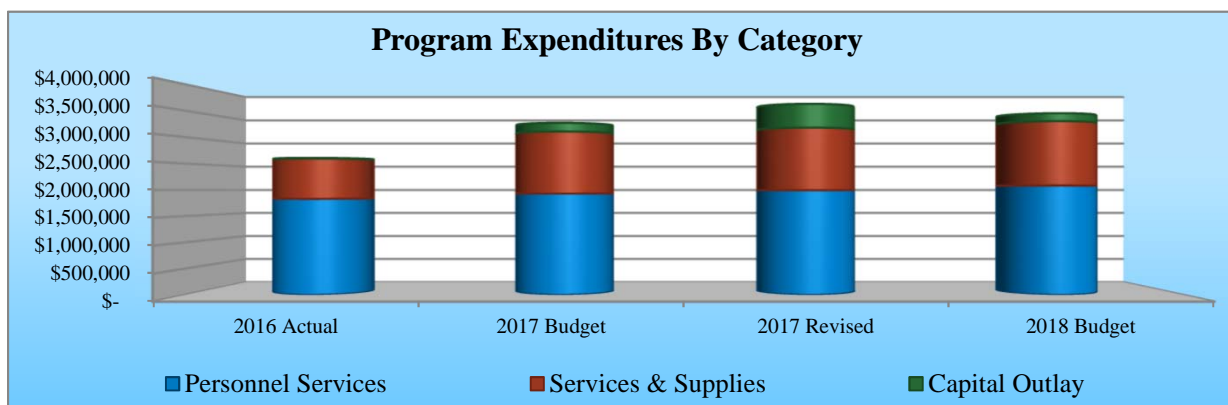
Purpose: The mission of the Heritage, Culture and the Arts (HCA) Division is to enrich and inspire people through places and programs that engage, celebrate, and build community through heritage, culture and the arts.

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



Program Expenditures By Category

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Personnel Services	\$ 1,829,628	\$ 1,929,642	\$ 1,995,766	\$ 2,082,921
Services & Supplies	764,680	1,176,405	1,182,685	1,218,454
Capital Outlay	11,914	162,500	450,000	150,000
TOTAL:	\$ 2,606,222	\$ 3,268,547	\$ 3,628,451	\$ 3,451,375



**Program Expenditures By Fund**

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Heritage Culture & Arts Fund	\$ 2,606,222	\$ 3,268,547	\$ 3,628,451	\$ 3,451,375
TOTAL:	\$ 2,606,222	\$ 3,268,547	\$ 3,628,451	\$ 3,451,375

Full-Time Positions

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

	2016 Revised	2017 Budget	2017 Revised	2018 Budget
Heritage, Culture & Arts Manager	1.00	1.00	1.00	1.00
Advertising and Media Specialist	0.60	0.60	0.60	0.60
Arts Programming Curator	1.00	1.00	1.00	1.00
Assistant in Box Office	-	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
Cultural Programs Coordinator	2.00	2.00	2.00	2.00
Heritage Center Administrator	1.00	1.00	1.00	1.00
Marketing & Promotions Coord	0.45	0.42	-	-
Marketing & Promotions Supervisor			0.42	0.42
Museum Curator	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
Ticket Office 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
Total Full-Time Positions (FTE):	17.05	18.02	18.02	18.02
Part-Time Hours	24,205	22,385	24,509	24,476
Total Full-Time and Part-Time Positions Stated as FTE	28.69	28.78	29.80	29.79

Budget Variances❖ **Services & Supplies**

- ♦ 2016 Actual vs. 2017 Budget is up \$411,725 due to implementation of LHC Master Plan and budgeting for potential, expense offset by revenue.



Budget Variances (continued)

❖ Capital Outlay

- ♦ 2016 Actual vs. 2017 Budget is up \$150,586 due to budgeted completion of the Caretaker's Cottage Phase I.
- ♦ 2017 Budget vs. 2017 Revised is up \$287,500 due to Caretaker's Cottage Phase I completion and 40 West Artline.
- ♦ 2017 Revised vs. 2018 Budget is down \$300,000 due to completion of the Caretaker's Cottage Phase I and 40 West Artline.

Goals / Activities / Expectations / Results-Benefits

♦ GOAL: Strengthen our organizational culture

Activity: Department values and keys are integrated into daily operations.

Expectation: Values and keys will be understood and practiced, thus strengthening organizational culture.

Result-Benefit: Citizens will benefit from a coordinated and focused delivery of service.

Activity: Opportunities for professional growth are encouraged and engaged.

Expectation: Staff will be proactive in seeking opportunities for growth in their leadership skills.

Result-Benefit: Citizens will benefit from a higher level of service as staff skills are enhanced.

♦ GOAL: Effectively and efficiently utilize our resources

Activity: Continue to actively seek alternative funding sources for programs and services.

Expectation: Grants, sponsorships and partnerships will be actively pursued.

Result-Benefit: Funding sources are diversified and programs are affordable.

Activity: Promotion of programs through technological resources will be increased.

Expectation: New, expanded and diverse audiences are reached.

Result-Benefit: Citizens' needs will be met through heritage, culture and the arts programs and services.

Activity: Seek feedback from users on customer service levels and expectations.

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



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

Result-Benefit: Resources are focused on meeting customer needs.

Activity: The Division continues 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: The Division enhances its volunteer program.

Expectation: Opportunities to involve, communicate with and appreciate volunteers will be implemented

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

♦ **GOAL: Provide safe, functional, accessible and inviting infrastructure**

Activity: Begin exterior rehabilitation of the historic Caretaker's Cottage at the Lakewood Heritage Center. Commence planning for interior work.

Expectation: Phase 1 of the restoration of the Caretaker's Cottage will be completed. Planning will begin for Phase II.

Result-Benefit: Lakewood's history will be told through the story of May Bonfils and kit homes.



Activity: Implement identified maintenance projects at Washington Heights Arts Center.

Expectation: Identified maintenance projects from building assessment will be completed.

Result-Benefit: Facilities will be maintained for public use.

Activity: Public Art opportunities will continue through the implementation of the Public Art Master Plan, 40 West ARTline project and preparation for Lakewood's 50th celebration.

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.

**Goals / Activities / Expectations / Results-Benefits (continued)**♦ **GOAL: Be adaptable to social, economic, environmental and technological change**

Activity: The Division collaborates 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: The Division will 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.



Activity: The Lakewood Heritage Center Master Plan will be implemented.

Expectation: Enhancements will be made to programs and the site.

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

Activity: Citizen feedback about programs and services will be sought.

Expectation: Feedback will be incorporated to improve programs and services.

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

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.

	2016	2017	2017	2018
<u>Audience Reach</u>	<u>Actual</u>	<u>Budget</u>	<u>Revised</u>	<u>Budget</u>
Performance Attendance	42,847	43,000	43,000	43,500
Exhibit Attendance	36,800	43,000	43,000	43,000
Museum Admissions	7,789	4,000	8,000	8,000
HCA Classes	27,087	25,500	28,000	29,000
Free Outreach	40,350	38,500	41,000	42,500
Promotional Outreach	395,000	400,000	401,000	405,000
Festivals	15,208	13,500	15,250	15,500
Other	15,991	20,500	20,500	20,500
Total Attendance	581,072	588,000	595,000	607,000



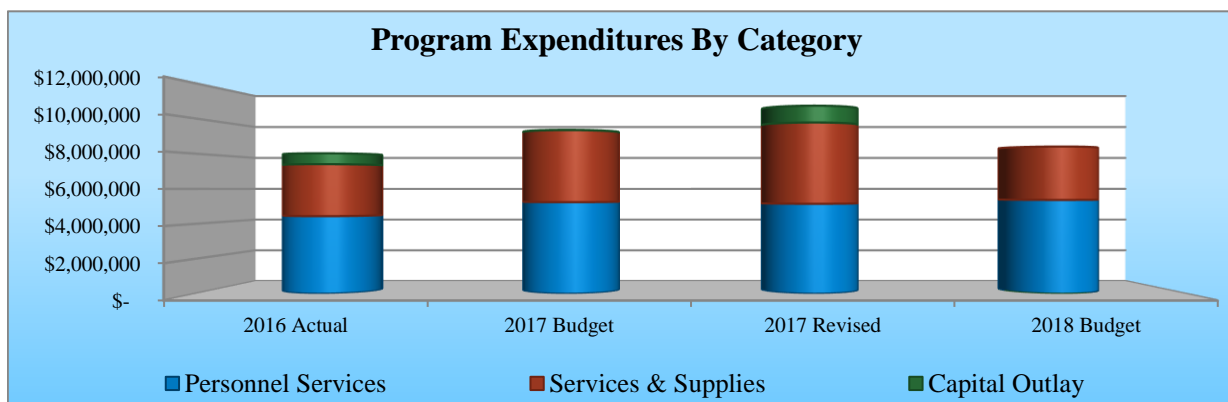
Program: Park Operations
Department: Community Resources
Division: Parks

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 is new in 2017 and merges the former Regional and Urban Parks divisions in order to maximize and realize efficiencies in providing management and maintenance programs for all of Lakewood's parks.

The Parks Division provides landscape and vegetation management to over 7,175 acres and 101 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 within the City.

Program Expenditures By Category

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Personnel Services	\$ 4,437,063	\$ 5,238,735	\$ 5,145,286	\$ 5,366,303
Services & Supplies	2,965,634	4,098,531	4,622,836	3,036,681
Capital Outlay	617,589	13,363	953,711	(106,637)
TOTAL:	\$ 8,020,286	\$ 9,350,629	\$ 10,721,833	\$ 8,296,347



**Program Expenditures By Fund**

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
General Fund	\$ 4,732,601	\$ 4,576,824	\$ 4,466,512	\$ 4,686,909
Grants Fund	15,000	-	-	-
Open Space Fund	3,272,420	4,768,805	6,250,321	3,604,438
Capital Improvement	265	5,000	5,000	5,000
TOTAL:	\$ 8,020,286	\$ 9,350,629	\$ 10,721,833	\$ 8,296,347

Full-Time Positions

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

	2016 Revised	2017 Budget	2017 Revised	2018 Budget
Business Specialist	1.00	1.00	1.00	1.00
Forestry Supervisor	1.00	1.00	1.00	1.00
Forestry Technician	2.00	2.00	2.00	2.00
Greenhouse Lead Person	1.00	1.00	1.00	1.00
Greenhouse Technician	1.00	1.00	1.00	1.00
Large Tree Specialist	1.00	1.00	1.00	1.00
Marketing & Promotions Coord	0.08	0.08	0.08	0.08
Media and Administrative Technician	0.75	0.75	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	4.00	4.00	3.00	3.00
Parks Equipment Mechanic	1.00	1.00	1.00	1.00
Parks Irrigation Specialist	2.00	2.00	2.00	2.00
Parks Maintenance Lead Person	6.00	6.00	6.00	6.00
Parks Maintenance Lead Person	1.00	1.00	1.00	1.00
Parks Maintenance Specialist II	18.00	18.00	19.00	19.00
Regional Parks Supervisor	1.00	1.00	1.00	1.00
Right-of-Way Specialist	1.00	1.00	1.00	1.00
Parks Manager	1.00	1.00	1.00	1.00
Parks Supervisor	3.00	3.00	3.00	3.00
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	-	83,962	83,962	83,962
Total Full-Time and Part-Time Positions Stated as FTE	49.83	90.20	90.20	90.20



Budget Variances

❖ Personnel Services

- ♦ 2016 Actual vs. 2017 Budget is up \$801,672 due to extended vacancies in the division, increases to variable dollar expense lines, increases in compensation and benefits, and inability to successfully staff at appropriate levels in 2016 at the variable level.

❖ Services & Supplies

- ♦ 2016 Actual vs. 2017 Budget is up \$1,132,897 due primarily to funding for path repair and renovation at Addenbrooke, Belmar, and O'Kane as well as minor net budget savings in operations. Also included are initial costs associated with expansion of recycling program.
- ♦ 2017 Revised vs. 2017 Budget is up \$628,469 due to funding dedicated to replacement of Souths Simms and Daniels tennis courts.
- ♦ 2018 Budget vs. 2017 Revised is down \$1,690,319 due to completion of projects where funding was carried forward including median renovations, tennis court replacements, and park path work.

❖ Capital Outlay

- ♦ 2016 Actual vs. 2017 Budget is down \$604,226 due to funds expended for playground renovations in 2016.
- ♦ 2017 Revised vs. 2017 Budget is up \$940,348 due to carry forward of fund for continued playground renovation projects.
- ♦ 2018 Budget vs. 2017 Revised is down \$1,060,348 due to anticipated completion of playground renovation projects and work at Bear Creek Lake Park.

Goals / Activities / Expectations / Results-Benefits

♦ GOAL: Strengthen our organizational culture

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

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

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



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

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

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

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

Activity: Provide training and career development opportunities for full-time staff. Manage seasonal staff funding to ensure adequate financial resources are available for training opportunities. Participate in the Department effort to create a development/education program that is beneficial to the organization and to individual employees.

Expectation: Supervisors are expected to identify and recommend training needs for subordinate staff. Employees are encouraged to take advantage of relevant training opportunities and expected to initiate requests for training they are interested in or feel they need.

Result-Benefit: Staff will develop and be stronger employees and a more valuable resource to the community. Facility management, visitor safety, resource protection and customer service should all improve. Staff morale will improve with the provision of career development opportunities.

♦ **GOAL: Effectively and efficiently utilize our resources**

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

Expectation: Median renovations are being undertaken on Kipling, Wadsworth, Jewell and Colfax. Renovation work is due to begin in the fall of 2017 or spring of 2018.

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



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

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.

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.

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.

Activity: Parks information on the City's website is 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 is completed regularly. All park informational brochures and maps are updated as needed. Various social media settings are utilized.



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

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.

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.

Expectation: Expansion of 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.

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

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.



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

♦ GOAL: Provide safe, functional, accessible and inviting infrastructure

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.



Activity: Finalize and begin implementation of Goals and Action Steps of the Department Master Plan scheduled for completion and adoption in late 2017.

Expectation: Priority desires/concerns are identified through the master plan process. Staff will design action steps that address the concerns and over the life span of the plan take them with the intent to address the identified goal.

Result-Benefit: The master plan will identify community priorities. The action steps will facilitate the department analyzing and meeting those priorities over time, satisfying what is important to provide for the community. In 2018 and beyond, more specific information will be provided on goals and action steps relevant to the Division.

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 utilize most effective methods for removal within the designated time frames.

Result-Benefit: Deters taggers and presents more beautiful parks. Users feel safer.

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



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

♦ Goal: Be adaptable to social, economic, environmental and technological change

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 2017 the Urban Parks Division and the regional parks component of the Regional Parks and Golf Division were incorporated into a single Parks Division. All of the parks in the system managed in one area increased efficiency and provided consistency in the management of developed and undeveloped facilities.

The Division continues moving forward with addressing tennis court conditions throughout the system. In 2017, Addenbrooke Park tennis courts were completely renovated, with the courts at South Simms and Daniels slated for renovations in late 2017 or budget year 2018.

Goals were completed from the Department Strategic Plan in conjunction with other divisions.

Carmody Park underwent a large scale development project in 2017, as a new universal playground was added to the site, along with restroom facilities and an expansion of the parking lot.

The City right of way median renovation project was designed and will be complete in late 2017 or early 2018, including medians on Bear Creek Blvd., Pierce Street, Jewell Avenue, Wadsworth and Kipling. This will greatly enhance the appearance and improve maintenance needs of many highly visible medians throughout the city.

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

As of the beginning of May, the Parks Division has responded to 116 Service Requests for general parks requests and as of June, 115 Trim Requests were taken and acted upon.



General Comments (continued)

Two significant, damaging spring storms occurred in 2017 that severely damaged trees in the community. Hardest hit were ornamental species. In response, the Division opened up limb drop off locations two separate times as well as staged the annual two weekend organic recycling event in May.

Extensive Trail improvements were made at Hayden - Green Mountain Park utilizing volunteer labor and staff supervision.

Bear Creek Lake Park, due to its popularity, generates significant revenue. Estimated 2017 attendance exceeds 450,000 visitors, an increase of approximately 30,000 from 2016. Based on visitation, 2017 revenue is projected to reach a \$150,000 increase over the 2016 budgeted amount. Due to its age, the park's infrastructure is in need of attention. Staff will continue to assess and address infrastructure needs to ensure the park is reflective of the quality of a City of Lakewood facility.

The Parks Division manages and maintains the following:

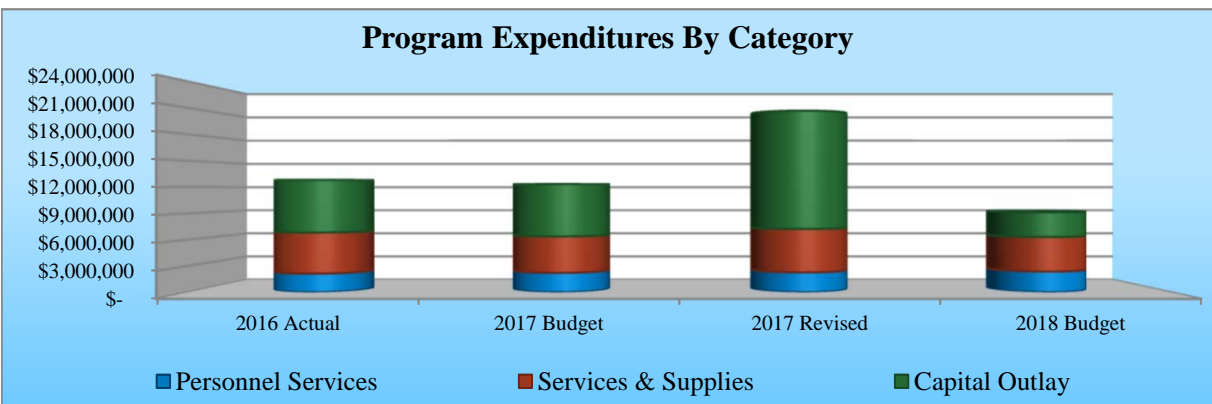
- ❖ 101 public developed and undeveloped park sites and 13 public properties
- ❖ Over 7,176 acres of total park land
- ❖ 76 park play areas
- ❖ 56 athletic fields
- ❖ 34 tennis courts
- ❖ Over 135 irrigation systems are programmed and maintained
- ❖ Over 85 miles of right-of-way are maintained
- ❖ 515,685 linear feet (over 107 miles) of concrete, asphalt, crusher fines, and earthen trails
- ❖ 1,278,227 sq. feet of medians at 136 locations
- ❖ 47 campsites, 3 cabins, 2 yurts, and one group camping area
- ❖ 20 reservable picnic shelters
- ❖ 1 archery range
- ❖ Swim beach and marina

**Program:** Planning, Construction & Maintenance**Department:** Community Resources**Division:** Planning and Construction

Purpose: Planning, Construction and Maintenance provides for park and facility planning and design services, facility renovation and construction, contract and project management, land acquisition, and facility maintenance for all City buildings. The Division also works with other City departments on resource conservation and sustainability efforts.

Program Expenditures By Category

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Personnel Services	\$ 2,114,270	\$ 2,208,429	\$ 2,260,868	\$ 2,357,304
Services & Supplies	4,697,733	4,157,360	4,960,358	3,944,230
Capital Outlay	6,020,368	5,984,061	13,451,553	2,833,261
TOTAL:	\$12,832,371	\$12,349,850	\$20,672,779	\$ 9,134,795



Program Expenditures By Fund

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
General Fund	\$ 4,510,452	\$ 4,673,109	\$ 4,683,977	\$ 4,764,787
Capital Improvement Fund	2,277,496	2,277,000	7,363,899	1,755,000
Conservation Trust Fund	1,721,982	1,448,600	2,018,600	870,600
Open Space Fund	4,322,441	3,951,141	6,606,303	1,744,408
TOTAL:	\$12,832,371	\$12,349,850	\$20,672,779	\$ 9,134,795

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

	2016 Revised	2017 Budget	2017 Revised	2018 Budget
Projects and Maintenance Manager	1.00	1.00	1.00	1.00
Building Maintenance Specialist	7.00	7.00	7.00	7.00
Building & Maintenance Supervisor	1.00	1.00	1.00	1.00
Business Specialist	1.02	1.02	1.02	1.02
Custodian	0.61	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 Planner	1.00	1.00	1.00	1.00
Facility Maintenance Supervisor	1.00	1.00	1.00	1.00
HVAC Technician	1.00	1.00	1.00	1.00
Landscape Architect	1.00	1.00	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):	22.63	23.02	24.02	24.02
Part-Time Hours	1,900	1,900	-	-
Total Full-Time and Part-Time Positions Stated as FTE	23.54	23.93	24.02	24.02

Budget Variances❖ **Services & Supplies**

- ♦ 2016 Actuals vs. 2017 Budget is down \$540,373 due to reclassification of capital expenses by audit.
- ♦ 2017 Budget vs. 2017 Revised is up \$698,834 due to due to carryover expenses from projects not completed in 2016 and reclassification of expense items.
- ♦ 2017 Revised vs. 2018 Budget is down \$911,964 due to carryover of projects not completed in 2016, and new capital projects planned for 2017.

❖ **Capital Outlay**

- ♦ 2017 Budget vs. 2017 Revised is up \$7,647,492 due to carryover of projects not completed in 2016, and new capital projects planned for 2017.
- ♦ 2017 Revised vs. 2018 Budget is down \$10,618,292 due to anticipated completion of capital projects.



Goals / Activities / Expectations / Results-Benefits

♦ GOAL: Strengthen our organizational culture

Activity: Improve interdepartmental communications and recognition by promoting successes through employee interaction and department forums.

Expectation: Encourage Division staff to assist other divisions and departments to promote projects, events and successes that benefit the City and Department.

Result-Benefit: Affirm an appreciation for all Department employees, showing dedication and commitment to the Department collective goals.

Activity: Identify and encourage opportunities for professional development of employees within the Division.

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

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

Activity: Ensure employee contributions toward the overall success of Department services are recognized.

Expectation: Division employees will be recognized for their initiative, success, and contributions to the core values and goals and objectives of the City and the Department of Community Resources.

Result-Benefit: Through acknowledging and recognizing employee contributions, increased pride, job satisfaction, morale and productivity will be achieved.

♦ GOAL: Effectively and efficiently utilize our resources

Activity: Provide training on Laserfiche and GEO Smart to empower employees to locate and utilize recorded and archived reports, maps and building plans.

Expectation: Allows all Community Resources staff the ability to find online information and resources available to foster independence and minimize reliance on Planning, Construction and Maintenance staff.

Result-Benefit: Community Resources staff will have available information and resources to be more efficient, allowing Division staff to focus on implementing the City's and Department's priorities.



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

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

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

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



♦ **GOAL: Provide safe, functional, accessible and inviting infrastructure**

Activity: The facility asset inventory and work order system continues to be a successful tool with on-going coordination and training provided to City staff.

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

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

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, maintenance 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.

♦ **GOAL: Be adaptable to social, economic, environmental and technological change**

Activity: Recycling, sustainability and conservation efforts in coordination with other City department 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 more comprehensive and unified effort with City and community-wide sustainability efforts are achieved.



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

Activity: Community engagement through electronic and public meetings for the planning of park and recreation capital improvement projects is conducted.

Expectation: Comprehensive planning for capital park-related improvements, park facility playground replacements, and new park property acquisitions is fulfilled.

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



Activity: Implement utility software for accounting and efficiency for electrical, natural gas, solar arrays and water usage for City buildings and facilities.

Expectation: Improve accounting and monitoring of all utility costs by reducing staff data input time and improving data collection of utility costs per building.

Result-Benefit: Improve the City's conservation and energy efficiency efforts by utilizing data to identify utility usage and trends.



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. To enhance efficiencies the older adult programs and facility became part of the Recreation Division in 2017. The Recreation Division now includes the Clements Community Center programs and operations, Lakewood Rides transportation and the VOA/congregate meal site.

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 seven (7) 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, Camps and Programs, Gymnastics, Teen and Afterschool Programs and Therapeutic Recreation. The Division also works closely with other divisions within the Community Resources Department and with other departments within the City.

The recreation facilities include:

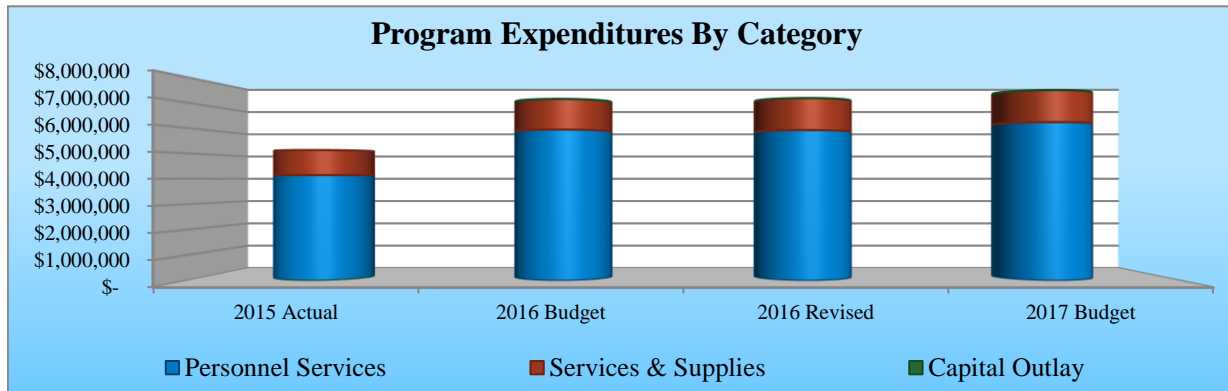
- ❖ Carmody Recreation Center with Indoor and Outdoor Pools
- ❖ Charles Whitlock Recreation Center with Indoor Pool
- ❖ Clements Community Center and Starr Center
- ❖ Green Mountain Recreation Center with Indoor Pool
- ❖ Lakewood Link Recreation Center with Indoor Pool
- ❖ Morse Park Swimming Pool
- ❖ 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

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Personnel Services	\$ 4,142,123	\$ 5,932,699	\$ 5,912,387	\$ 6,226,580
Services & Supplies	987,382	1,200,965	1,255,733	1,258,216
Capital Outlay	(7,570)	7,000	7,000	7,000
TOTAL:	\$ 5,121,935	\$ 7,140,664	\$ 7,175,120	\$ 7,491,796



Program Expenditures By Fund

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
General Fund	\$ 5,121,935	\$ 7,140,664	\$ 7,151,167	\$ 7,437,651
Grants Fund	-	-	23,953	54,145
TOTAL:	\$ 5,121,935	\$ 7,140,664	\$ 7,175,120	\$ 7,491,796

Full-Time Positions

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

	2016 Revised	2017 Budget	2017 Revised	2018 Budget
Recreation Manager	1.00	1.00	1.00	1.00
Adult Programmer	1.00	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
Business Support Specialist	-	2.00	2.00	2.00
Class & Travel Coordinator	-	1.00	1.00	1.00
Facility Coordinator	4.00	5.00	5.00	5.00
Facility Specialist	4.00	4.00	4.00	4.00
Fitness/Wellness Program Admin	1.00	1.00	1.00	1.00
Graphic Designer	0.30	0.30	0.30	0.30
Lead Bus Driver	-	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
Older Adult Nutrition Prog Coor	-	1.00	1.00	1.00
Pool Manager	3.00	3.00	3.00	3.00
Program Specialist I	1.00	1.00	1.00	1.00
Program Specialist II	3.00	3.00	3.00	3.00

**Full-Time Positions (continued)**

Recreation Coordinator	2.00	2.00	2.00	2.00
Recreation Programmer-Sports	-	-	1.00	1.00
Recreation Supervisor	1.00	1.00	1.00	1.00
Recreation Suprv/Facilities	1.00	1.00	1.00	1.00
Recreation Suprv/Aquatics Programs	1.00	1.00	1.00	1.00
RISE Coordinator	1.00	1.00	1.00	1.00
Sr Sppt Services Specialist	-	1.00	1.00	1.00
Transp Scheduler/Dispatcher	-	1.00	1.00	1.00
Transportation Serv Coord	-	1.00	1.00	1.00
Total Full-Time Positions (FTE):	30.65	44.65	44.65	44.65
Part-Time Hours	151,258	165,742	166,661	172,168
Total Full-Time and Part-Time Positions Stated as FTE	103.37	124.33	124.78	127.42

Budget Variances❖ **Personnel Services**

- ♦ 2016 Actual vs. 2017 Budget is up \$1,790,576 due to the addition of Clements Center staff into the Recreation Division and vacancies in 2016 that were filled in 2017.

❖ **Services & Supplies**

- ♦ 2016 Actual vs. 2017 Budget is up \$213,583 due to the addition of the Clements Center operations into the Recreation Division.

Goals / Activities / Expectations / Results-Benefits♦ **GOAL: Strengthen our organizational culture**

Activity: Supervisors throughout the Division will foster an environment that encourages staff at all levels to be fully engaged in the organization and routinely solicit individual input.

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

Result-Benefit: Staff members are productive in their positions and receive adequate information and training to be successful. A cohesive Department organization is developed and interactions between staff become seamless.

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.



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

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.

Activity: Provide opportunities for professional development.

Expectation: Ongoing professional development opportunities will be afforded to staff through workshops, webinars and presentations at Division meetings. Staff will also participate in the Department effort to create a development/education program that is beneficial to the organization and to individual employees.

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

♦ **GOAL: Effectively and efficiently utilize our resources**

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 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, Consortium of Older Adult Wellness (COAW), and St. Anthony's Hospital, we are reaching a broader audience and offering more diverse opportunities for the community.



Activity: Align staff structure and resource allocation.

Expectation: Each unit business plan will review existing and potential future services offered, the market being served, the projected revenues and expenses and will identify opportunities for strategic growth or reduction in staffing and service levels.

Result-Benefit: Each business unit will have the ability to respond to changing budget environments while ensuring that the business unit is being fiscally responsible and efficient with its funding.



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

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

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

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

♦ **GOAL: Provide safe, functional, accessible and inviting infrastructure**

Activity: Assess use of each recreation center and determine how to enhance operations and utilize space effectively. The Carmody Recreation Center will be a primary focus and will undergo significant work to address aging equipment issues and to enhance usage of the outdoor pool area.

Expectation: 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.

Result-Benefit: 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.

♦ **GOAL: Be adaptable to social, economic, environmental and technological change**

Activity: Utilize funding sources/avenues such as the Lakewood Possibilities Fund and partnerships to greatly reduce barriers for lower income residents to participate.

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

Result-Benefit: By providing more opportunities for lower income families and individuals to access recreation centers and to participate in programming, the City of Lakewood will experience improvements in resident health, emotional status and quality of life.

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: The Division will update the functionality, usability and visual appearance of the online registration system.

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

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

Result-Benefit: Through improving the online registration system, the usability and efficiency of the program registration process will significantly increase for both internal and external customers. Front counter staff in the recreation centers will gain more time to dedicate to customer service.

General Comments

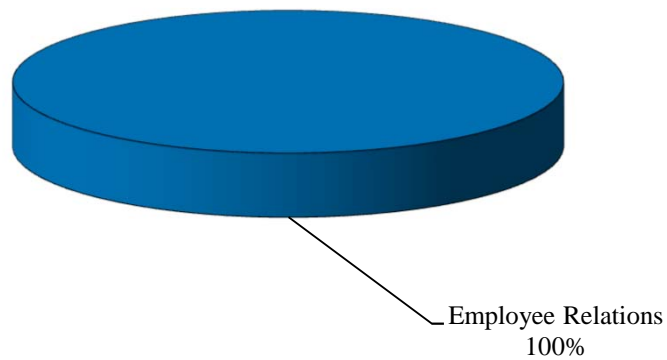
Participation remains strong in programs and facilities.

	2016 Actual	2017 Revised	2018 Budget
Open Gym and Pool Admissions	462,100	460,000	465,000
Outdoor Pool Admissions	38,820	38,000	38,000
Activity Spectators/Special Programs Attendance	8,880	9,000	9,000
Total Admissions	509,800	507,000	512,000
	2016 Actual	2017 Revised	2018 Budget
Facility Rentals/Outreach			
Rental Hours	91,200	90,000	91,000
Number of Facilities	12	12	12
Classes and Activities			
Number Planned/Offered	2,290	2,300	2,300
(includes drop-in, Paha and reg)			
Number of Participants	16,650	16,500	16,500
Online Registration	9,470	9,400	9,500
	2016 Actual	2017 Revised	2018 Budget
Lakewood Rides			
Number of City Program riders	9,500	9,500	9,500
Door through Door One-Way	23,500	23,500	25,000
Older Adult Programs			
Classes/Trips/etc.	38,500	38,500	38,500
Resource/Info	10,000	10,000	10,000
Meal Site	12,400	12,400	12,400
CCC Facility			
Number of Rentals	885	900	900
Volunteer Hours	7,700	8,000	8,000



EMPLOYEE RELATIONS

2018 Department Overview



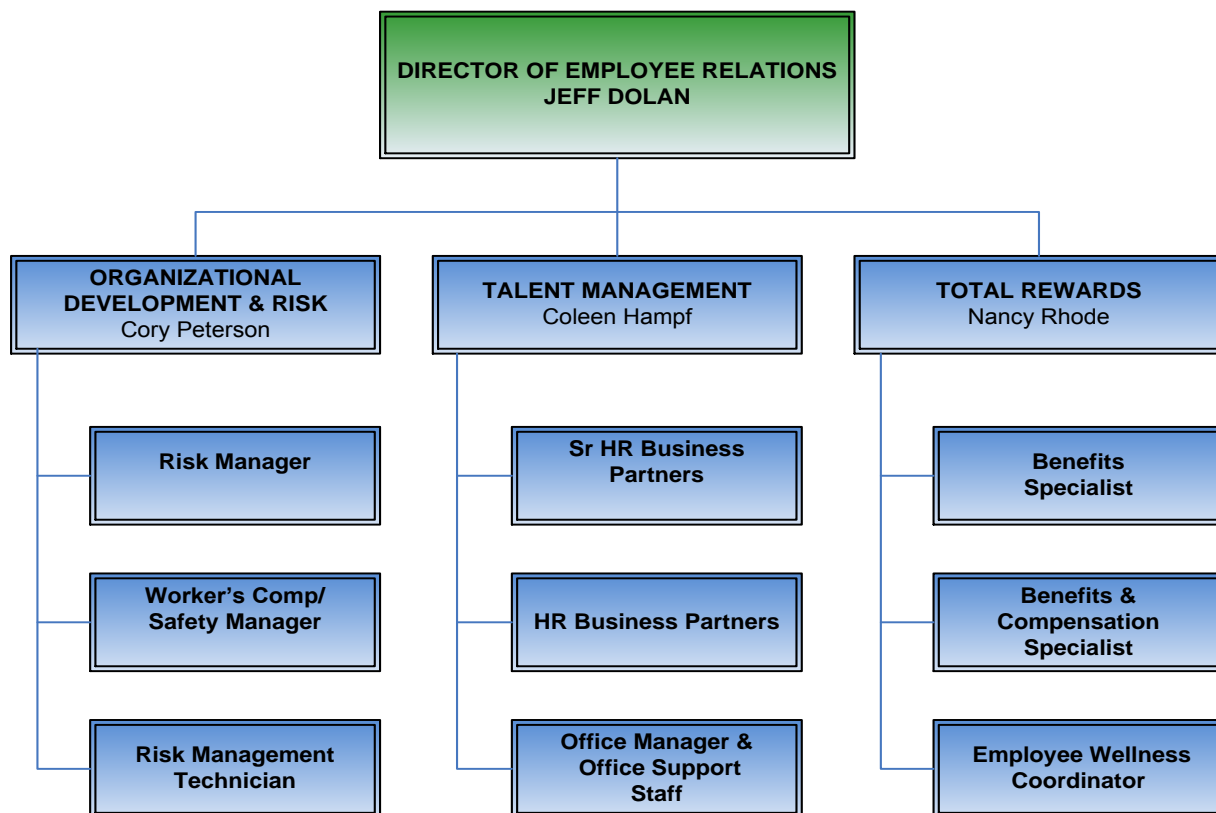
	2016 Actuals	2017 Budget	2017 Revised	2018 Budget
Employee Relations	\$ 1,467,681	\$ 1,616,106	\$ 1,603,705	\$ 1,706,511
TOTAL:	\$ 1,467,681	\$ 1,616,106	\$ 1,603,705	\$ 1,706,511
Percent to All Funds	0.84%	0.81%	0.70%	0.84%



EMPLOYEE RELATIONS

(303) 987-7700

www.lakewood.org/EmployeeRelations/





Department: Employee Relations

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

Purpose: The leadership function of the Department of Employee Relations partners with other business units to create effective human resource strategies to include talent management, total rewards, organizational development and risk management.

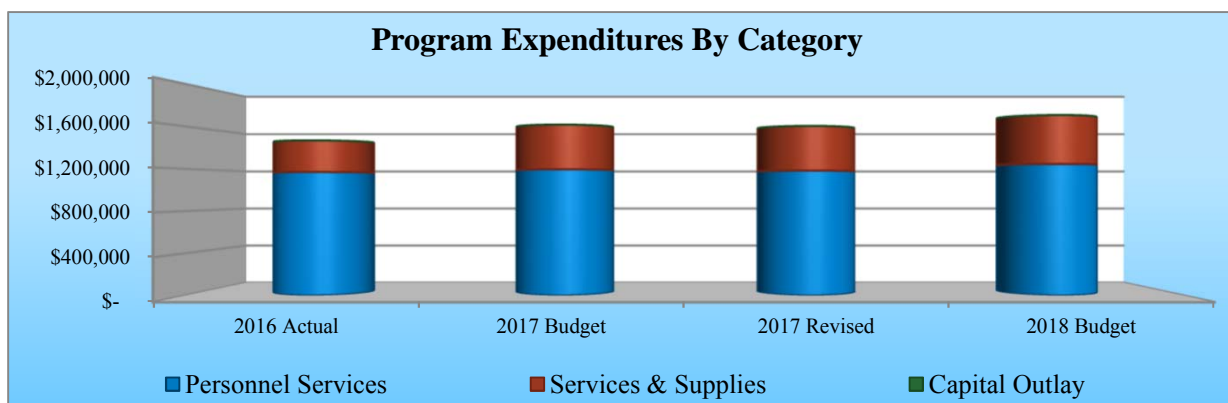
The Talent Management Division operationalizes strategies for overall workforce culture to include recruiting, interviewing, training, policy development and interpretation, Human Resource Information System (HRIS), Citywide work force planning, budget, unemployment, performance management, employee recognition and new employee on-boarding efforts.

The Total Rewards Division serves as the coordinating and communication point for the 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.

The Risk Management Division partners the with organizational leaders to align with City strategies by conducting various organizational assessments. Assessments focus on workforce learning and development, risk and safety remediation, claims management. Primary areas of expertise include workers' compensation, auto liability, general liability, safety, community response, and property & casualty claims.

Department Expenditures By Category

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Personnel Services	\$ 1,169,800	\$ 1,195,182	\$ 1,182,781	\$ 1,245,587
Services & Supplies	297,881	420,924	420,924	460,924
Capital Outlay	-	-	-	-
TOTAL:	\$ 1,467,681	\$ 1,616,106	\$ 1,603,705	\$ 1,706,511



**Department Expenditures By Fund**

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
General Fund	\$ 1,467,681	\$ 1,616,106	\$ 1,603,705	\$ 1,706,511
TOTAL:	\$ 1,467,681	\$ 1,616,106	\$ 1,603,705	\$ 1,706,511

Full-Time Positions

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

	2016 Revised	2017 Budget	2017 Revised	2018 Budget
Director of Employee Relations	1.00	1.00	1.00	1.00
Benefits & Compensation Manager	1.00	1.00	1.00	1.00
Benefits & Compensation Specialist	1.00	1.00	1.00	1.00
Employee Relations Coordinator	1.00	1.00	1.00	1.00
Employee Relations Specialist	1.00	1.00	1.00	1.00
Manager of Org Dev & Risk	0.50	0.50	0.50	0.50
Office Support Supervisor	1.00	1.00	1.00	1.00
Personnel Manager	1.00	1.00	1.00	1.00
Worker's Comp/Safety Mgr	0.30	0.30	0.30	0.30
Sr Employee Relations Coordinator	2.00	2.00	2.00	2.00
Total Full-Time Positions (FTE):	9.80	9.80	9.80	9.80
Part-Time Hours	1,456	1,456	1,456	1,456
Total Full-Time and Part-Time Positions Stated as FTE	10.50	10.50	10.50	10.50

Budget Variances❖ **Services & Supplies**

- ♦ 2016 Actual vs. 2017 Budget is up \$123,043 due to increased dollars in Organizational Development and Executive search firms for high level positions.
- ♦ 2017 Revised vs 2018 Budget is up \$40,000 due to training for staff development and succession planning and meal expenses for increased city wide training opportunities.

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.



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

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, recognition efforts, safety, diversity efforts and workforce planning 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 insurance, etc.**

Activity: Various forms of information, such as the intranet, e-mails, the Benefits Book, Benefits Fair, Wellness & Safety 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.

	2015 Actual Participation	2016 Actual Participation	2017 Expected Participation	2018 Expected Participation
Employee Benefit Orientations	84	88	90	90
Benefits Fair (14 Providers)	400	400	420	430
Various Benefit Topics	200	200	200	200
Quarterly Pension Meetings	300	300	320	320
Individual Consultations	900	900	900	900
Wellness & Safety Fair	150	150	200	200
Wellness Incentive Program	-	306	400	500

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

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



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

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

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

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

♦ **GOAL: To ensure the effective utilization of financial resources provided by CIGNA and Kaiser as**

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 for a position, is imperative to the organization. NEOGOV, an on-line application process, streamlines efforts for citizens accessing government jobs throughout the nation.

Expectation: Jobs are advertised widely to attract high-quality candidates from a diverse pool of applicants. Employee Relations provides assistance to all departments in hiring the highest quality, best-fit candidates. Candidates are carefully screened for job-related criminal, drug, theft, or motor vehicle convictions, etc. The Police Department conducts extensive background investigations for sworn and non-sworn applicants.

Result-Benefit: The Department is very involved in ongoing recruitments and continues to reach out to a wide variety of sources in search of well-qualified and diverse candidates. Sites such as Governmentjobs.com, RecruitMilitary, 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. Employee Relations has branded recruiting efforts through core characteristics identified as key requirements for all City endeavors. Job Fair participation features the City's core characteristics brand and markets the City to interested applicants.

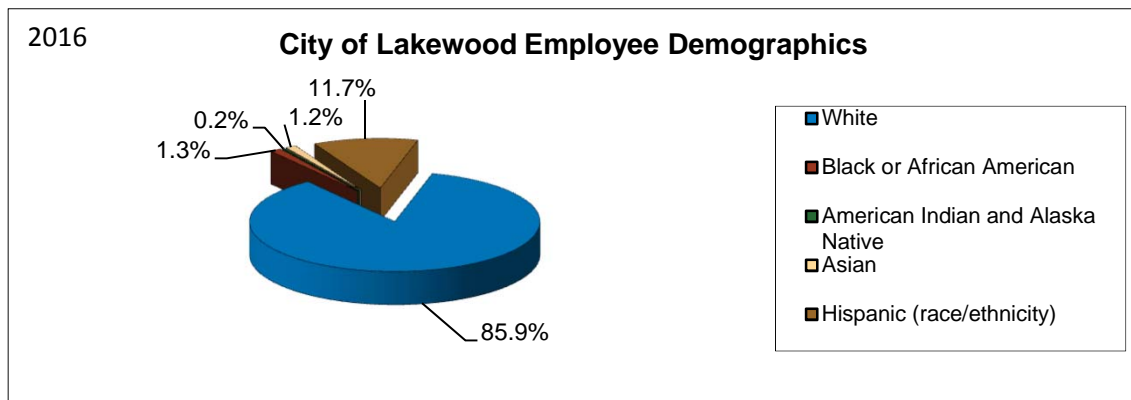


Core Values / Goals / Activities / Expectations / Results-Benefits (continued)

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

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

Result-Benefit: The Department proactively recruits people in protected classes. Specialized websites are often used, depending on the recruitment, to attract a diverse pool of applicants. Diversity recruiting efforts will continue to be an active part of the process. In early 2017, the department investigated and responded to two pending retaliation claims.



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 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, Employee Relations 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.

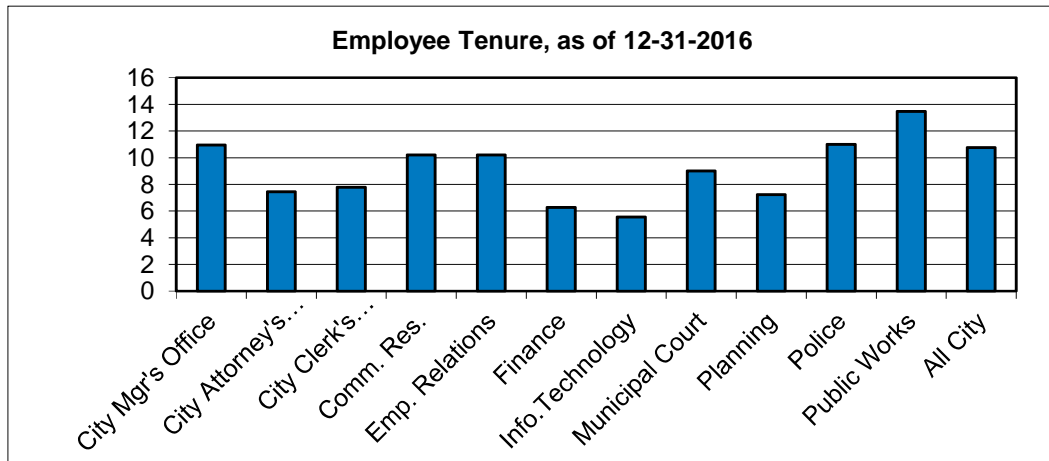
The Talent Management Division strives to perform a retention interview with new employees. In early 2017, retention and exit interviews were conducted. With the information from new and exiting employees, Employee Relations' staff can assist supervisors in improving the work group or reinforcing the supervisor's leadership ability.

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

The turnover rate in 2016 for regular employees was 11.9 percent (11.9%), which is less than the "All Colorado" turnover rate of 14.9 percent (14.9%) for government, as published in the Personnel Pulse Survey from Mountain States Employers Council in April 2017. 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>
2016	11.9%	2012	6.6%	2008	9.2%
2015	9.6%	2011	5.4%	2007	9.3%
2014	8.2%	2010	6.3%	2006	10.0%
2013	6.6%	2009	2.9%	2005	10.0%

The City of Lakewood is a reimbursable employer for unemployment claims. The Talent Management Division manages these claims. In 2016, 46 claims were processed, totaling \$66,945. Each claim has the potential of costing the City as much as \$14,352.



- ♦ **GOAL:** To partner with City leadership to identify and develop workforce 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 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, an optional insurance plan, 2 flexible spending plans, an Employee Assistance program, various retiree plans, and numerous other benefits.

<u>Plan / Employees</u>	<u>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Revised</u>	<u>2018 Budget</u>
Medical Insurance (855)	\$ 9,307,000	\$ 9,300,000	\$ 10,860,000	\$ 12,232,000
Vision Insurance (855)	\$ 94,000	\$ 95,000	\$ 103,000	\$ 120,000
Dental Insurance (869)	\$ 518,000	\$ 548,000	\$ 576,000	\$ 911,000
Life Related Insurance (976)	\$ 328,000	\$ 339,000	\$ 378,000	\$ 246,000
Disability Insurance (976)	\$ 258,000	\$ 266,000	\$ 284,000	\$ 390,000
Medicare (799)	\$ 860,000	\$ 913,000	\$ 916,000	\$ 943,000
Pension/Retirement (976)	\$ 6,158,000	\$ 6,077,000	\$ 6,318,000	\$ 7,500,000
TOTAL	\$ 17,523,000	\$ 17,538,000	\$ 19,435,000	\$ 22,342,000

Assistance is also provided to terminated and retired employees.

	<u>2015 Participation</u>	<u>2016 Participation</u>	<u>2017 Expected Participation</u>	<u>2018 Expected Participation</u>
Employee Benefit Checklist	88	124	120	120
Retirements	19	25	25	30
COBRA* Participants	16	15	14	15
Retirees Health Participants	34	34	35	37

*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 has completed over 20 workforce planning studies as of July 2017. Additional studies have been identified to be completed in 2017 and 2018. 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.

	2015	2016	2017	2018
<u>Type of Leave</u>	<u>Participation</u>	<u>Participation</u>	<u>Expected Participation</u>	<u>Expected Participation</u>
Medical Leaves	252	210	250	250
Short-Term Disability	13	9	5	10
Long-Term Disability	14	11	15	15
Military Leave	3	1	2	2
Sick-Leave Donations	3	7	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 emphasizes communication and customer satisfaction which is effective in Risk Management and benefited by citizens and employees.

Activity: Risk Management assists all employees in maintaining safety programs and practices that will ensure the safe and effective completion of City services and reduce accidents and injuries.

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

Result-Benefit: Risk Management continues to build upon its successes with a self-managed program. The City enjoys a low workers' compensation modifier and our effective case management of property and casualty claims continues to keep costs at a minimum.



General Comments

Regulatory changes from the state and federal level affecting employment and benefit issues regularly impact the Department of Employee Relations. Attention will continue to be directed toward state and federal regulations such as the Americans with Disabilities Act (ADA), the ADA Amendments Act of 2008 (ADAAA), Title I and Title II. Title I prohibits employment discrimination against qualified individuals with disabilities and Title II focuses on citizen accommodations. Policies, communication, and training will continue to be developed around these issues.

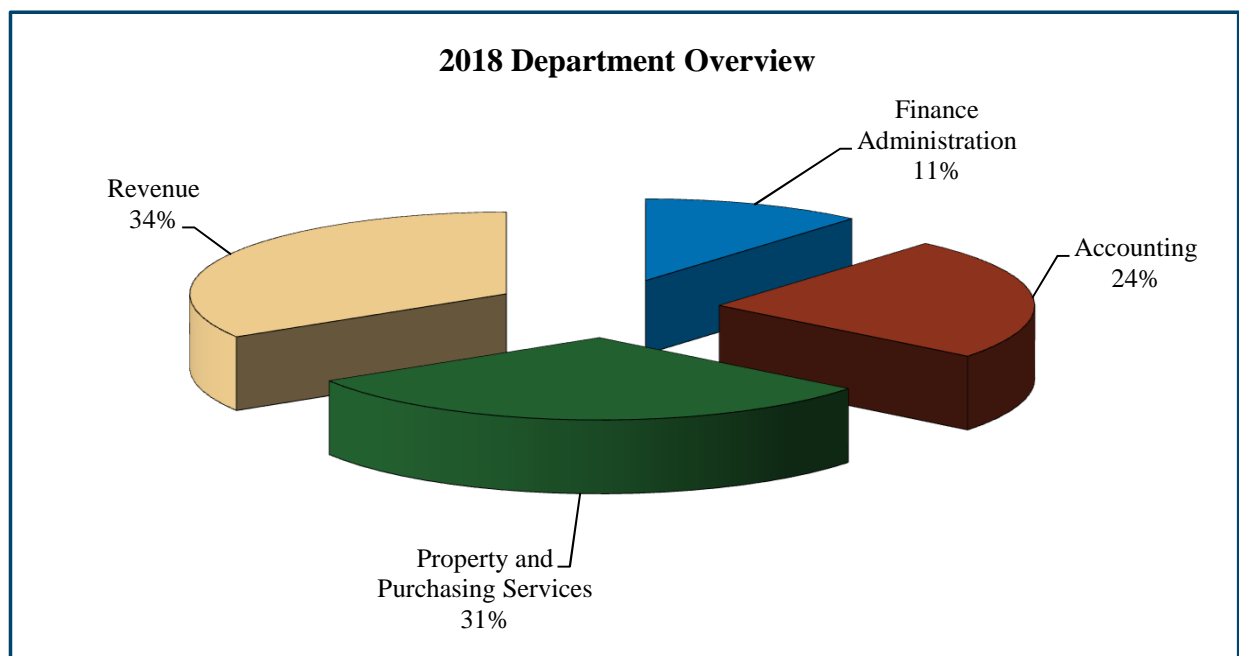
Other regulations that will significantly impact the City's Benefits & Compensation include the Patient Protection & Affordable Care Act (PPACA), Health Care & Education Reconciliation Act, American Health Care Act (AHCA), Family Medical Leave Act (FMLA), Colorado Family Care Act, Health Insurance Portability & 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.

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.



FINANCE



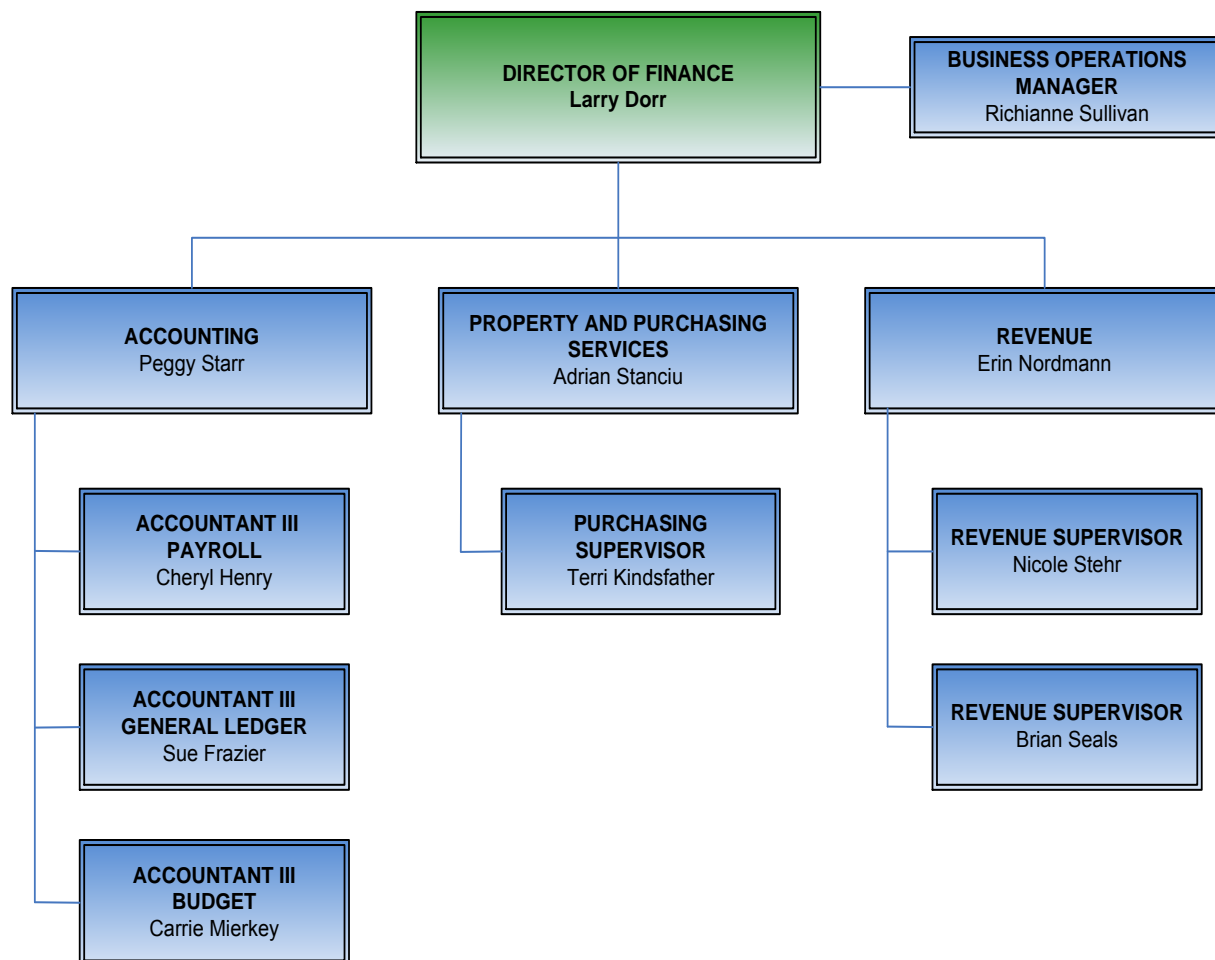
	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Finance Administration	\$ 480,444	\$ 492,223	\$ 484,146	\$ 503,392
Accounting	895,311	\$ 1,039,090	\$ 1,032,281	\$ 1,081,540
Property and Purchasing Services	1,157,114	1,301,581	1,301,581	1,359,911
Revenue	1,128,741	1,365,569	1,367,917	1,502,706
TOTAL:	\$ 3,661,610	\$ 4,198,463	\$ 4,185,925	\$ 4,447,549
Percent to All Funds	2.11%	2.09%	1.83%	2.20%



FINANCE DEPARTMENT

(303) 987-7600

www.lakewood.org/Finance/



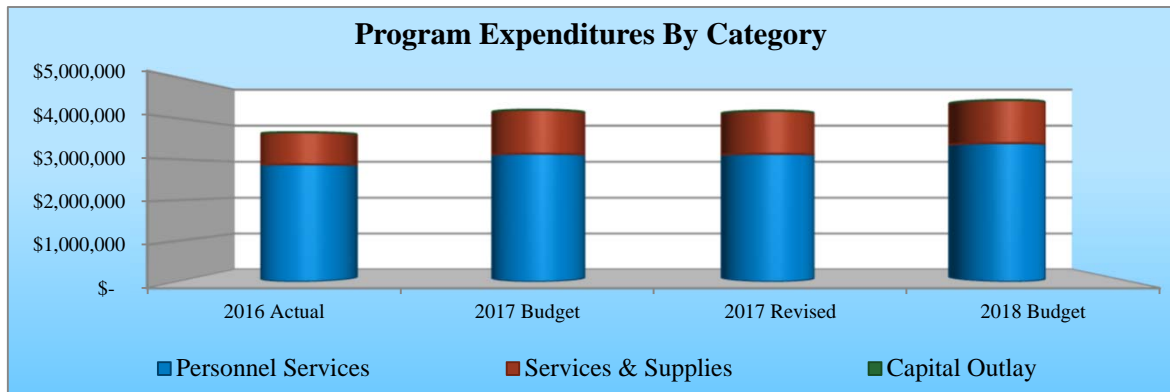


Department: Finance

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

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Personnel Services	\$ 2,875,647	\$ 3,135,573	\$ 3,133,035	\$ 3,393,652
Services & Supplies	785,963	1,072,690	1,052,690	1,053,697
Capital Outlay	-	800	200	200
TOTAL:	\$ 3,661,610	\$ 4,209,063	\$ 4,185,925	\$ 4,447,549



Department Expenditures By Fund

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
General Fund	\$ 3,575,522	\$ 4,120,619	\$ 4,096,523	\$ 4,354,556
Capital Improvement Fund	56,481	57,750	58,521	60,971
Grants Fund	29,607	30,694	30,881	32,022
TOTAL:	\$ 3,661,610	\$ 4,209,063	\$ 4,185,925	\$ 4,447,549

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

	2016 Revised	2017 Budget	2017 Revised	2018 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	1.00	1.00
Accountant III/Sr Accountant	2.88	2.88	2.75	2.75
Accounting Manager	1.00	1.00	1.00	1.00
Accounting Technician	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Business Operations Manager	1.00	1.00	1.00	1.00
Business Analyst & Appl Specialist	1.00	1.00	1.00	1.00
Buyer I	1.00	1.00	-	-
Buyer II	1.00	1.00	2.00	2.00
Compliance Technician	1.00	1.00	-	-
Contract Administrator	1.00	1.00	1.00	1.00
Lead Accountant I	1.00	1.00	-	-
Payroll Accountant	-	-	1.00	1.00
Property & Purchasing Division 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/PIF Specialist I	1.00	1.00	-	-
Revenue/PIF Specialist II	1.00	1.00	-	-
Revenue/PIF Technician	1.00	1.00	-	-
Revenue Technician	-	-	4.00	4.00
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):	32.82	32.82	32.75	32.75
Part-Time Hours	5,465	5,465	5,205	5,205
Total Full-Time and Part-Time Positions Stated as FTE	35.45	35.45	35.25	35.25

Budget Variances❖ **Personnel Services**

- ♦ 2016 Actual vs. 2017 Budget is up \$259,926 due to several vacancies in 2016 throughout the department.

❖ **Services & Supplies**

- ♦ 2016 Actual vs. 2017 Budget is up \$286,727 as a result of department wide efficiencies and savings in 2016.



Core Values / Goals

❖ OPEN AND HONEST COMMUNICATION

- ♦ **GOAL:** Deliver accurate and timely communication of financial and other applicable

❖ 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

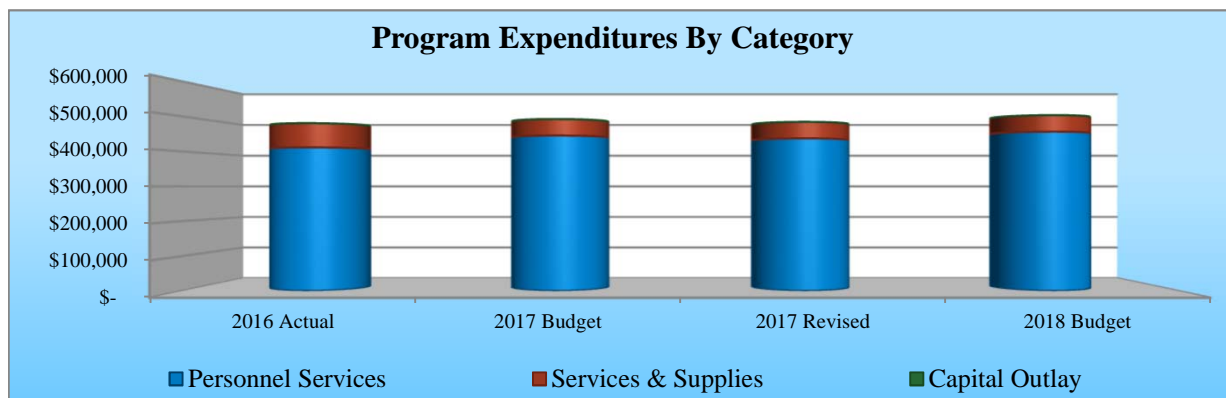


Program: Finance Administration**Department:** Finance**Division:** Administration

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

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Personnel Services	\$ 411,363	\$ 445,159	\$ 437,082	\$ 456,328
Services & Supplies	69,081	47,064	47,064	47,064
Capital Outlay	-	-	-	-
TOTAL:	\$ 480,444	\$ 492,223	\$ 484,146	\$ 503,392



Program Expenditures By Fund

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
General Fund	\$ 480,444	\$ 492,223	\$ 484,146	\$ 503,392
TOTAL:	\$ 480,444	\$ 492,223	\$ 484,146	\$ 503,392

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

	2016 Revised	2017 Budget	2017 Revised	2018 Budget
Director of Finance/City Treasurer	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
Total Full-Time Positions (FTE):	3.00	3.00	3.00	3.00
Part-Time Hours	-	-	-	-
Total Full-Time and Part-Time Positions Stated as FTE	3.00	3.00	3.00	3.00

Budget Variances

❖ None

Goals / Activities / Expectations / Results-Benefits♦ **GOAL: Deliver accurate and timely communication of financial and other applicable information**

Activity: Monthly, quarterly, annual, and as-needed financial reports are provided to the City Council, City Manager, other City staff, and citizens.

Expectation: Financial information will be provided in an accurate, user-friendly, and timely fashion. This information shall assist in short-term and long-term financial planning and decision making.

Result-Benefit: Monthly reports are provided to the City Council's Budget and Audit Committee that include revenue and expenditure activities. Contained within the budget, the financial Strategic Plan of the City is presented.

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

Activity: The Division manages all aspects of the City treasury.

Expectation: The City Treasurer will manage the treasury with the three following principles in order of priority: (1) safety, (2) liquidity, and (3) yield.

Result-Benefit:

Treasury Statistics	2013	2014	2015	2016
Number of Investments	73	83	64	71
Internal Capital Managed	\$ 56,900,000	\$ 74,860,000	\$ 72,100,000	\$ 96,145,000
External Advisor	\$ 10,185,000	\$ 10,277,000	\$ 10,264,000	\$ 20,304,000
Cash Revenues Managed	\$ 150,800,000	\$ 148,300,000	\$ 163,700,000	\$ 171,500,000



General Comments

Throughout the year the Finance Department works together to build relationships internally in the department as well as external in our community.



Finance Director, Larry Dorr & Revenue Manager, Erin Nordmann celebrating holiday cheer, in appreciation of staff, at the civic center.



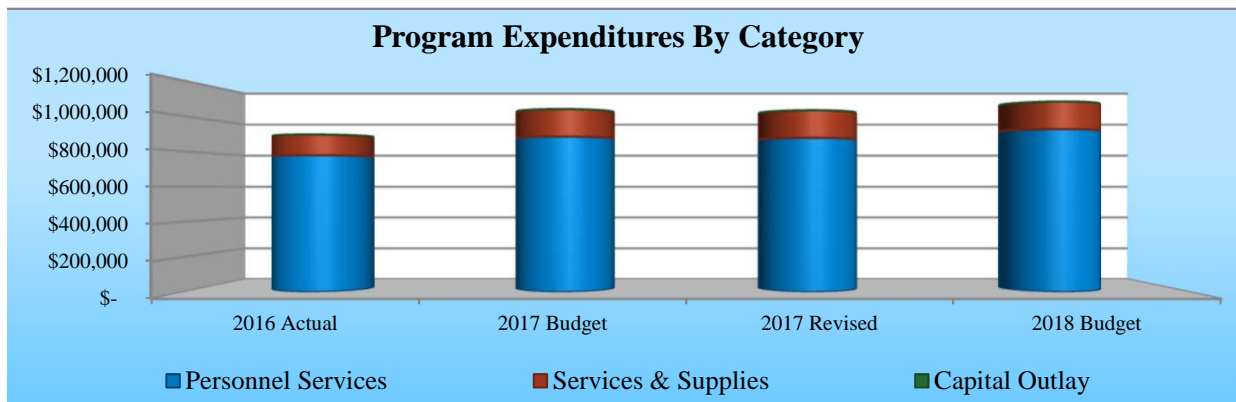
Administrative Assistant, Camille DeBell & Revenue Manager, Erin Nordmann delivering totes full of baby goods donated by the Finance Department to The Children's Hospital of Colorado.

**Program:** Accounting**Department:** Finance**Division:** Accounting

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

Program Expenditures By Category

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Personnel Services	\$ 778,112	\$ 883,103	\$ 876,294	\$ 925,553
Services & Supplies	117,199	155,987	155,987	155,987
Capital Outlay	-	-	-	-
TOTAL:	\$ 895,311	\$ 1,039,090	\$ 1,032,281	\$ 1,081,540



Program Expenditures By Fund

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
General Fund	\$ 865,704	\$ 1,008,396	\$ 1,001,400	\$ 1,049,518
Grants Fund	29,607	30,694	30,881	32,022
TOTAL:	\$ 895,311	\$ 1,039,090	\$ 1,032,281	\$ 1,081,540

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

	2016 Revised	2017 Budget	2017 Revised	2018 Budget
Accounting Manager	1.00	1.00	1.00	1.00
Accountant I	1.00	1.00	1.00	1.00
Accountant I - Lead	1.00	1.00	-	-
Accountant II	0.94	0.94	1.00	1.00
Accountant III	2.88	2.88	2.75	2.75
Accounting Technician	1.00	1.00	1.00	1.00
Payroll Accountant	-	-	1.00	1.00
Business Analyst & Appl Specialist	1.00	1.00	1.00	1.00
Total Full-Time Positions (FTE):	8.82	8.82	8.75	8.75
Part-Time Hours	-	-	-	-
Total Full-Time and Part-Time Positions Stated as FTE	8.82	8.82	8.75	8.75

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

Budget Variances❖ **Personnel Services**

- ♦ 2016 Actual vs. 2017 Budget is up \$104,991 due to a vacancy and new hire position paid higher in the salary range than the previous employees.

❖ **Services & Supplies**

- ♦ 2016 Actual vs. 2017 Budget is up \$38,788 due to unspent travel & training budgets and increased budget for audit fees in 2017.

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>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Projected</u>	<u>2018 Projected</u>
Payroll Checks & Direct Deposits Processed	38,221	38,611	38,700	38,800
Annual Employee Wage & Tax Statements (W-2s) Prepared and Filed	2,064	2,113	2,125	2,135

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>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Projected</u>	<u>2018 Projected</u>
Number of Accounts Receivable Billed	389	307	300	300
Cash Receipts-End of Day Input	6,029	6,492	7,100	7,100
Cash Receipts-Deposited Items	113,683	96,485	97,500	97,500

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>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Projected</u>	<u>2018 Projected</u>
Number of Accounts Payable Checks Processed	6,421	6,301	6,000	6,000
Number of Purchase Card Annual Information Returns Prepared & Filed (1099s)	21,651	22,992	24,000	24,000
	215	199	200	200

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>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Projected</u>	<u>2018 Projected</u>
Water and Sanitation Bills	53,417	53,626	54,000	54,000
Stormwater Bills	57,728	59,708	60,000	60,000

**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 and 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>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Projected</u>	<u>2018 Projected</u>
Grant Tracking & Reconciliations	42	42	45	45
Monthly Bank Account Reconciliations	288	257	266	269
General Ledger Journal Entries	1,754	1,793	1,790	1,790

♦ **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 24, 2016 the City Council adopted the 2017 Budget via Ordinance O-2016-13. The 2018 Budget is being presented to City Council on October 30, 2017 for adoption by ordinance.

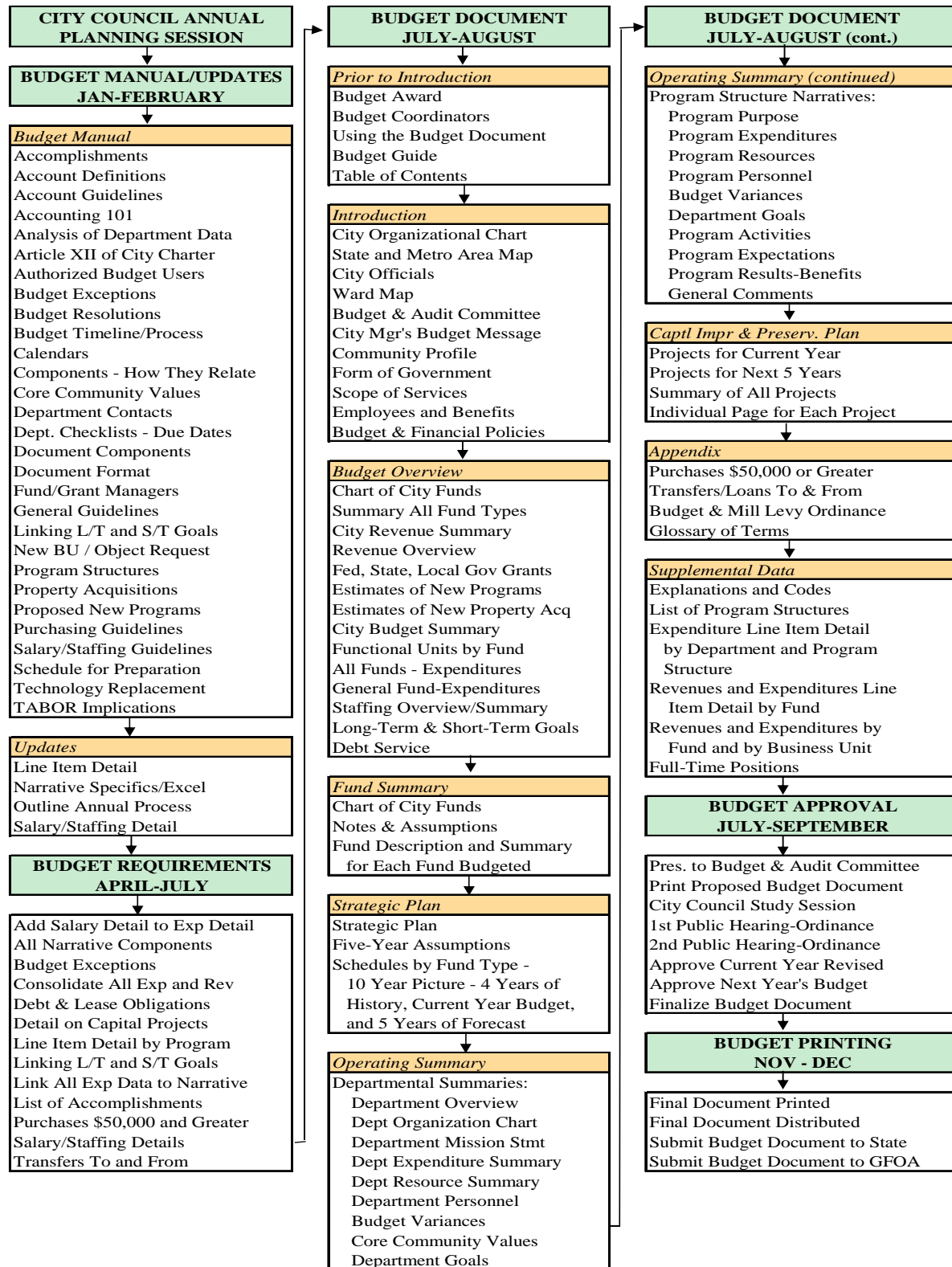
The City employs a bottom-up budgeting approach. As such, the Division facilitates all Citywide budget coordinators by providing training, a comprehensive budget manual, and in-depth financial templates. It also compiles all of the budget information into the published document.

The GFOA has reviewed the budget document and has awarded the Distinguished Budget Presentation Award for the fourteenth consecutive year. This document will be submitted to the award program.

Budget reductions and annual exceptions are coordinated and implemented.



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





General Comments

The Accounting Division continues to strive for financial integrity and received the Government Finance Officers Association's *Certificate of Achievement for Excellence in Financial Reporting* for the CAFR for the year ended December 31, 2015 and for 27 previous years and the *Distinguished Budget Presentation Award* for the Citywide Budget for the fiscal year beginning January 1, 2017 and for the 17 previous years. The 2016 CAFR has been submitted for the award and the 2018 Budget will be submitted for the award.



Program: Property and Purchasing Services

Department: Finance

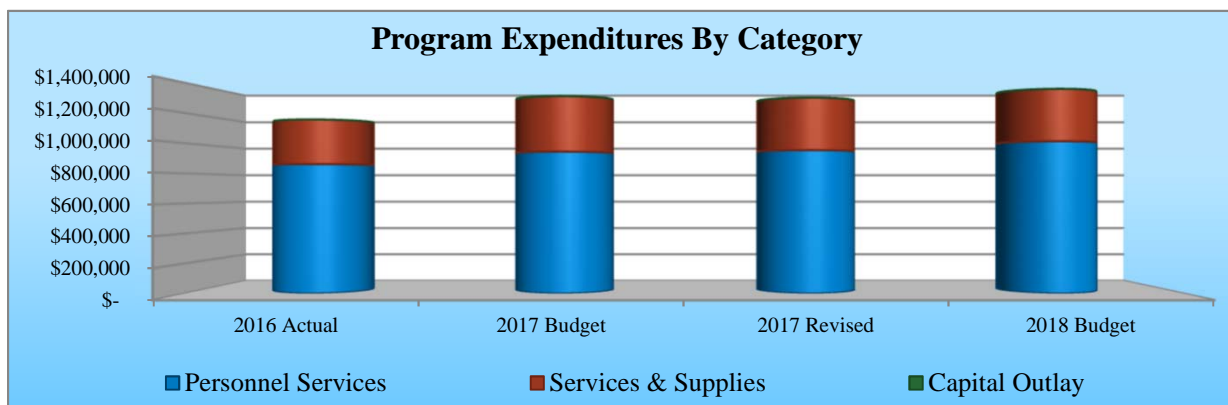
Division: Property and Purchasing Services

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

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Personnel Services	\$ 861,738	\$ 944,213	\$ 954,213	\$ 1,012,474
Services & Supplies	295,376	367,168	347,168	347,237
Capital Outlay	-	800	200	200
TOTAL:	\$ 1,157,114	\$ 1,312,181	\$ 1,301,581	\$ 1,359,911



Program Expenditures By Fund

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
General Fund	\$ 1,100,633	\$ 1,254,431	\$ 1,243,060	\$ 1,298,940
Capital Improvement Fund	56,481	57,750	58,521	60,971
TOTAL:	\$ 1,157,114	\$ 1,312,181	\$ 1,301,581	\$ 1,359,911

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

	2016 Revised	2017 Budget	2017 Revised	2018 Budget
Property & Purchasing Division Mgr	1.00	1.00	1.00	1.00
Buyer I	1.00	1.00	-	-
Buyer II	1.00	1.00	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	4,680	4,680	4,420	4,420
Total Full-Time and Part-Time Positions Stated as FTE	10.25	10.25	10.13	10.13

Budget Variances

❖ None

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:**

	2015	2016	2017	2018
<u>Mailroom Statistics</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>	<u>Projected</u>
Total Pieces of Outgoing Mail Processed	337,259	436,749	398,000	405,000

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:

	2015	2016	2017	2018
<u>Purchasing Statistics</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>	<u>Projected</u>
Dollars in Purchase Orders	\$ 21,822,393	\$ 25,495,209	\$ 25,000,000	\$ 23,000,000
Purchasing Card Expenditures	\$ 9,732,860	\$ 10,734,735	\$ 10,000,000	\$ 10,000,000
Purchasing Card Rebate	\$ 154,091	\$ 171,359	\$ 157,000	\$ 157,000
Number of Solicitations	169	144	175	175
Number of Purchase Orders	333	474	450	450

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:

	2015	2016	2017	2018
<u>Development Review Statistics</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>	<u>Projected</u>
Initial Submittals	160	192	200	180
Re-submittals	82	57	100	80
Deeds/Rev. Lic. Agreements	19	38	25	20
Ordinances & Resolutions	6	5	6	8
Capital Proj Acquisitions	16	15	10	20
Total Reviews	283	307	341	308

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).

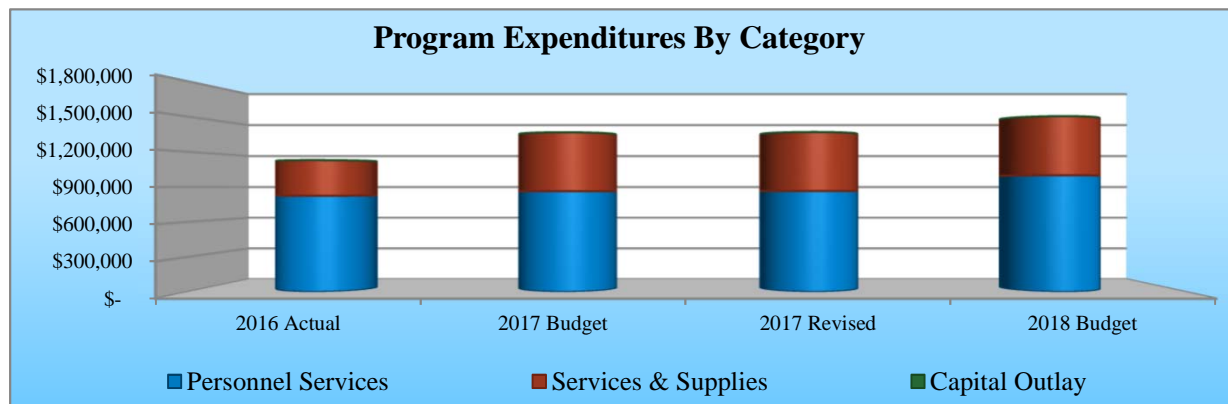
The Purchasing Division has received its sixth consecutive Excellence in Achievement award from the UPPCC, along with its second Sterling Award, in recognition of three consecutive years of professional certification by all eligible Purchasing Personnel.

**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

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Personnel Services	\$ 824,434	\$ 863,098	\$ 865,446	\$ 999,297
Services & Supplies	304,307	502,471	502,471	503,409
Capital Outlay	-	-	-	-
TOTAL:	\$ 1,128,741	\$ 1,365,569	\$ 1,367,917	\$ 1,502,706

**Program Expenditures By Fund**

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
General Fund	\$ 1,128,741	\$ 1,365,569	\$ 1,367,917	\$ 1,502,706
TOTAL:	\$ 1,128,741	\$ 1,365,569	\$ 1,367,917	\$ 1,502,706

**Full-Time Positions**

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

	2016 Revised	2017 Budget	2017 Revised	2018 Budget
Revenue Manager	1.00	1.00	1.00	1.00
Compliance Technician	1.00	1.00	-	-
Revenue/PIF Specialist I	1.00	1.00	-	-
Revenue/PIF Specialist II	1.00	1.00	-	-
Revenue Technician	1.00	1.00	4.00	4.00
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):	13.00	13.00	13.00	13.00
Part-Time Hours	785	785	785	785
Total Full-Time and Part-Time Positions Stated as FTE	13.38	13.38	13.38	13.38

Budget Variances❖ **Personnel Services**

- ♦ 2018 Budget vs. 2017 Revised Budget is up \$133,851 due to forecasted salary and benefit increases.

❖ **Services & Supplies**

- ♦ 2017 Budget vs. 2016 Actual increased \$198,164 due primarily to anticipated higher print costs related to increased correspondence with delinquent taxpayers; and higher costs for Dues, Memberships, and Training for employees to gain CPA licensure and pursue professional development.

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>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Projected</u>
Number of audits	61	60	76	65

♦ **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>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Projection</u>
Number of licensed accounts	10,870	10,902	10,980	11,000
Number of returns processed	59,015	59,995	58,637	60,000
Delinquency revenue *	\$ 1,153,054	\$ 1,529,116	\$ 1,292,399	\$ 1,200,000

* 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 annually to assist in collecting and remitting the PIF on a monthly basis.



<u>PIF Section</u>	2014 Actual	2015 Actual	2016 Actual	2017 Projection
Number of retailers	383	381	393	n/a
Percent of collected accounts	98.9%	97.2%	97.8%	98.0%

* Due to the temporary closure of the Colorado Mills mall in May 2017, the number of retailers projected for the year is unknown.

♦ **GOAL: Educate the community to enhance business relationships**

Activity: Businesses and others are educated and informed about the tax laws, procedures, and requirements present in the City of Lakewood.

Expectation: Taxpayer education will be provided to businesses to assist the taxpayer in understanding the requirements of the ordinances and foster an interactive environment with businesses regarding their tax responsibility.



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

Result-Benefit: Taxpayer education is provided by the Revenue staff through brochures, seminars, meetings, as well as information provided on the City's website. The utilization of the website continues to grow and is a valuable tool in communicating with citizens and businesses.



General Comments

In 2013, the Revenue Division implemented a new Tax Revenue System to replace a system that had been used for 28 years. The new system provides taxpayers electronic access to account information and enables electronic filing of returns and payment of taxes. As a result, the City reduced print, mailing, and processing costs for returns by approximately 50%. The number of taxpayers filing online continues to increase each month, with more than 87% of the taxpayer base currently filing online.

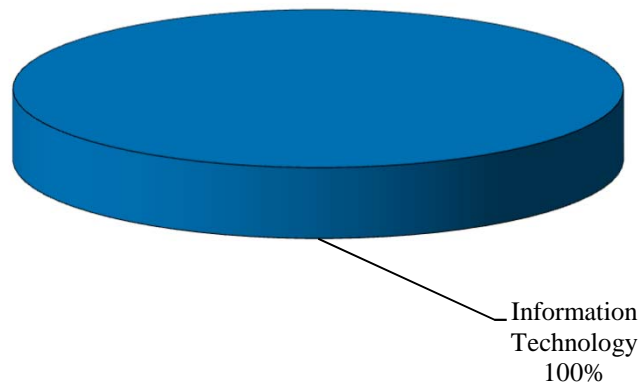


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INFORMATION TECHNOLOGY

2018 Department Overview



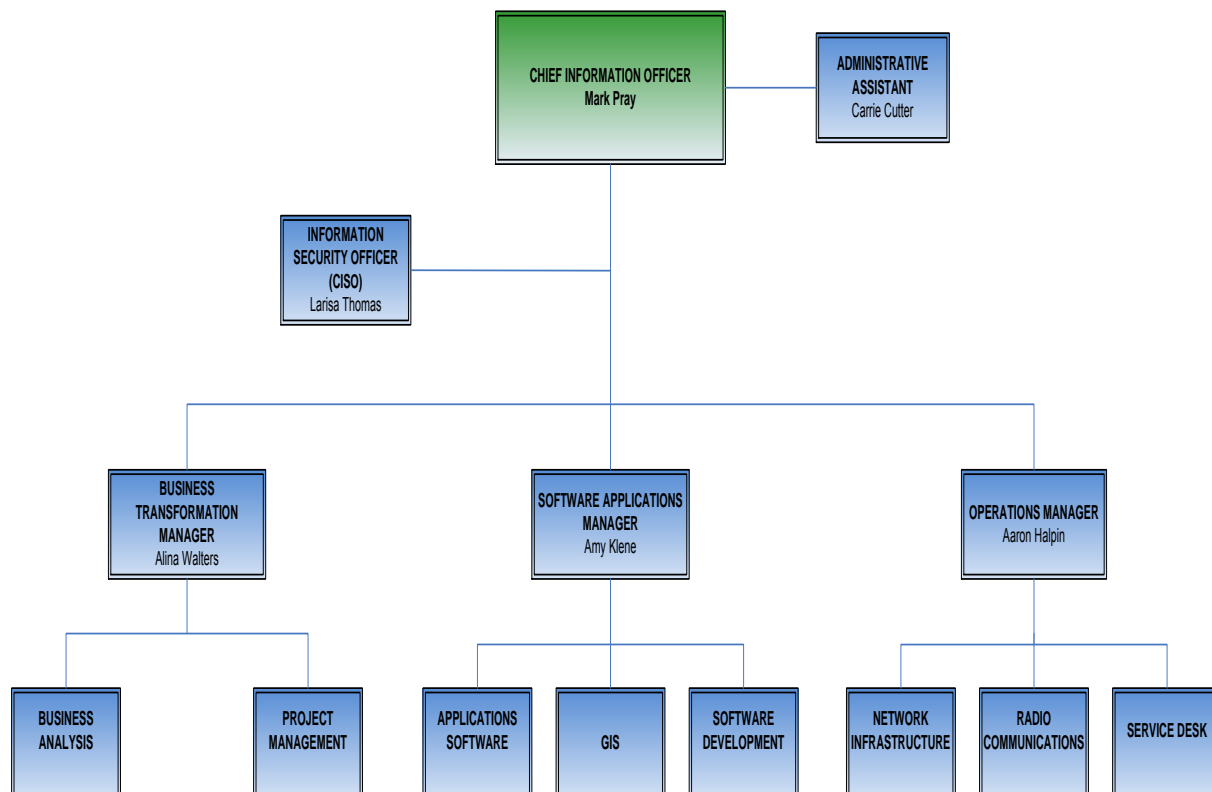
	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Information Technology	\$ 6,851,623	\$ 7,631,986	\$ 7,749,262	\$ 8,480,167
TOTAL:	\$ 6,851,623	\$ 7,631,986	\$ 7,749,262	\$ 8,480,167
Percent to All Funds	3.94%	3.81%	3.38%	4.19%



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, the IT Department is organized into three divisions whose skillsets and goals ensure that technology-focused initiatives are supported from concept through operations, and eventual asset retirement. More specifically, each division provides the following services:

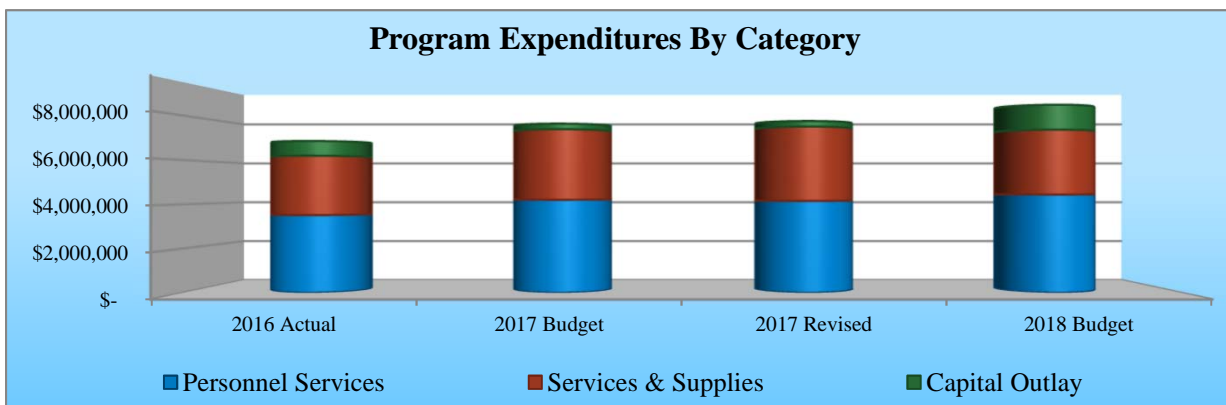
Business Transformation Division: End-user engagement for effective operational needs gathering, transparency into IT investment status, and on-going business analysis, project management, governance, and organizational change management support.

Software Applications Division: Application of technical expertise and support, research into technology advancements, alignment of solutions to emerging business needs, and technical solution delivery.

IT Operations Division: Focus on exceptional IT end-user service, on-going operational delivery & support, and technology infrastructure management and evolution.

Department Expenditures By Category

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Personnel Services	\$ 3,511,413	\$ 4,206,409	\$ 4,153,808	\$ 4,443,634
Services & Supplies	2,679,886	3,175,577	3,345,454	2,917,533
Capital Outlay	660,324	250,000	250,000	1,119,000
TOTAL:	\$ 6,851,623	\$ 7,631,986	\$ 7,749,262	\$ 8,480,167



Department Expenditures By Fund

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
General Fund	\$ 6,131,760	\$ 6,531,986	\$ 6,427,262	\$ 6,995,167
Equipment Replacement Fund	719,863	1,100,000	1,322,000	1,485,000
TOTAL:	\$ 6,851,623	\$ 7,631,986	\$ 7,749,262	\$ 8,480,167

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

	2016 Revised	2017 Budget	2017 Revised	2018 Budget
Chief Information Officer	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Applications Support Analyst	2.00	2.00	2.00	2.00
Business Analyst	2.00	2.00	2.00	2.00
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
GIS Technician	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	1.00	1.00	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 Programmer Analyst	2.00	2.00	2.00	2.00
Senior Project Manager	2.00	2.00	2.00	2.00
Senior Software Engineer	1.00	1.00	1.00	1.00
Service Desk Agent	3.00	3.00	3.00	4.00
Service Desk Analyst	1.00	1.00	1.00	1.00
Service Desk Supervisor	1.00	1.00	1.00	1.00
Software Applications Manager	1.00	1.00	1.00	1.00
Systems Engineer	1.00	2.00	2.00	2.00
Telecommunication Engineer	1.00	1.00	1.00	1.00
Total Full-Time Positions (FTE):	32.00	33.00	33.00	34.00
Part-Time Hours	-	-	-	-
Total Full-Time and Part-Time Positions Stated as FTE	32.00	33.00	33.00	34.00



Budget Variances

❖ Personnel Services

- ♦ 2016 Actual vs 2017 Budget is up \$694,996 due to staff vacancies during 2016 while 2017 is budgeted at full staff.

❖ Services & Supplies

- ♦ 2016 Actual vs 2017 Budget is up \$495,691 due to one-time projects occurring in 2017 for Police mobile data computers replacement and process assessment for Employee Relations and Finance.
- ♦ 2017 Revised vs. 2018 Budget is down \$427,921 due to the one-time projects in 2017 completing and the reallocation of funds to capital outlay for infrastructure sustainability.

❖ Capital Outlay

- ♦ 2016 Actual vs 2017 Budget is down \$410,324 due to capital purchases being implemented as planned and reduced capital purchases needed for the 2017 original budget.
- ♦ 2017 Revised vs. 2018 Budget is up \$869,000 due to the creation of the infrastructure sustainability program and one-time capital projects for the Court system replacement, Court video arraignment upgrade, Police digital evidence system upgrade, citywide electronic records management expansion, and the fleet system upgrade.

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

❖ FISCAL RESPONSIBILITY

- ♦ **GOAL: Stay abreast of technical advancements to deliver key technologies to meet the City's current and emerging needs.**

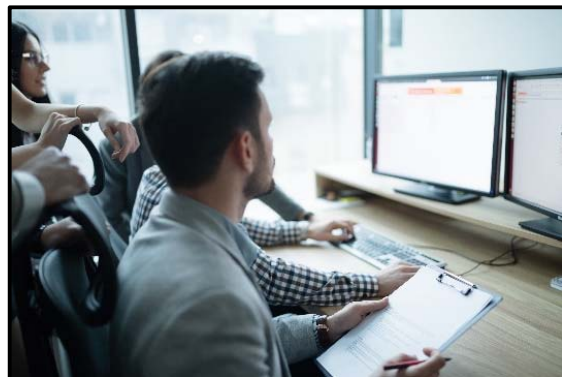
Activity: Empower IT staff through training and industry exposure to become experts on both City business as well as technology trends.

Expectation:

Ability to develop a roadmap for IT success aligned to City needs and investment goals.

Result-Benefit:

The pace of change in technology is accelerating at an ever-increasing rate. Through continuous research and analysis, the IT department aims to keep up with new and upcoming technologies to best position the City for meeting residents' expectations for modern service delivery.





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

♦ **GOAL: Drive continuous improvement to the organization.**

Activity: Conduct business process analyses across departments for effective solution delivery and evaluate

Expectation:

Collaborate with departments to document, streamline, and enhance intra- and inter-department business

Result-Benefit:

Current projects in progress or planned include process improvements for Employee Relations and Finance departments, as well as for the permitting system, utility billing system replacement, police records management system replacement, and the court system replacement.

♦ **GOAL: Enhance end-user service levels.**

Activity: Collaborate with City departments to refine service level agreements and enhance City personnel's service desk experience.

Expectation: The IT Department will provide 24x7 service availability through an intuitive user interface and with exceptional customer service support.

Result-Benefit:

The IT department is in the process of defining and refining service level expectations with the City departments, in parallel to rolling out an upgrade of the City's service desk tracking system. The expected results include a streamlined and user-friendly interface for submitting service desk tickets, as well as a set of agreed upon service levels from which the IT department can gauge service delivery performance.



♦ **GOAL: Evolve IT organization into a Center of Excellence.**

Activity: Partner with the City's departments to build and maintain relationships and knowledge, and to ensure delivery of solutions based on best practices that are aligned with both City and IT strategies.

Expectation:

Through enhanced partnerships and knowledge sharing, provide leadership, best practices, research, support, and transparency into the IT portfolio.

Result-Benefit:

By becoming a centralized, skills-based IT competency center focused on providing a consistent and comprehensive set of services, the IT Department will help City departments achieve their current technology needs as well as their evolving business transformation goals.

❖ **PHYSICAL & TECHNOLOGICAL INFRASTRUCTURE**



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

- ♦ **GOAL: Enhance Information Security posture to align with evolving risk and promote security awareness.**

Activity: Conduct thorough evaluation of Information Security processes and solutions to ensure alignment with regulatory requirements (CJIS, PCI, HIPAA) and industry best practices.

Expectation:

Mature the City's Information Security processes to safeguard information assets against unauthorized use, disclosure, modification, damage or loss.

Result-Benefit:

Enable cost and operational efficiencies while ensuring confidentiality, integrity, and availability of the data and systems.



- ♦ **GOAL: Sustain technology infrastructure and provide on-going support of current operational capabilities.**

Activity: Establish an annual IT Infrastructure Sustainability Program in support of procuring and maintaining all IT related items required for secure, effective, and efficient City-wide operations.

Expectation:

Develop, implement, track, and report on all IT sustainability activities to manage the effectiveness of the City's IT infrastructure posture in support of operational goals.



Result-Benefit:

Ensure reliable and secure performance of IT operations to support City and community goals.

- ♦ **GOAL: Consolidate all technology costs within IT.**

Activity: Partner with City departments to inventory all technology solutions and consolidate maintenance costs and contracts within IT for a holistic view into the IT portfolio and improved service delivery.

Expectation:

Prepare a plan for the consolidation of any technology solution payments and contracts not currently managed by the IT department.



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

Result-Benefit:

A centralized IT cost strategy will help ensure alignment of information systems to long-term strategic goals through appropriate governance oversight, rationalization of software solutions, reduction of IT overhead and support costs associated with administrative management, improved service delivery, and improved opportunity for shared services.

♦ GOAL: Leverage emerging cloud-based services to increase capacity and capability as needed.

Activity: In support of minimizing IT's physical footprint and its associated costs, pursue cloud-based services to realize full operational benefits of modern technology solutions. Additionally, analyze regional opportunities for shared services and to drive efficiencies across neighboring entities.

Expectation:

When possible, partner with vendors who have or plan to have cloud-based solutions and services.

Result-Benefit:

Drive to a lower cost of ownership of IT assets, enhanced performance, reliability, and disaster recovery, and improved productivity due to the increase of data storage, access, and system availability options.

♦ GOAL: Modernize permitting processes and supporting technology.

Activity: Partner with City departments to define the desired state of the City's permitting process.

Expectation:

Ensure business processes are understood, documented, streamlined, and prepared to be considered for modernization.

Result-Benefit:

Ensure the ability to support the business and plan for appropriate enhancements to meet internal and external (businesses and residents) expectations for timely support, administrative processing and approvals, and communications.



♦ GOAL: Modernize web presence and underlying technology.

Activity: Upgrade the City's website to a Software-as-a-Service solution that aligns with IT's strategy for application and support modernization.

Expectation:

Replace end-of-life website content management system.

Result-Benefit:

Enhance the City's ability to engage with and inform the community.





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

♦ **GOAL: Optimize ER / FIN business processes and supporting technology.**

Activity: Leverage the assessment results of Employee Relations and Finance business processes and supporting technology to maximize operational efficiencies.

Expectation:

Develop plan to address gaps through implementation of system remediation, enhancement, or replacement efforts.

Result-Benefit:

Continued focus on streamlining business processes and integrating data across departments and systems will enhance the City's ability to administer and report on financial and employee relations matters.

❖ **Quality Living Environment**

♦ **GOAL: Modernize and optimize business processes and supporting technologies in support of target digital business architecture.**

Activity: Partner with City departments to document and streamline business processes, identify data integration points, and improve information sharing.

Expectation:

Integrate business processes and drive toward shared data and solutions to improve operational efficiencies.

Result-Benefit:

Position the City's IT portfolio and infrastructure to scale and support Lakewood businesses' and residents' demand for efficient services and modern municipal solutions.



♦ **GOAL: Develop business intelligence strategy.**

Activity: Identify measures and metrics to evaluate performance of IT solutions and determine continuous improvement strategies.

Expectation:

Develop a plan to define and gather data to identify trends, challenges, and opportunities for IT operations improvement.

Result-Benefit:

Through an effective business intelligence strategy, the IT department will be better positioned to make fact-based decisions, identify opportunities for technology and performance enhancements, and eliminate waste for improved operational efficiency.



General Comments

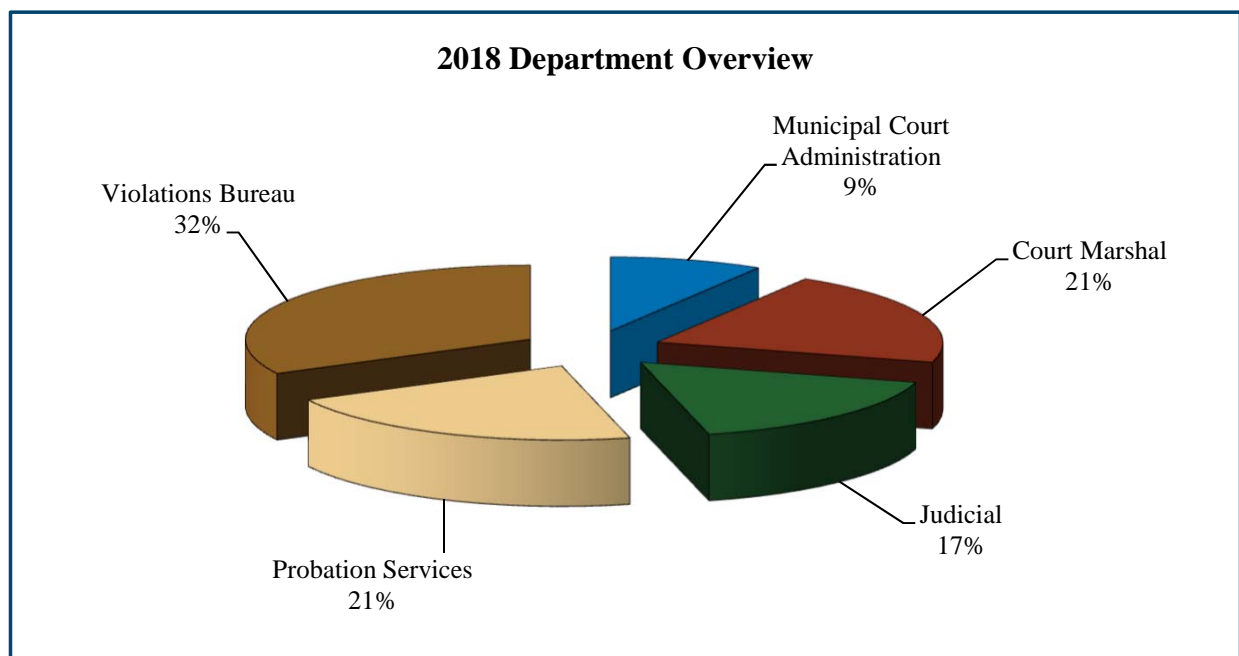
Trends

- The new digital economy and smart cities are intersecting and have the potential for creating disruptive solutions that can create efficiencies and opportunities for the transformation of government services.
- Work with other agencies on regional initiatives will enhance cooperation between government agencies and will save taxpayer dollars. The number of initiatives Lakewood participates in grows annually. Public safety represents the latest business area for regional focus.
- Information Technology network expansion over the City's 44 square miles has raised the need for fiber optic telecommunications capability. IT is currently implementing high-speed networking connectivity to all City facilities.
- The emergence of Next Generation E911 Call Center systems within the USA and Colorado places additional demands on the City's network. Needs for resiliency, backup, and regional sharing are growing.
- IT continues to look for methods and technologies to improve service delivery to customers.





MUNICIPAL COURT



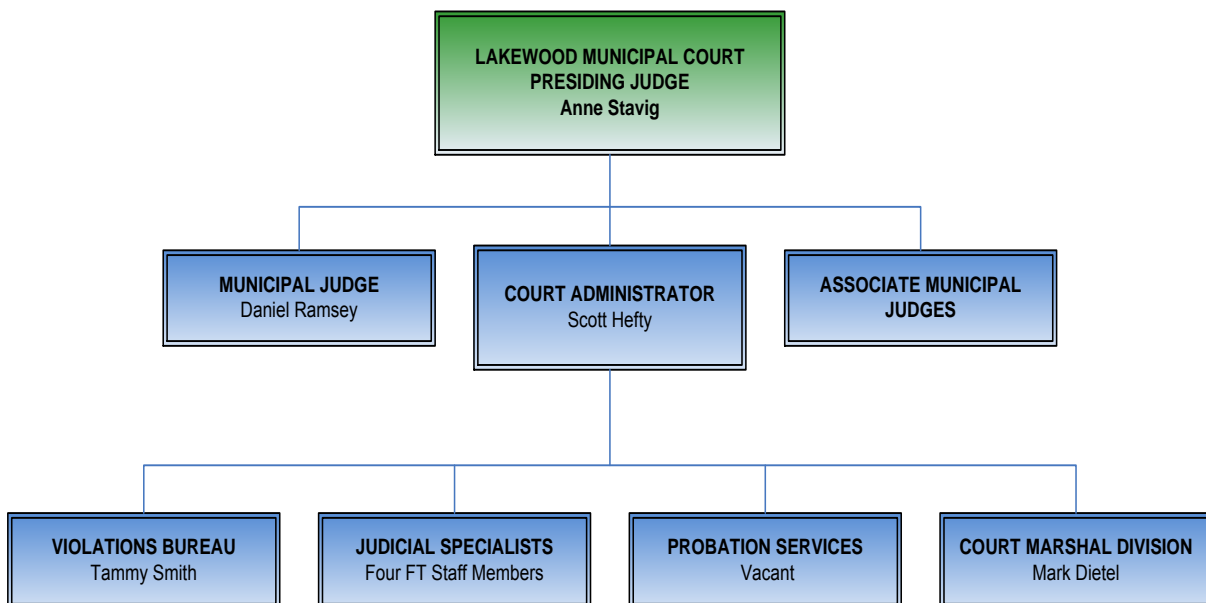
	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Municipal Court Administration	\$ 289,193	\$ 316,554	\$ 317,474	\$ 323,994
Court Marshal	636,760	706,895	735,924	767,763
Judicial	523,440	609,227	603,028	624,490
Probation Services	687,398	786,350	756,551	789,334
Violations Bureau	1,035,309	1,162,729	1,160,053	1,212,585
TOTAL:	\$ 3,172,100	\$ 3,581,755	\$ 3,573,030	\$ 3,718,166
Percent to All Funds	1.83%	1.79%	1.56%	1.84%



MUNICIPAL COURT

(303) 987-7400

www.lakewood.org/MunicipalCourt/



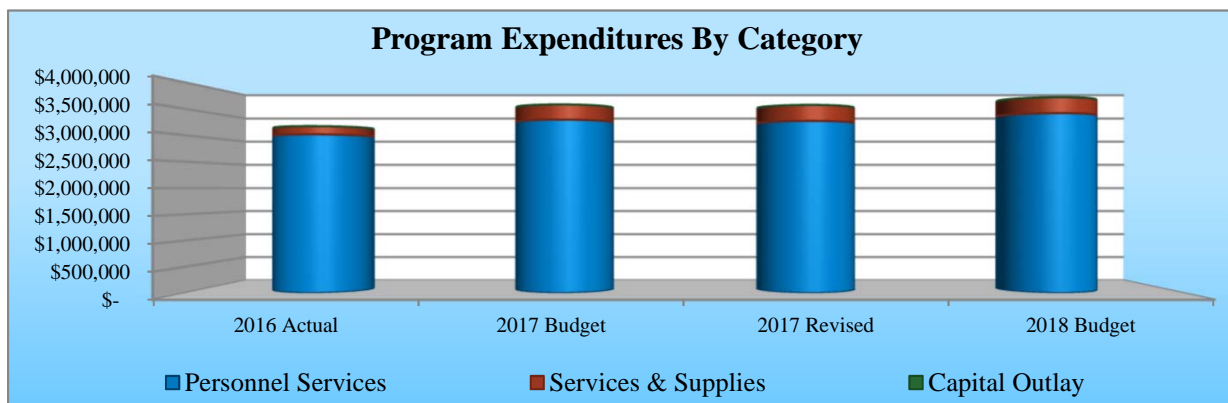


Department: Municipal Court

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

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Personnel Services	\$ 3,016,209	\$ 3,294,683	\$ 3,270,958	\$ 3,416,753
Services & Supplies	155,891	287,072	302,072	301,413
Capital Outlay	-	-	-	-
TOTAL:	\$ 3,172,100	\$ 3,581,755	\$ 3,573,030	\$ 3,718,166



Department Expenditures By Fund

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
General Fund	\$ 3,172,100	\$ 3,581,755	\$ 3,573,030	\$ 3,718,166
Grants Fund	-	-	-	-
TOTAL:	\$ 3,172,100	\$ 3,581,755	\$ 3,573,030	\$ 3,718,166

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

	2016 Revised	2017 Budget	2017 Revised	2018 Budget
Presiding Municipal Judge	1.00	1.00	1.00	1.00
Chief Court Marshal	1.00	1.00	1.00	1.00
Chief Probation Officer	1.00	1.00	1.00	1.00
Court Administrator	1.00	1.00	1.00	1.00
Court Marshal	4.00	4.00	4.00	4.00
Court Tech / Judicial Specialist	1.00	1.00	1.00	1.00
Court Technician	5.00	5.00	5.00	5.00
Judicial Specialist	4.00	4.00	5.00	5.00
Lead Court Specialist	1.00	1.00	1.00	1.00
Municipal Judge	1.00	1.00	1.00	1.00
Probation Officer - Judicial Specialist	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
Violations Bureau Manager	1.00	1.00	1.00	1.00
Total Full-Time Positions (FTE):	30.00	30.00	30.00	30.00
Part-Time Hours	7,303	8,013	8,013	8,013
Total Full-Time and Part-Time Positions Stated as FTE	33.51	33.85	33.85	33.85

Budget Variances❖ **Personnel Services**

- ♦ 2016 Actual vs. 2017 Budget is up \$278,474 due to insurance premium increases, employee pay increases, increase in costs for public defender, increased costs of court interpreters

❖ **Services & Supplies**

- ♦ 2016 Actual vs. 2017 Budget is up \$131,181 due to increased interpreter expenses as well as unspent services & supplies in 2016, which were rebudgeted in full in 2017.

Core Values / Goals❖ **SAFE COMMUNITY**

- ♦ **GOAL: Provide fair and appropriate resolutions to Municipal Code violations**

❖ **FISCAL RESPONSIBILITY**

- ♦ **GOAL: Manage a program that provides for collection of unpaid fines and fees**

❖ **PHYSICAL & TECHNOLOGICAL INFRASTRUCTURE**

- ♦ **GOAL: Provide the necessary support, training, technology, equipment, and facilities to achieve fair and efficient administration of justice**



Program: Municipal Court Administration

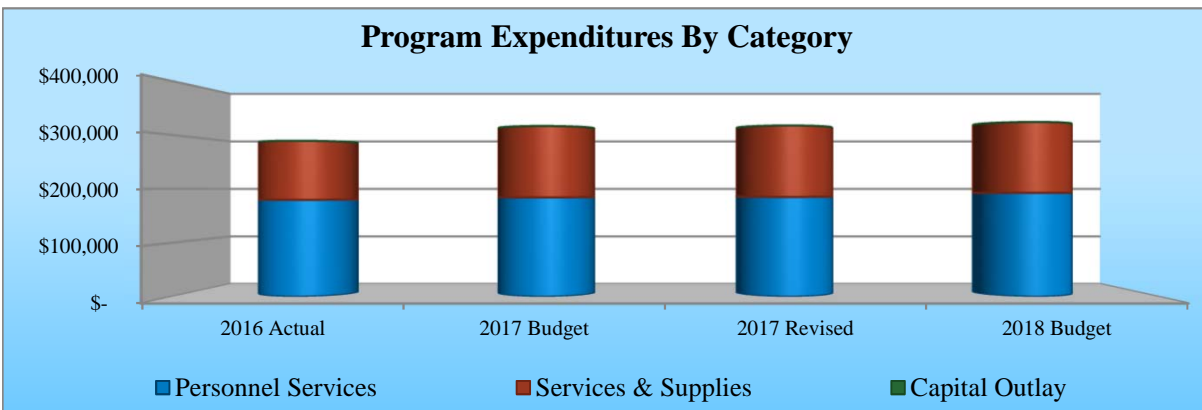
Department: Municipal Court

Division: Municipal Court

Purpose: The Administration Division provides management and leadership to the Municipal Court. This program is responsible for strategic planning, setting policy, organizing, staffing, budgeting, and monitoring all court programs. The three areas of concentration include personnel, fiscal, and liaison matters.

Program Expenditures By Category

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Personnel Services	\$ 179,621	\$ 184,061	\$ 184,981	\$ 192,401
Services & Supplies	109,572	132,493	132,493	131,593
Capital Outlay	-	-	-	-
TOTAL:	\$ 289,193	\$ 316,554	\$ 317,474	\$ 323,994



Program Expenditures By Fund

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
General Fund	\$ 289,193	\$ 316,554	\$ 317,474	\$ 323,994
TOTAL:	\$ 289,193	\$ 316,554	\$ 317,474	\$ 323,994

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

	2016 Revised	2017 Budget	2017 Revised	2018 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**

- ♦ 2016 Actual vs 2017 Budget is up \$22,921 due to increases in the costs of interpreter services.

Goals / Activities / Expectations / Results-Benefits♦ **GOAL: Provide fair and appropriate resolutions to Municipal Code violations**

Activity: Ensure defendants who meet indigency guidelines, where jail is a possible sentence, are afforded the opportunity of no-cost representation.

Expectation: Legal defense is provided in compliance with applicable rules and laws.

Result-Benefit: The Municipal Court reviewed applications for representation by a Public Defender and either denied or granted such in accordance with legal requirements. Requests granted and requests denied do not equal the total requested for public defender because of withdrawn requests as well as reappointments of the public defender.

	2014 Actual	2015 Actual	2016 Actual	2017 Budget
Requests for Counsel	1036	1260	1181	1259
Denied Public Defender	88	101	96	103
Granted Public Defender	874	1037	943	1156



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

- ♦ **GOAL:** Provide the necessary support, training, technology, equipment, and facilities to achieve fair and efficient administration of justice

Activity: Performance of each Division, docket scheduling, staffing needs, and the budget process are managed and monitored to ensure efficient operation of the Municipal Court.

Expectation: Quality services, personnel, and equipment are maintained for daily operations while meeting legal requirements and Department goals.

Result-Benefit: New technology needs and business practices are kept up to date.

Judges receive annual training and comply with continuing legal education requirements.

Staff receives annual training to comply with numerous legal requirements, policies, and procedures.

Activity: Leadership and guidance, internally and externally, are provided to increase the effectiveness of the Municipal Court.

Expectation: Collaborative projects and associations are created and maintained.

Result-Benefit: The Court participates in intergovernmental agreements, shared databases, and costs.

Information attained from participation in committees, task forces, and other collaborative work groups is used to improve all aspects of the Municipal Court.

General Comments

New legislation passed in the 2017 legislative session will have significant impact in several areas of the court, including the number of cases with public defender representation, the cost of that representation and the number of warrants issued and hearings scheduled and held. A new software application has been chosen and should be implemented in mid-2018.

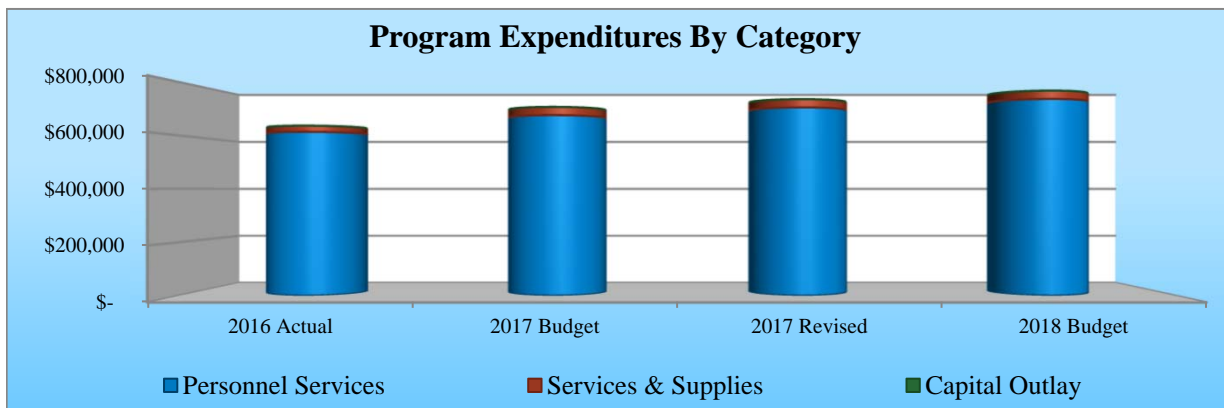
The Municipal Court is required by the United States Constitution, Amendment VI and the Colorado Constitution, Article II, Section 16 to provide legal services for indigent individuals. Public defender services are contracted through a local law firm who represents indigent persons facing a jail sentence.

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

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

Program Expenditures By Category

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Personnel Services	\$ 613,663	\$ 675,975	\$ 705,004	\$ 736,638
Services & Supplies	23,097	30,920	30,920	31,125
Capital Outlay	-	-	-	-
TOTAL:	\$ 636,760	\$ 706,895	\$ 735,924	\$ 767,763



Program Expenditures By Fund

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
General Fund	\$ 636,760	\$ 706,895	\$ 735,924	\$ 767,763
TOTAL:	\$ 636,760	\$ 706,895	\$ 735,924	\$ 767,763

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

	2016 Revised	2017 Budget	2017 Revised	2018 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	0.31	0.50	1.00	1.00
Senior Court Marshal	1.00	1.00	1.00	1.00
Total Full-Time Positions (FTE):	6.31	6.50	7.00	7.00
Part-Time Hours	1,456	1,817	1,817	1,817
Total Full-Time and Part-Time Positions Stated as FTE	7.01	7.37	7.87	7.87

Budget Variances❖ **Personnel Services**

- ♦ 2016 Actual vs. 2017 Budget is up \$62,312 due to increases in insurance premium, employee raises and part-time employee hours.

Goals / Activities / Expectations / Results-Benefits

- ♦ **GOAL:** Provide the necessary support, training, technology, equipment, and facilities to achieve fair and efficient administration of justice

Activity: The safety of the public, staff, and all parties having business with the Court is ensured.

Expectation: All individuals entering the Public Safety Center are screened; a secure environment is maintained; and the court docket is reviewed for individuals with active warrants or warnings.

Result-Benefit: Screening individuals entering the building allows the Marshals to locate any illegal weapons. A records search through Colorado Bureau of Investigations (CBI) alerts the Marshals to individuals appearing for court with outstanding warrants or warnings.

	2014 Actual	2015 Actual	2016 Actual	2017 Budget
CBI Criminal Histories	7,041	5,721	6,116	6,100
Arrests	27	42	16	20

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

Activity: The Division oversees all warrants.

Expectation: All warrants are reviewed and entered as ordered by the Court.

Result-Benefit: This Division reviews each warrant for accuracy, makes courtesy calls, and enters each warrant.

	2014	2015	2016	2017
	Actual	Actual	Actual	Budget
Warrants Entered	5,390	6,657	5,283	5,500

Activity: Prisoner transportation is provided.

Expectation: Files of detained parties are reviewed to determine eligibility for video hearing or need for transport. Prisoner transportation is conducted and Transport Across Colorado (TAC) is utilized as necessary.

Result-Benefit:

All parties arrested and detained are reviewed for a possible video hearing. Others are transported as needed.

	2014	2015	2016	2017
	Actual	Actual	Actual	Budget
Prisoners Transported	494	533	491	550
Video Arraignments	3,802	4,835	4,119	4,200

Activity: Court Marshals are trained according to POST (Peace Officer Standards and Training)

Expectation: Court Marshals attend POST approved courses to comply with legal requirements.

Result-Benefit: Court Marshals complete training and maintain POST certification.

General Comments

All Marshals continue to receive in-service training parallel to Lakewood Police agents. As a result of new legislative requirements, the number of transports as well as the number of video arraignments is projected to increase significantly in 2018.

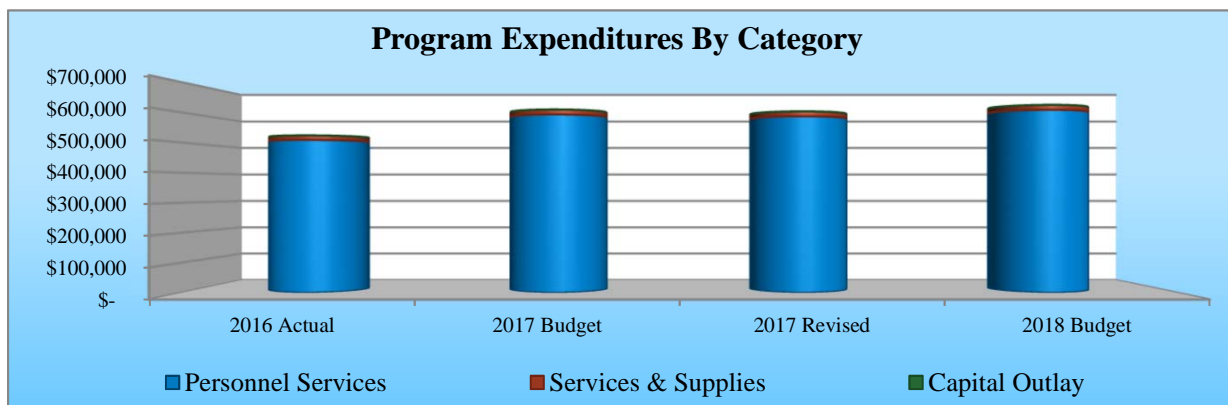


Program: Judicial
Department: Municipal Court
Division: Municipal Court

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

Program Expenditures By Category

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Personnel Services	\$ 508,521	\$ 592,877	\$ 586,678	\$ 608,140
Services & Supplies	14,919	16,350	16,350	16,350
Capital Outlay	-	-	-	-
TOTAL:	\$ 523,440	\$ 609,227	\$ 603,028	\$ 624,490



Program Expenditures By Fund

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
General Fund	\$ 523,440	\$ 609,227	\$ 603,028	\$ 624,490
TOTAL:	\$ 523,440	\$ 609,227	\$ 603,028	\$ 624,490

**Full-Time Positions**

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

	2016 Revised	2017 Budget	2017 Revised	2018 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	2,349	3,059	3,059	3,059
Total Full-Time and Part-Time Positions Stated as FTE	2.98	3.32	3.32	3.32

Budget Variances❖ **Personnel Services**

- ♦ 2016 Actual vs 2017 Budget is up \$84,356 due to insurance premium increases, employee raises and an increase in the use of judicial variable hours

Goals / Activities / Expectations / Results-Benefits♦ **GOAL: Provide fair and appropriate resolutions to Municipal Code violations**

Activity: The Court advises defendants of their rights and schedules and holds various hearings to resolve cases.

Expectation: Various trials and hearings are scheduled via the court docket in order to reach the disposition of cases.

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

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

	2014	2015	2016	2017
	Actual	Actual	Actual	Budget
Arraignments Scheduled	11,165	11,125	12,094	12,000
Arraignments Held	7,332	7,308	7,441	7,500
Trials to Court Scheduled	612	618	591	550
Trials to Court Held	74	85	66	65
Jury Trials Scheduled	80	95	105	120
Jury Trials Held	21	19	34	25
Reached Disposition at Trial	148	135	118	125
Prisoner / Video Hearings	3,802	4,835	4,120	4,000
Bond Returns / Failure to				
Appear Hearings Scheduled	3,083	3,427	2,955	3,000
Bond Returns / Failure to				
Appear Hearings Held	1,973	2,205	2,005	2,000
Pre-trials / Disposition Hearings				
Scheduled	933	1,199	1,472	1,500
Pre-trials / Disposition Hearings				
Held	645	812	899	900
Probation Related Cases				
Scheduled	4,007	4,005	3,865	3,900
Probation Related Cases Held	1,990	1,774	1,817	1,800
Initial Public Defender Hearings				
Scheduled	1,034	1,562	1,528	1,500
Initial Public Defender Hearings				
Held	872	1,035	983	1,000
Other Hearings Scheduled	2,190	2,338	2,408	2,400
Other Hearings Held	992	1,042	1,097	1,200
Court Cases Closed	18,776	19,879	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 is committed to expanding its community focus and has established the Lakewood Early Action Program (LEAP), formerly the "Sobesky Academy Court", patterned after juvenile mental health court. The Court emphasizes juvenile rehabilitation through the use of a professional probation division, a graffiti clean up program, a Girls Circle Group, the Youth Education Treatment program (YET) and Teen Court, among other programming.



Program: Probation Services

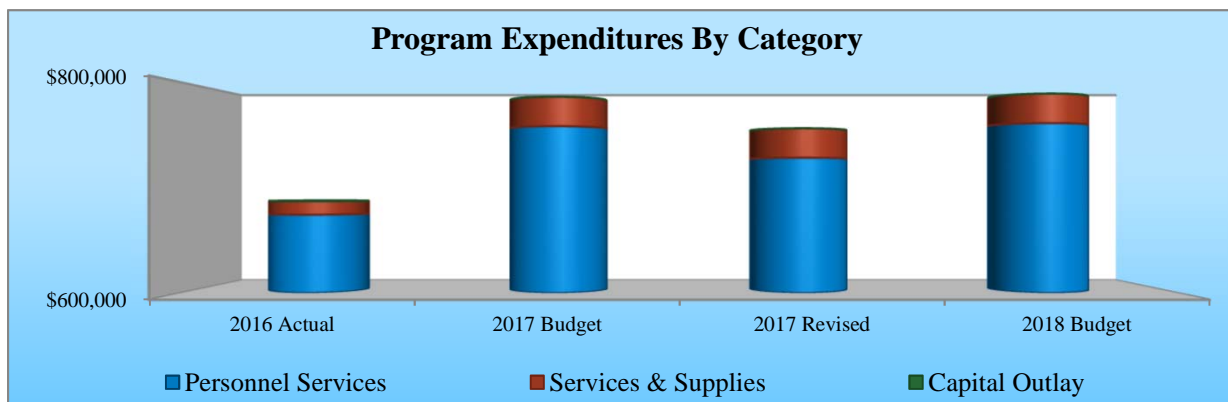
Department: Municipal Court

Division: Municipal Court

Purpose: The Probation Services Division provides the investigation and evaluation of court referred juvenile and adult penal cases; referrals to offense-specific services; sentencing recommendations; supervision of offenders; monitoring the compliance of court orders; management of the court-ordered community service work program for juveniles; Teen Court peer sentencing program; and the Youth Education Team (YET).

Program Expenditures By Category

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Personnel Services	\$ 674,595	\$ 758,492	\$ 728,693	\$ 761,440
Services & Supplies	12,803	27,858	27,858	27,894
Capital Outlay	-	-	-	-
TOTAL:	\$ 687,398	\$ 786,350	\$ 756,551	\$ 789,334



Program Expenditures By Fund

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
General Fund	\$ 687,398	\$ 786,350	\$ 756,551	\$ 789,334
Grants Fund	-	-	-	-
TOTAL:	\$ 687,398	\$ 786,350	\$ 756,551	\$ 789,334

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

	2016 Revised	2017 Budget	2017 Revised	2018 Budget
Chief Probation Officer	1.00	1.00	1.00	1.00
Community Service Youth Coord	-	-	-	-
Probation/Diversion Officer	4.00	4.00	4.00	4.00
Probation Support Technician	1.30	1.50	1.00	1.00
Senior Probation/Diversion Officer	1.00	1.00	1.00	1.00
Total Full-Time Positions (FTE):	7.30	7.50	7.00	7.00
Part-Time Hours	3,137	3,137	3,137	3,137
Total Full-Time and Part-Time Positions Stated as FTE	8.81	9.01	8.51	8.51

Budget Variances❖ **Personnel Services**

- ♦ 2016 Actual vs 2017 Budget is up \$83,897 due to increased insurance premiums, pay increases and use of temporary employee(s) to cover employee parental leave.

Goals / Activities / Expectations / Results-Benefits

- ♦ **GOAL: Provide the necessary support, training, technology, equipment, and facilities to achieve fair and efficient administration of justice**

Activity: Offenders referred to the Probation Division are evaluated and appropriate sentencing recommendations are made to the Court. Offenders are monitored for compliance.

Expectation: The Division provides sentencing recommendations that are appropriate for the offender and the crime. Compliance with court orders are monitored.

Result-Benefit:

	2014 Actual	2015 Actual	2016 Actual	2017 Budget
Probation statistics:				
Number of cases referred to probation	1,391	1,227	1,241	1,250
Average number of cases under supervision per probation officer	178	165	180	180

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

Activity: Focus is given to domestic violence and juvenile cases through the utilization of offense-specific treatment programs and sentencing alternatives.

Expectation: Domestic violence offenders are referred to offense-specific treatment and programs. Juvenile offenders are provided with useful community service and are utilized for City projects. Peer sentencing (Teen Court), inmate, and offender and family intervention sessions (Youth Educational Team - YET) are also offered to juveniles.

Result-Benefit:

Useful community service is performed by juvenile offenders. City dollars are saved on projects such as cleaning graffiti, cleaning parks, and other appropriate community service activities.

	2014 Actual	2015 Actual	2016 Actual	2017 Budget
Number of locations where graffiti was removed	882	803	670	700

Juveniles have the opportunity to participate in peer sentencing and YET (Youth Educational Team).

	2014 Actual	2015 Actual	2016 Actual	2017 Budget
Number of Teen Court cases and participants	32	64	26	40
Number of YET participants	119	145	178	175

General Comments

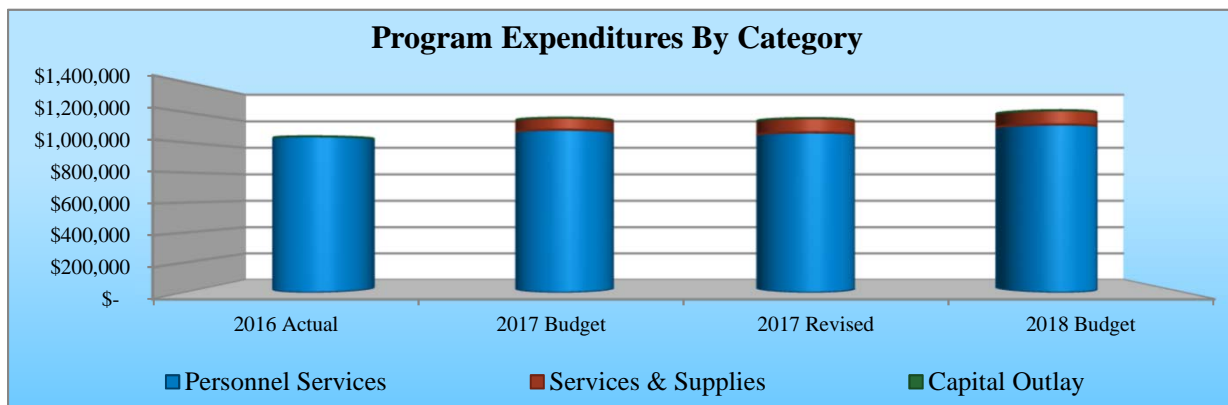
The Probation Division continues to collaborate with other agencies to improve services. Since Probation instituted risk assessments testing for all juvenile probation referrals in 2014, the office has seen an increase in the percentage of high and very high risk youths referred and a decrease in low risk assessed youth. This tool helps the court use its resources more efficiently and to better target intervention levels with clients. When the Sobesky Academy moving out of Lakewood, the Court renamed its juvenile mental health court to the Lakewood Early Action Program (LEAP) to reflect the source of referrals. A review of recidivism statistics for juveniles who were previously on Lakewood Municipal Probation confirmed the efficacy of the risk assessment process.

**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

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Personnel Services	\$ 1,039,809	\$ 1,083,278	\$ 1,065,602	\$ 1,118,134
Services & Supplies	(4,500)	79,451	94,451	94,451
Capital Outlay	-	-	-	-
TOTAL:	\$ 1,035,309	\$ 1,162,729	\$ 1,160,053	\$ 1,212,585

**Program Expenditures By Fund**

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
General Fund	\$ 1,035,309	\$ 1,162,729	\$ 1,160,053	\$ 1,212,585
TOTAL:	\$ 1,035,309	\$ 1,162,729	\$ 1,160,053	\$ 1,212,585

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

	2016 Revised	2017 Budget	2017 Revised	2018 Budget
Violations Bureau Manager	1.00	1.00	1.00	1.00
Judicial Specialist	4.00	4.00	5.00	5.00
Court Technician	5.00	5.00	5.00	5.00
Court Tech / Judicial Specialist	1.00	1.00	1.00	1.00
Lead Court Specialist	1.00	1.00	1.00	1.00
Probation Officer / Judicial Specialist	1.00	1.00	-	-
Probation Support Tech	0.39	-	-	-
Total Full-Time Positions (FTE):	13.39	13.00	13.00	13.00
Part-Time Hours	-	-	-	-
Total Full-Time and Part-Time Positions Stated as FTE	13.39	13.00	13.00	13.00

Budget Variances❖ **Supplies & Services**

- ♦ 2016 Actual vs. 2017 Budget is up \$83,951 due to increases in payments to collections' contractor (completely recovered in revenues).

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.

	2014 Actual	2015 Actual	2016 Actual	2017 Budget
Jurors Subpoenaed	5,454	5,320	5,252	5,500
Financial Transactions	23,275	25,573	22,157	23,000
Bonds Posted	2,895	3,380	2,927	3,100
Records Provided	762	835	792	950
External Interpreters	400	437	447	500
Juvenile Information Records Requested	957	761	908	850
Driving Histories Requested from Department of Motor Vehicle	9,713	8,956	7,889	7,968
Convictions Reported to Department of Motor Vehicle	8,157	8,410	7,024	8,356
Cases Closed Without an Appearance	8,530	9,128	8,178	7,708

♦ **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.

	2014 Actual	2015 Actual	2016 Actual	2017 Budget
Traffic Infractions Sent to Collections	655	724	518	500
Parking Cases Sent to Collections	706	1168	1,110	1100

♦ **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.

	2014	2015	2016	2017
	Actual	Actual	Actual	Budget
New Summonses Received	19,519	19,811	17,609	17,000
Traffic Infractions	6,309	5,176	4,374	4,500
Traffic Offenses	2,403	2,641	2,699	2,600
Insurance Violations	2,569	2,263	1,789	1,700
Parking Violations	2,676	3,952	3,692	3,600
Animal Control	222	170	186	170
Adult Penal	4,109	4,570	3,723	3,700
Domestic Violence	238	199	160	175
Zoning Violations	28	48	37	40
Juvenile Penal	953	761	908	950

General Comments

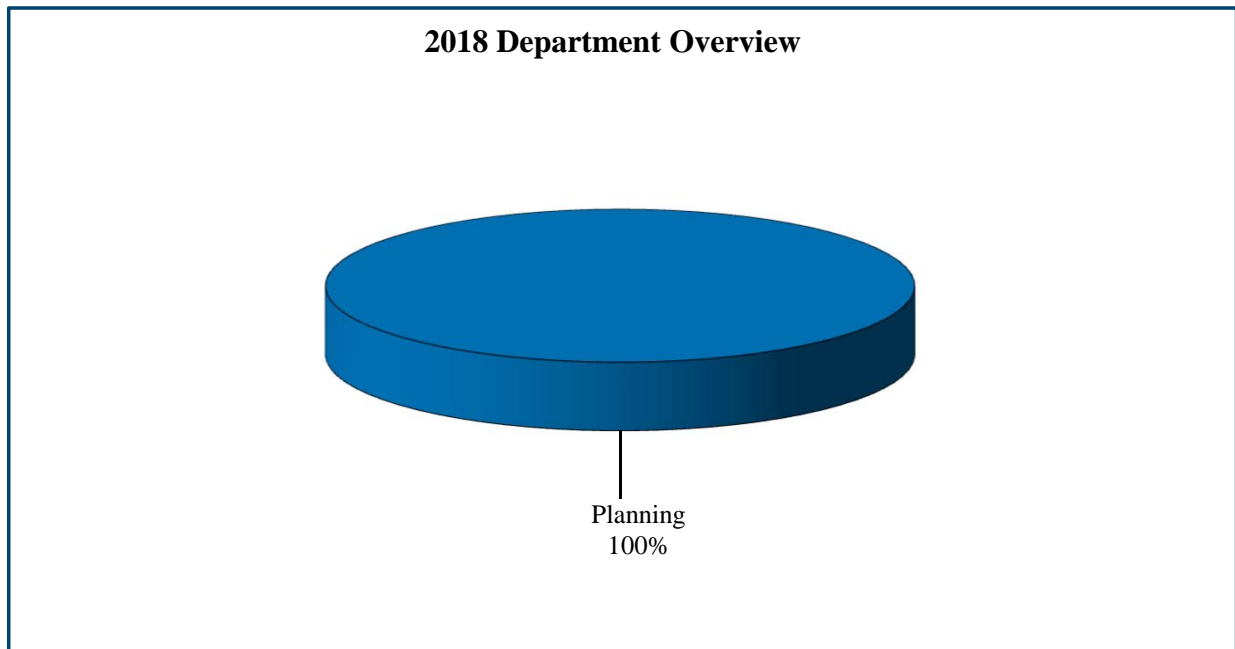
The Violations Bureau Division is responsible for responding to records requests from the public, background companies, and other governmental agencies. The Division is responsible for seeing that every citizen receives a prompt response to an open records request.

The Violations Bureau Division identifies, recommends, and coordinates the destruction of inactive records which have reached the end of the required retention under state law. The Division reviews electronic recordkeeping systems to include the court application and imaging program to ensure each system meets record retention and public access requirements.

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



PLANNING



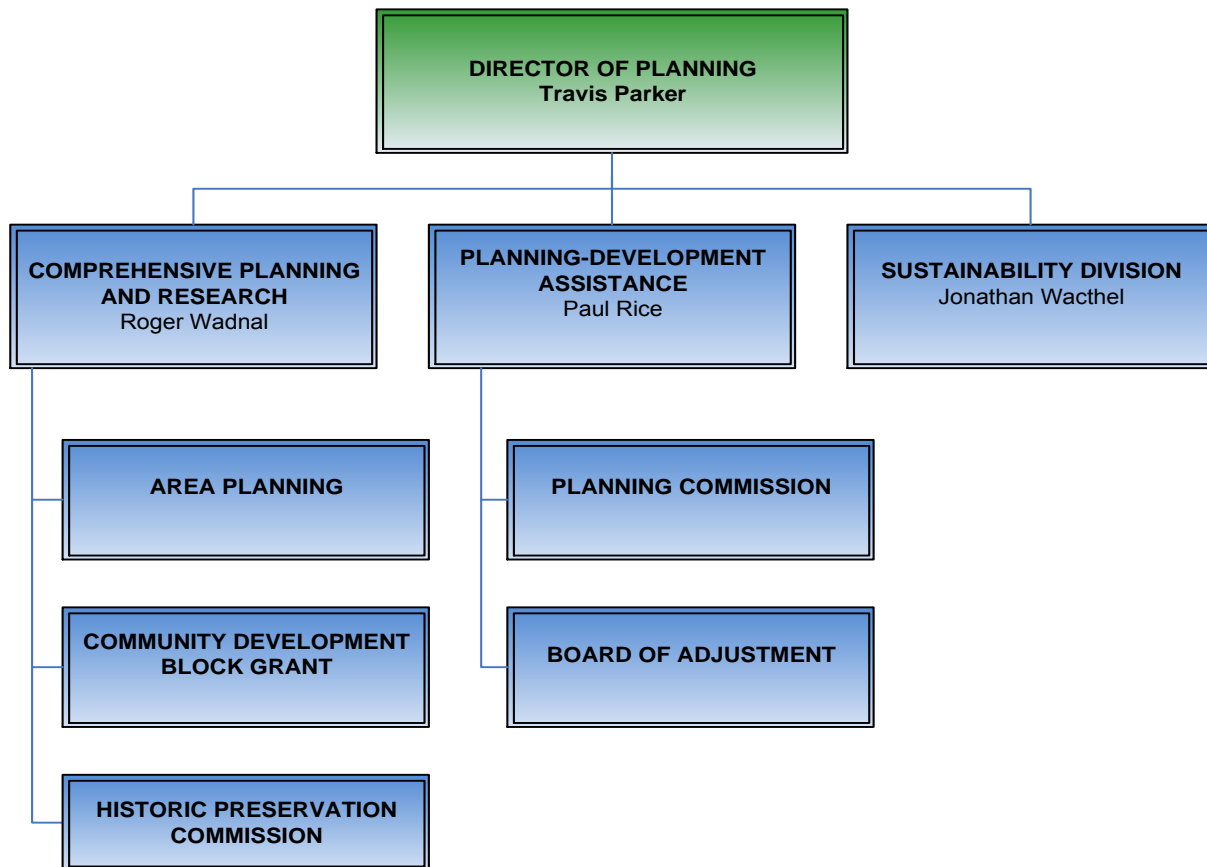
	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Planning	\$ 2,590,924	\$ 3,011,147	\$ 4,022,806	\$ 4,158,954
TOTAL:	\$ 2,590,924	\$ 3,011,147	\$ 4,022,806	\$ 4,158,954
Percent to All Funds	1.49%	1.50%	1.76%	2.06%



PLANNING

(303) 987-7900

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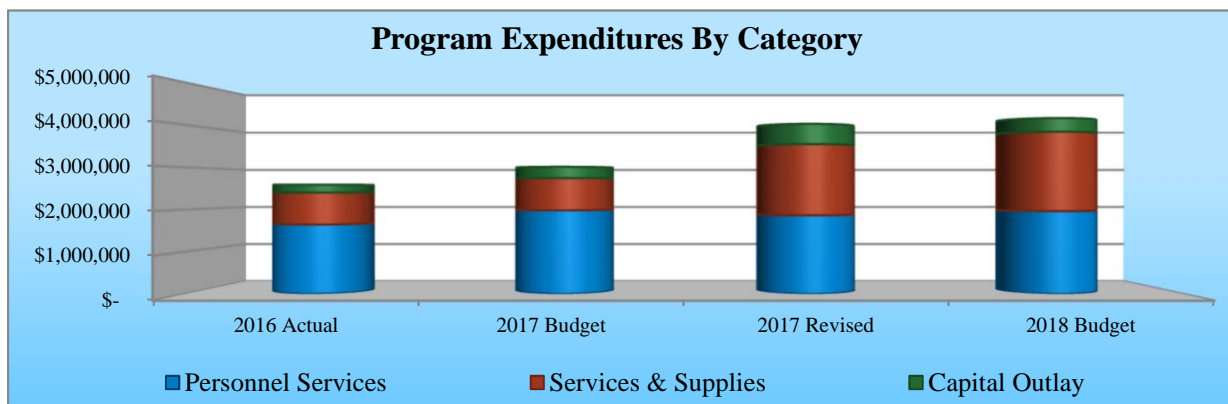
Department: Planning

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

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Personnel Services	\$ 1,644,620	\$ 1,980,738	\$ 1,863,107	\$ 1,962,969
Services & Supplies	760,324	766,909	1,682,951	1,874,237
Capital Outlay	185,980	263,500	476,748	321,748
TOTAL:	\$ 2,590,924	\$ 3,011,147	\$ 4,022,806	\$ 4,158,954



Department Expenditures By Fund

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
General Fund	\$ 1,772,977	\$ 2,063,509	\$ 1,947,057	\$ 2,070,525
Capital Improvement Fund	158,498	\$ 190,000	\$ 370,000	\$ 390,000
Grants Fund	659,449	\$ 757,638	\$ 1,705,749	\$ 1,698,429
TOTAL:	\$ 2,590,924	\$ 3,011,147	\$ 4,022,806	\$ 4,158,954

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

	2016 Revised	2017 Budget	2017 Revised	2018 Budget
Director of Planning	1.00	1.00	1.00	1.00
Associate Planner - Coordinator	2.00	2.00	2.00	2.00
Associate Planner - Specialist	2.00	2.00	2.00	2.00
Business Specialist	2.00	2.00	2.00	2.00
Comprehensive Plng & Rsch Mgr	1.00	1.00	1.00	1.00
Planning Mgr - Devlp Assistance	1.00	1.00	1.00	1.00
Principal Planner	5.00	5.00	5.00	5.00
Sustainability Manager	1.00	1.00	1.00	1.00
Sustainability Planner	1.00	1.00	1.00	1.00
Total Full-Time Positions (FTE):	16.00	16.00	16.00	16.00
Part-Time Hours	4,324	4,655	4,655	4,655
Total Full-Time and Part-Time Positions Stated as FTE	18.08	18.24	18.24	18.24
Planning Commissioners*	7.00	7.00	7.00	7.00

*Not included in Citywide staffing counts

Budget Variances❖ **Personnel Services**

- ♦ 2016 Actual vs. 2017 Budget is up \$336,118 due to staff reclassifications, salary and benefit adjustments.

❖ **Services & Supplies**

- ♦ 2017 Budget vs. 2017 Revised is up \$916,042 due to timing of grant funds received.
- ♦ 2017 Revised vs. 2018 Budget is up \$191,286 due to expected timing of grant funds.

❖ **Capital Outlay**

- ♦ None.



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 2018 CDBG/HOME One Year Action Plan and prepare the 2019 One Year Action 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 2017 program expenditures and accomplishments.

The 2019 One Year Action Plan is prepared.

Activity: The Comprehensive Planning and Research Division will continue to manage the Neighborhood Participation Program.

Expectation: The Comprehensive Planning and Research Division implements the 2018 Neighborhood Participation Program and completes outreach and recommendations for 2019 projects.

Result-Benefit: Projects approved by City Council for 2018 are 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.

❖ 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.



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

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.

Result-Benefit: Programs, complex topics, achievements and opportunities will be publicized to a wide audience of stakeholders. City staff will advance their implementation efforts with support from the

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

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

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

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

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

- ♦ A Citizen Participation Plan is followed that facilitates input from all affected persons in the community when identifying needs and proposing projects funded under CDBG and HOME.
- ♦ Demographic information utilizing available resources (City data, U.S. Census Bureau, State Demographers Office, Denver Regional Council of Governments, etc.) is managed.
- ♦ Newsletters, public meetings, open houses, 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 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,
- ♦ Implementing the Comprehensive Plan

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

	2014	2015	2016	2017
Planning Cases Received	Actual	Actual	Actual	Projected
Preplanning	78	79	91	94
Rezoning & Modifications	2	8	6	3
Final Site Plans	26	24	33	37
Subdivision Applications	39	17	22	25
Annexations	0	0	1	1
Variances	9	10	16	19
Other Cases	22	49	76	86
TOTAL	176	187	245	265

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 assests 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 2018 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: 4 Comprehensive Plan action steps have been completed and 5 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 conduct a community outreach and educational campaign focused on recycling and zero waste concepts.

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 will occur.

♦ **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

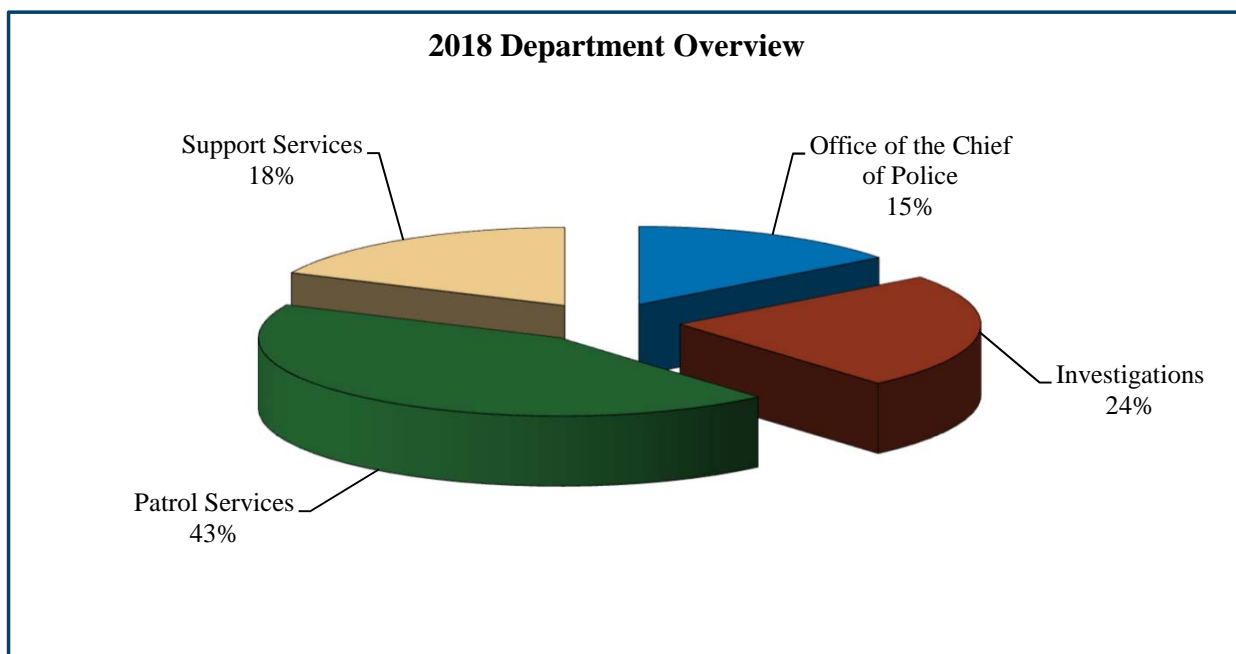
In addition to carrying out the responsibility for implementing the Comprehensive Plan, the Planning Department will continue to implement programs and projects that contribute to the City's overall sustainability goals. Planning will undertake efforts to implement the Comprehensive Plan and the City's first Strategic Sustainability Plan. Planning will also manage the NEA Our Town Grant to work with partners in the community to implement the 40W Arts Loop. Another priority of the Planning Department for 2017 is continuing to monitor the roll-out of the updated Zoning Ordinance.



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POLICE



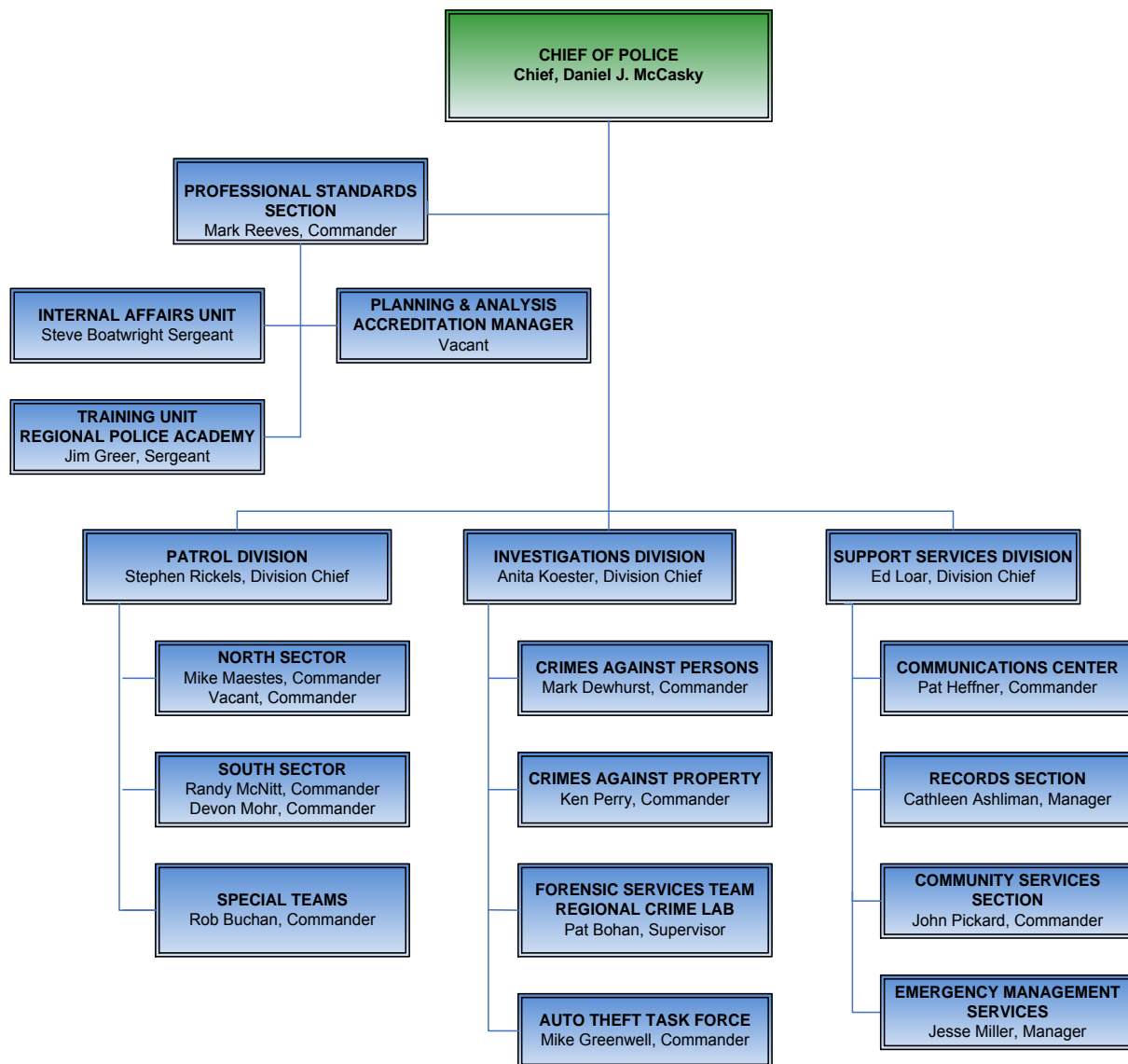
	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Office of the Chief of Police	\$ 3,773,582	\$ 7,081,267	\$ 5,522,223	\$ 8,148,266
Investigations	12,887,311	13,805,343	12,674,308	13,257,393
Patrol Services	22,120,611	22,901,952	22,992,902	23,989,680
Support Services	9,372,324	10,030,074	9,722,601	10,025,496
TOTAL:	\$ 48,153,828	\$ 53,818,636	\$ 50,912,034	\$ 55,420,835
Percent to All Funds	27.72%	26.85%	22.22%	27.40%



POLICE DEPARTMENT

(303) 987-7150

www.lakewood.org/Police/

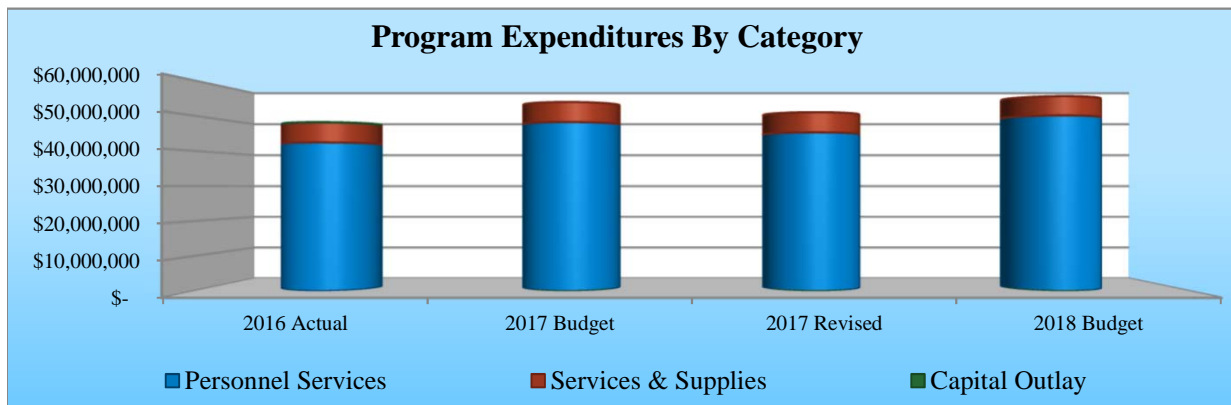


Department: Police

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

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Personnel Services	\$ 42,387,512	\$ 48,167,147	\$ 45,231,039	\$ 50,056,798
Services & Supplies	5,691,514	5,690,077	5,736,917	5,448,611
Capital Outlay	74,802	(38,588)	(55,922)	(84,574)
TOTAL:	\$ 48,153,828	\$ 53,818,636	\$ 50,912,034	\$ 55,420,835



Department Expenditures By Fund

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
General Fund	\$ 44,717,820	\$ 51,020,376	\$ 48,033,855	\$ 52,499,389
Capital Improvement Fund	-	-	-	-
Grants Fund	3,436,008	2,798,260	2,878,179	2,921,446
TOTAL:	\$ 48,153,828	\$ 53,818,636	\$ 50,912,034	\$ 55,420,835

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

	2016 Revised	2017 Budget	2017 Revised	2018 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	3.00	3.00	4.00	4.00
Animal Control Officer II	3.00	3.00	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
Custodian	0.39	-	-	-
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 Analyst Supervisor	1.00	1.00	1.00	1.00
Forensic Imaging Analyst	1.00	1.00	1.00	1.00
Investigation Technician I	4.00	4.00	4.00	4.00
Investigation Technician II	7.00	7.00	7.00	7.00
Latent Print Examiner	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	219.00	227.00	227.00	231.00
Police Commander	10.00	10.00	10.00	10.00
Police Communications Manager	1.00	1.00	1.00	1.00
Police Communications Supervisor	3.00	3.00	3.00	3.00
Police Community Service Officer	5.00	5.00	5.00	5.00
Police Computer Analyst	1.00	1.00	1.00	1.00
Police Court Liaison	1.00	1.00	1.00	1.00
Police Dispatcher	30.00	30.00	30.00	30.00
Police Fugitive Warrant Technician	1.00	1.00	1.00	1.00
Police Info Mgmt Systems Analyst	2.00	2.00	2.00	2.00
Police Info Mgmt Technician	18.00	18.00	18.00	18.00
Police Info Validations Technician	1.00	1.00	1.00	1.00
Police Lead Dispatcher	3.00	3.00	3.00	3.00
Police Property Evidence Technician	7.00	7.00	7.00	7.00
Police Property Services Supervisor	1.00	1.00	1.00	1.00
Police Records Admin Technician	1.00	1.00	1.00	1.00
Police Records Manager	1.00	1.00	1.00	1.00
Police Records Supervisor	3.00	3.00	3.00	3.00
Police Sergeant	34.00	34.00	34.00	35.00
Police Training Unit Technician	1.00	1.00	1.00	1.00

Full-Time Positions (continued)

	2016 Revised	2017 Budget	2017 Revised	2018 Budget
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 Proj & Compliance Coord	1.00	1.00	1.00	1.00
Records Mgmt Sys Consortium 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):	410.39	418.00	418.00	423.00
Part-Time Hours	15,496	15,496	18,575	19,283
Total Full-Time and Part-Time Positions Stated as FTE	417.84	425.45	426.93	432.27
Police Recruits	17.00	20.00	36.00	22.00

Staff teams from the Police Department, Finance, and Employee Relations meet on a quarterly basis to analyze Police Agent staffing. The purpose of the analysis is to understand turnover trends and anticipate the timing, sizing, and overall need for Agent recruit classes. The data for 2017 and 2018 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**

- ♦ 2016 Actuals vs 2017 Original budget is up \$5,779,635 due to receipt of the approval to hire additional agents, vacancy savings, and anticipated salary and benefit increases.
- ♦ 2017 Original budget vs 2017 Original budget is down \$2,936.108 due primarily to estimated salary and benefits increases being lower than originally budgeted.
- ♦ 2017 Revised budget vs 2018 budget is up \$4,525,759 due to planned salary and benefit cost increases as well as the addition of 1 sergeant and 4 agents to the sworn police staff in January 2018.

❖ Capital Outlay

- ♦ 2016 Actuals vs 2017 Original budget is down \$113,390 due to timing of grant spending.

Core Values / Goals

❖ SAFE COMMUNITY

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

❖ SAFE COMMUNITY

- ♦ **GOAL: Enhance the public's perception of safety**
- ♦ **GOAL: Provide the highest possible level of customer service to the citizens of Lakewood**

❖ OPEN AND HONEST COMMUNICATION

- ♦ **GOAL: Provide open communication and valuable information to the citizens of Lakewood**

❖ PHYSICAL & TECHNOLOGICAL INFRASTRUCTURE

- ♦ **GOAL: Improve organizational effectiveness and efficiency**

❖ QUALITY LIVING ENVIRONMENT

- ♦ **GOAL: Respond to the quality of life issues impacting the citizens of Lakewood**

❖ COMMUNITY SUSTAINABILITY

- ♦ **GOAL: Position the Police Department to take advantage of environmental and economic sustainability projects or opportunities**

General Comments

The Police Department will continue to provide responsive services in partnership with the community utilizing a problem-solving approach. Crime reduction and community security will be the highest priority. Policing strategies and technologies have been and will continue to be implemented with these goals in mind. Employee satisfaction and involvement in decision-making continues to be a guiding principle.

The Department continues to leverage partnerships and technologies to better serve its citizens while lowering crime and providing a sense of security within its neighborhoods. The Department will continue to explore opportunities to use social media for communicating information with citizens and as a crime fighting tool. The Department will continue to seek alternative funding sources for services and equipment to include the Jefferson County Emergency Communications Authority as well as local, state, and federal grants. In 2018, the Department will continue to maintain excellence in service by meeting the accreditation requirements set forth by the Commission on Accreditation for Law Enforcement Agencies. Participation in select regional task forces will augment public safety services.

The Lakewood Police Department has been selected by the U.S. Department of Justice to be one of the first departments in Colorado and the nation to receive Procedural Justice Training. This philosophy emphasizes fairness, respect, legitimacy, and transparency in interactions with citizens and employees. Procedural Justice has been scientifically proven to enhance citizen satisfaction and trust during police encounters and improve employee morale.

General Comments (Continued)

The Department will continue its commitment to exploring opportunities for regionalization and resource sharing to include the continued support of the regional training academy, the SWAT Team with Wheat Ridge, the county-wide regional crime lab, and developing an agreement for and implementation of a regional records management system. The Department will also pursue the recommendations of the consultant on consolidating regional communications centers to create a more effective and efficient emergency call handling process.

The initiatives for 2017 and beyond will include a focus in four areas: community safety through crime prevention and reduction, follow-up recommendations presented by the International Association of Chiefs of Police (IACP) staffing study of the Patrol and Investigations Divisions, continued pursuit of regionalization opportunities, and maintaining relationships with professional and community partners. Focusing internal resources on crime hot spots and community issues will continue to be a top priority to include attention to graffiti, 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, community resources, investigations, and support services that include communications, records, community services, and emergency preparedness.

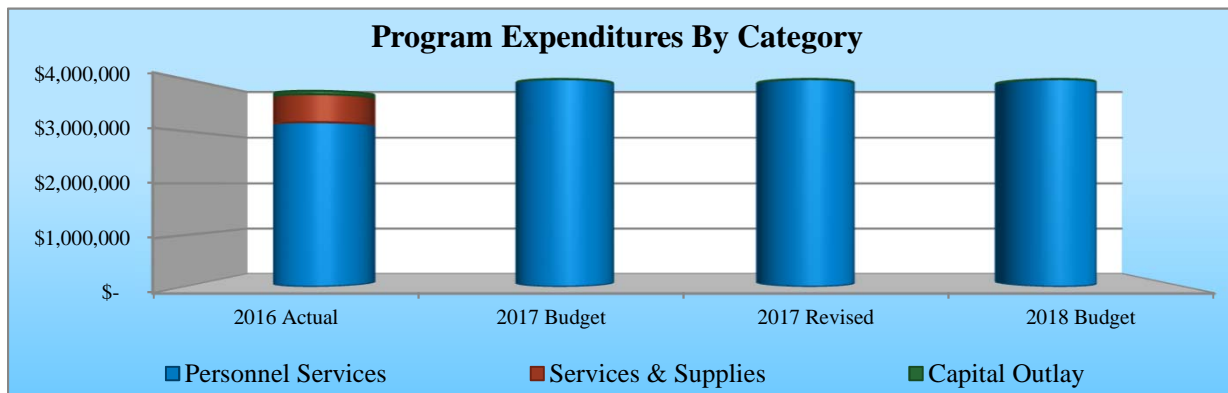
The office works closely with the City Manager's Office to ensure that the community's public safety needs are routinely met in an efficient and effective manner.

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

The Professional Standards Section oversees the Police Recruitment Team and works closely with the Department of Employee Relations (ER) in recruiting and selecting qualified police personnel who reflect our community's diversity and values. In addition, it administers the promotional processes in cooperation with ER. This section operates the Police Recruit Training Academy, conducts in-service training, manages the written directive system, processes employee commendations, and investigates complaints of misconduct against police employees.

Program Expenditures By Category

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Personnel Services	\$ 3,173,851	\$ 6,472,363	\$ 4,902,319	\$ 7,620,962
Services & Supplies	537,924	532,984	543,984	474,304
Capital Outlay	61,807	75,920	75,920	53,000
TOTAL:	\$ 3,773,582	\$ 7,081,267	\$ 5,522,223	\$ 8,148,266



**Program Expenditures By Fund**

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
General Fund	\$ 3,678,049	\$ 7,055,995	\$ 5,405,951	\$ 8,031,994
Grants Fund	95,533	25,272	116,272	116,272
TOTAL:	\$ 3,773,582	\$ 7,081,267	\$ 5,522,223	\$ 8,148,266

Full-Time Positions

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

	2016 Revised	2017 Budget	2017 Revised	2018 Budget
Chief of Police	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Business Specialist	1.00	1.00	1.00	1.00
Police Administrative Coordinator	1.00	1.00	1.00	1.00
Police Agent	6.00	6.00	3.00	3.00
Police Commander	1.00	1.00	1.00	1.00
Police Court Liaison	1.00	1.00	1.00	1.00
Police Sergeant	2.00	2.00	2.00	2.00
Police Training Unit Technician	1.00	1.00	1.00	1.00
Public Information Officer II	1.00	1.00	1.00	1.00
Total Full-Time Positions (FTE):	16.00	16.00	13.00	13.00
Part-Time Hours	-	-	3,079	3,079
Total Full-Time and Part-Time	16.00	16.00	14.48	14.48
Anticipated Police Recruits	17.00	20.00	36.00	18.00

Budget Variances❖ **Personnel Services**

- ♦ 2016 Actual vs. 2017 Budget is up \$3,298,512 due to the addition of eight (8) police agents assigned to the Academy.
- ♦ 2017 Budget vs. 2017 Revised is down \$1,570,044 due to the graduation of police recruits who then transferred to the Patrol Division.
- ♦ 2017 Revised vs. 2018 Budget is up \$2,718,643 due to the addition of four (4) police agents to be assigned to the Training Academy, and variable funding for the Background Investigators.



Budget Variances (continued)

❖ Services & Supplies

- ♦ 2017 Revised vs. 2018 Budget is down \$61,920 due to one-time budget exception in 2017 for recruitment and selection costs associated with the eight (8) police agents.

Goals / Activities / Expectations / Results-Benefits

♦ GOAL: Preserve a safe and peaceful community

Activity: The Office of the Chief of Police develops and encourages management practices that support the Department's and the City's mission and vision.

Expectation: Developing a strong forward-thinking management plan requires an effective two-way exchange of ideas and information. Recurring forums to communicate with members of the Department allow for continual assessment of the Department's operations, short and long-term.

Result-Benefit: The Office of the Chief of Police coordinates and facilitates management staff training, conducts weekly Command Staff meetings, and conducts quarterly Management Staff meetings as a communication tool to ensure that City and Department goals are being met. The Strategic Plan is developed and implemented through the department's Management Staff. The Chief of Police meets quarterly with the Employee Representative Committee to discuss employee comments and concerns.

♦ GOAL: Enhance the public's perception of safety

Activity: The training, recruitment, promotional, and internal affairs processes are administered by the Professional Standards Section.

Expectation: Staff works with the Department of Employee Relations and uses the Police Recruitment Team to recruit and hire qualified police employees who are representative of the City's diversity. Hiring standards and practices are reviewed and revised as necessary.

Prompt completion of internal affairs cases within the established time frames helps to assure the appropriate and timely conclusion of investigations and responses to citizen inquiries. Through a Performance Audit System, the Department ensures that employee performance issues are identified and dealt with in an efficient manner.

Providing in-service training for sworn and civilian personnel assures that employees are current and proficient in all areas mandated by law.



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

Result-Benefit In 2016, 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 with new strategies to achieve the goal of diversity in hiring. The Professional Standards Section successfully recruited and trained 22 new Police Agents in 2016, and 39 in 2017.

The 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.

♦ **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 2018. 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 as well as social media to communicate with the public and publish an annual report. The report will provide comparative data and statistics, and account for the activities of the department.

♦ **GOAL: Improve organizational effectiveness and efficiency**

Activity: The Office of the Chief of Police provides the support for managing the mission of the Department. The Police Department is held accountable through the planning, budget, policy, and feedback processes. Full accountability is best assured through combined public and police participation processes.

Expectation: The Office of the Chief of Police will provide clear written articulation of policies and procedures.

Result-Benefit: Written policies and procedures provide employees with a clear understanding of the constraints and expectations relating to the performance of their duties.

Activity: The Office of the Chief of Police develops the Department's human resource potential.

Expectation: The Chief of Police provides direction in the development and enhancement of recruitment and personal and professional growth for employees by researching and developing strategies to address motivation, career development, enrichment, and leadership.

Result-Benefit: The Office of the Chief of Police will continue to strive to develop and enhance career development by reviewing job performance and providing opportunities for individual growth and development at all levels. The Professional Standards Section will coordinate one training session to address management issues such as ethics and leadership.

Activity: Technology training and software enhancements will continue to be developed in the Professional Standards Section. The future will provide enhancements to the training software, policy and procedure reorganization and development, and accreditation management that will allow for electronic filing of documents.

Expectation: The Internal Affairs Unit will continue to produce statistical data that will be used for analysis of citizen complaints and disciplinary matters, and use-of-force data. Off-duty employment management software will provide efficient scheduling and accountability. Electronic management of the policies, procedures, and training bulletins is not only efficient but also allows for ease in distribution and accountability for information being presented.

Result-Benefit: All three technologies will provide up-to-date monitoring of internal activities, long-term data for planning purposes, and analysis reports for accountability in discipline, training, and off-duty employment.



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

♦ **GOAL: Position the Police Department to take advantage of environmental or economic sustainability**

Activity: The City of Lakewood embraces sustainability and wants to lead by example by maintaining and growing its award-winning programs and initiatives. The Police Department will work towards this target by identifying sustainability projects that are responsible and beneficial to the community and environment. The Employees' Committee for a Sustainable Lakewood is a cross-departmental committee that works to: increase the efficiency, coordination, and sustainability of City operations; establish educational and outreach programs; explore opportunities to enhance sustainability through municipal policy; and collect ideas that encourage sustainable choices and practices.

Expectation: The Police Department continues to support the Lakewood Employees' Committee for a Sustainable Lakewood through police membership and participation.

Result-Benefit: Each division will identify and implement practices that encourage sustainability to include elimination of paper resource materials, utilizing PowerDMS for testing at the academy and other forms of electronic records, and the use of alternative fuel vehicles.

General Comments

The Office of the Chief of Police will continue to promote a community-oriented policing philosophy, referred to in Lakewood as Sector-Based Policing. The three guiding principles continue to be a geographical deployment of personnel, a problem-solving approach to crime and quality of life issues, and the building of partnerships within the community.

The challenges facing the Police Department in 2018 and beyond include leveraging regionalization and involvement in area task forces, fiscal responsibility, sustainability, efficient and effective staffing throughout the organization, and continuing to meet the service needs and expectations of the citizens.

The Department will continue to maintain a commitment to the highest professional standards in everything it does to include compliance with the standards set forth by the Commission on Accreditation for Law Enforcement Agencies. Compliance monitoring will occur in 2018.



Program: Investigations

Department: Police**Division:** Investigations

Purpose: The Investigations Division is primarily responsible for conducting follow-up criminal investigations, collecting, preserving, and analyzing physical evidence, arresting suspects, filing criminal cases, and assisting with the prosecution of those cases. Four separate sections comprise the Investigations Division: Crimes Against Persons, Crimes Against Property, Metropolitan Auto Theft Task Force (MATT), and Criminalistics. The sections are further divided into teams to maximize the need for specialization while maintaining continuity with the Patrol Division's activities.

The components of the Crimes Against Persons Section are the Persons Unit, the Juvenile Crime Unit, the Crimes Against Children Unit, and the Victim Assistance Unit. This section is responsible for investigations involving assaults, homicides, sexual assaults, child abuses, and juvenile delinquency matters. The Victim Assistance Unit staffed by non-sworn personnel provides direct services and crisis intervention to victims and witnesses of crimes. The Victim Assistance Unit administers the Victim Compensation Fund.

The Crimes Against Property Section consists of the Burglary Unit, Economic Crimes Unit, Special Investigation Unit, Sex Offender Apprehensions and Registration Team (SOAR) and West Metro Drug Task Force (WMDTF). In addition to its regular investigative caseload, this section is responsible for gathering criminal intelligence and conducting background investigations for liquor licenses, towing operators, pawnshops, adult retail businesses, and massage parlors. The ongoing enforcement of laws relating to vice, liquor, and pawn violations also rests within this section.

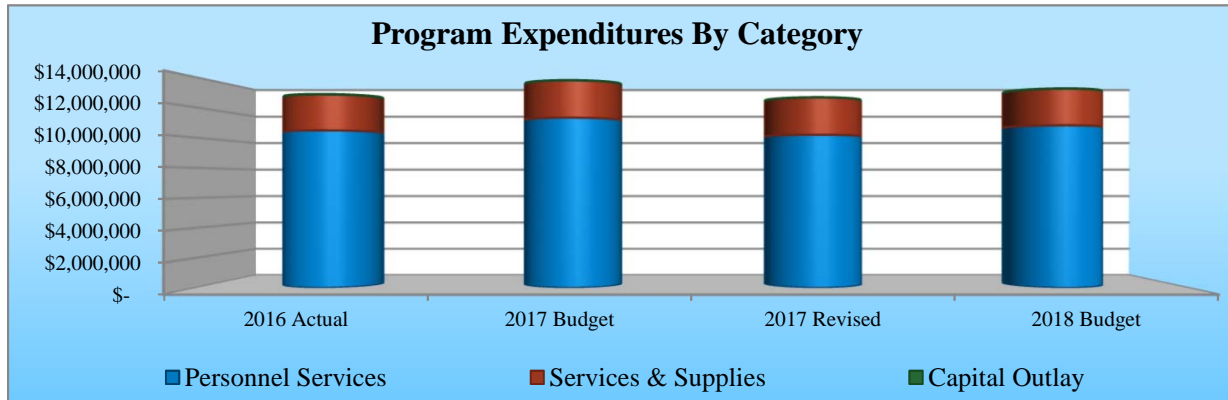
The Lakewood Police Department continues to co-host the multi-agency Metropolitan Auto Theft Task Force. MATT's mission is to investigate continuing problems caused by auto theft crimes in the Denver metro area. MATT is funded by the Colorado Auto Theft Prevention Authority and supported by the partnering law enforcement agencies. MATT utilizes a proactive investigative approach incorporating data sharing and public education to impact the organized criminal efforts related to auto theft.

The Criminalistics Section is staffed by non-sworn personnel. They provide support service for the evaluation, processing, and scientific examination of physical evidence. The staff possesses considerable technical expertise in a wide variety of disciplines including fingerprint comparison, photography, computer analysis, crime scene reconstruction, and the collection and preservation of evidence. This section also maintains the sex offender registration files and conducts the registration of convicted sex offenders living in Lakewood.



**Program Expenditures By Category**

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Personnel Services	\$ 10,480,394	\$ 11,320,395	\$ 10,189,360	\$ 10,812,946
Services & Supplies	2,370,187	2,461,948	2,461,948	2,421,447
Capital Outlay	36,730	23,000	23,000	23,000
TOTAL:	\$ 12,887,311	\$ 13,805,343	\$ 12,674,308	\$ 13,257,393

**Program Expenditures By Fund**

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
General Fund	\$ 10,551,901	\$ 11,379,924	\$ 10,259,970	\$ 10,799,900
Grants Fund	2,335,410	2,425,419	2,414,338	2,457,493
TOTAL:	\$ 12,887,311	\$ 13,805,343	\$ 12,674,308	\$ 13,257,393

Full-Time Positions

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

	2016 Revised	2017 Budget	2017 Revised	2018 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	1.69	2.00	1.00	1.00
Crime Scene Analyst	2.00	2.00	2.00	2.00
Forensic Analyst Supervisor	1.00	1.00	1.00	1.00
Forensic Imaging Analyst	1.00	1.00	1.00	1.00
Investigation Technician I	4.00	4.00	4.00	4.00
Investigation Technician II	6.00	6.00	6.00	6.00
Latent Print Examiner	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.*

	2016 Revised	2017 Budget	2017 Revised	2018 Budget
Police Agent	52.00	54.00	49.00	49.00
Police Commander	3.00	3.00	3.00	3.00
Police Computer Analyst	1.00	1.00	1.00	1.00
Police Sergeant	10.00	10.00	9.00	9.00
Quality Assurance Coordinator	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):	97.69	100.00	93.00	93.00
Part-Time Hours	3,096	3,096	3,096	3,804
Total Full-Time and Part-Time Positions Stated as FTE	99.18	101.49	94.49	94.83

Budget Variances❖ **Personnel Services**

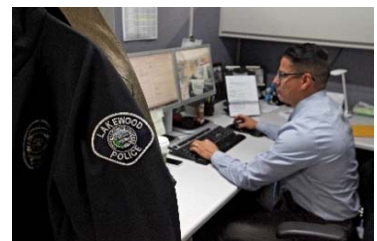
- ♦ 2016 Actuals vs 2017 Original Budget is up \$840,001 due to C-MATT grant expenditures.
- ♦ 2017 Revised Budget vs 2017 Original budget is down \$1,131,035 due to C-MATT grant expenditures.

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 periodic 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.





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

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). C-MATT (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. C-MATT will accomplish this mission by utilizing various investigative, analytical and outreach methods. C-MATT 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: C-MATT will reduce the incidences of auto theft crimes through proactive investigations by arresting, prosecuting, and recovering stolen vehicles. C-MATT 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 C-MATT.

Result-Benefit: In 2016, there was a 19% increase in auto theft in the metro area. However, arrests, cases filed and organized-crime related investigations increased while increasing the recovery rate to approximately 90%. C-MATT alone recovered over \$4 million in stolen vehicles. C-MATT held seventeen (17) 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 Division will continue enforcement of vice, liquor, and narcotic activities that impact the quality of life of our citizens. The Division will also continue to dedicate resources to the investigation of violent and property crimes.

Expectation: The Division will focus on education, enforcement, and community partnerships targeting prostitution, narcotic-related actions, and sex offender registration.

Result-Benefit: The Crimes Against Property Section, in conjunction with other patrol and investigative resources, will conduct a minimum of four prostitution operations, two underage liquor stings, continue narcotic investigations in conjunction with West Metro Drug Task Force, and continue our educational anti-graffiti programs with a minimum of two anti-graffiti neighborhood enforcement campaigns with the Special Enforcement Team (SET) and neighboring jurisdictions.

Activity: The Police Department, with the assistance from community partnerships, offers our citizens an opportunity to shred important documents in an effort to prevent them from becoming victims of identity theft and fraud.

Expectation: "Shred Days" not only provides an avenue to fraud prevention, but the voluntary cash donations provide funding for non-profit organizations and assistance to the citizens of Lakewood. By organizing "Shred Days," the Police Department is doing its part to protect the environment through recycling.

Result-Benefit: The Division organized one community "Shred Day" in 2017 and will continue to provide this service in 2018.

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

Activity: The Police Department, in conjunction with the Drug Enforcement Administration, will sponsor an annual "Prescription Drug Take Back Day" to provide the community with an opportunity to dispose of unwanted prescription drugs.

Expectation: The Division will help publicize this Drug Enforcement Administration event and actively support it by providing personnel resources to help collect unwanted prescription drugs from the public.



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 one "Prescription Drug Take Back Days" in 2017 and will conduct one initiative in 2018.

♦ **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 4,773 victims in 2015 and responded to 593 call-outs to assist Agents and Detectives. It is anticipated the team's services will continue to grow.

	2015	2016	2017	2018
	Actual	Actual	Revised	Budget
Victims Served	4,773	5,224	5,500	5,500
Victim Services Call-Out	593	585	600	600
Assigned Cases	3,771	4,177	4,500	4,500

Activity: Forensic examination of cellular telephones will continue to increase with the rapid advances in technology. What use to be minutes for an examination is now hours.

Expectation: The Criminal Identification Unit will maintain excellent customer service to victims and witnesses.

Result-Benefit: Examination of cellular telephones will be completed within one week.

♦ **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.

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

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.

	2015	2016	2017	2018
	Actual	Actual	Revised	Budget
Sex Offender Registrations	1,800	1,847	1,850	1,850

Result-Benefit: It is projected that the Criminalistics Section will process 1,800 sex offenders in 2017 and 2018.

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 2017, the SROs will be proactive in the schools teaching law and criminal justice related classes. During summer breaks, the SROs work with local and state probation officers conducting visits to the homes of juveniles who have been sentenced to probation for criminal activity or who have school disciplinary problems. These visits reinforce behaviors expected of students during the school year. The SROs also sponsor the Lakewood Police Department Youth Police Academy.

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.



General Comments (continued)

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 will be able to provide DNA analysis by 2017. The city will provide partial funding for the DNA Analyst in 2018.

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, two (2) additional Agents will be assigned to assist in the investigation of fraud against the elderly and at risk adults as mandated by the State of Colorado. Further review and implementation of recommendations will continue.



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 encompasses the types of police activities that are most visible to citizens. These include responding to citizen's requests for emergency and non-emergency assistance as well as proactive, agent-initiated activity. The investigation of criminal offenses, the initial documentation, and the apprehension of offenders are among the primary responsibilities of a Patrol Agent. In addition, considerable time and effort are also devoted to non-criminal activities that help ensure the safety of individuals and the community in general.

Patrol Services meets the challenges of a more complex society through specialization. The daytime and evening Traffic Teams provide enforcement, investigation, and education on traffic-related issues. The Mills Team provides police services to the area surrounding this distinctive retail complex. The Special Enforcement Team (SET) is designed as a flexible unit that can quickly change focus to address emerging problems such as graffiti or gang-related issues. Special Weapons and Tactics (SWAT) is capable of responding as a coordinated, highly trained unit to critical incidents. The Sector Liaison Unit is responsible for administering a variety of crime prevention programs. Education, directed intervention, mediation, and enforcement are areas of particular focus. This unit plays a critical role in our community policing efforts. Community Service Officers are non-sworn employees who are assigned the more routine tasks, thereby freeing Agents for higher priority calls for service. The Patrol Support Team provides clerical and administrative services for the Division including service and maintenance needs and staffing the Telephone Reporting Unit.

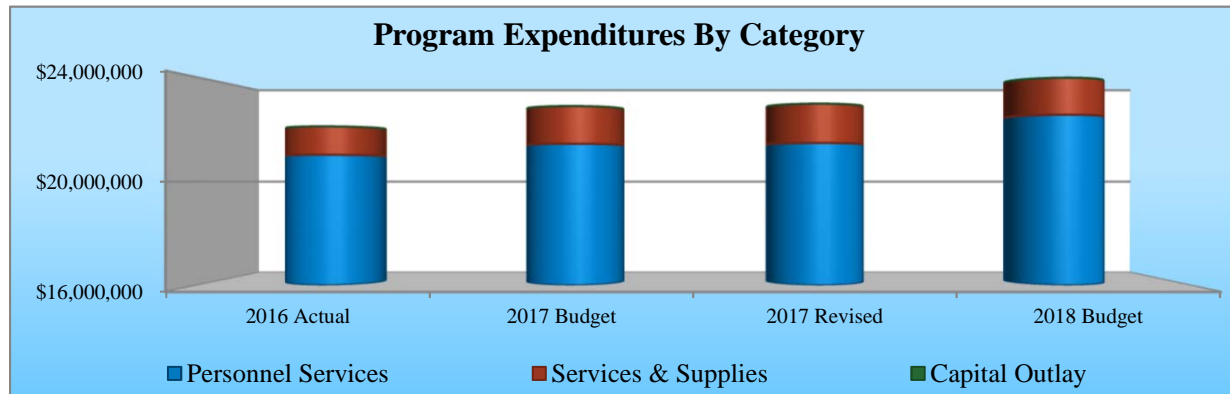
As the most visible arm of the Police Department, Patrol Services is the primary resource for the Department's community policing philosophy. The Patrol Division sector-based approach divides the City into two distinct areas. This allows deployment of personnel geographically so that they better learn about the community they serve. This encourages effective community partnerships and promotes a problem solving approach to crime and quality of life issues.



National Night Out

Program Expenditures By Category

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Personnel Services	\$ 21,029,850	\$ 21,453,514	\$ 21,483,624	\$ 22,569,339
Services & Supplies	1,090,761	1,448,438	1,509,278	1,420,341
Capital Outlay	-	-	-	-
TOTAL:	\$ 22,120,611	\$ 22,901,952	\$ 22,992,902	\$ 23,989,680

**Program Expenditures By Category (continued)****Program Expenditures By Fund**

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
General Fund	\$ 22,019,869	\$ 22,817,446	\$ 22,908,396	\$ 23,905,174
Grants Fund	100,742	84,506	84,506	84,506
TOTAL:	\$ 22,120,611	\$ 22,901,952	\$ 22,992,902	\$ 23,989,680

Full-Time Positions

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

	2016 Revised	2017 Budget	2017 Revised	2018 Budget
Police Division Chief	1.00	1.00	1.00	1.00
Business Specialist	1.00	1.00	1.00	1.00
Custodian	0.39	-	-	-
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	156.00	162.00	174.00	178.00
Police Commander	5.00	5.00	5.00	5.00
Police Community Service Officer	2.00	2.00	5.00	5.00
Police Sergeant	22.00	22.00	23.00	24.00
Total Full-Time Positions (FTE):	192.39	198.00	214.00	219.00
Part-Time Hours	419	419	419	419
Total Full-Time and Part-Time Positions Stated as FTE	192.59	198.20	214.20	219.20



Budget Variances

❖ Services & Supplies

- ♦ 2016 Actuals vs 2017 Budget is up \$357,677 due to the approval of smartphones, and an increase in vehicle chargebacks.

Goals / Activities / Expectations / Results-Benefits

♦ GOAL: Preserve a safe and peaceful community

Activity: The Patrol Division will provide efficient and professional law enforcement responses to citizen's requests for emergency and non-emergency incidents at the highest possible level of service.

Expectation: While providing professional and efficient law enforcement response to 214,000 events for service, alternative reporting options will continue to allow for immediate response to emergency calls. The Special Enforcement Team's (SET) mission involves directed enforcement activities that support the Patrol function. The SET will be utilized to provide additional resources to the most pressing crime trends in the City.

Result-Benefit: The Patrol Division provides efficient response to all calls for service by an average response time of 4 minutes, 28 seconds or less to emergency calls for service; 5 minutes to non-emergency calls.

	2015 Actual	2016 Actual	2017 Revised		2018 Budget
Citizen Generated Calls	71,751	73,968	75,000	0	75,000
Officer Generated Calls	69,760	69,760	71,000		71,000
Emergency Response Time	4:55	5:00	4:55		4:55

In 2016, the SET engaged in many patrol activities resulting in 142 arrests. SET provided training presentations for citizens and police personnel on gang culture and enforcement strategy. The SET Unit participated in highway interdiction projects, sex offender monitoring and investigation, and prostitution sting operations.

Activity: The Patrol Division will develop and implement a community policing and crime prevention approach with the goal of stemming the increase in crime and quality of life issues in areas of the city that are experiencing chronic and growing crime patterns and trends.

Expectation: Utilizing special enforcement teams, agents and other resources will be deployed to chronic problem areas of the city. By saturating locations with high crime and crash incidences simultaneously, a reduction in incidents will be realized.

Result-Benefit: Once a target is selected, the goal is to conduct high visible traffic and pedestrian stops in that specific area to reduce the number of occurring incidents. The Patrol Division will conduct operations in 2017 on a regular basis as time permits.

Activity: The Patrol Division will assign an additional four (4) Agents to the Sector Liaison Unit to enhance our current initiatives by improving our community service delivery with an emphasis on homelessness and mental health initiatives. The additional Agents and existing SLU will be supervised by a Sergeant.

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

Expectation: These dedicated liaisons would be able to perform functions, including but not limited to: facilitating and attending important meetings to set and implement strategy, statistical gathering and sharing, making contacts to direct those in need to resources available and maintaining on-going communication with interested parties/partners in these efforts.

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.

	2015 Actual	2016 Actual	2017 Revised	2018 Budget
Motor Vehicle Thefts	55%	19%	10%	10%
First Degree Trespass	-15%	31%	-10%	-10%
Disorderly Conduct	24%	4%	5%	5%

Motor vehicle theft increased metro-wide in 2016 by 19%.

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: An overall decrease in motor vehicle accidents at the five highest rated intersections as compared to the previous year will be demonstrated. Driving Under the Influence (DUI) will continue to be a focus. DUI arrests will be maintained as we continue to receive funding for DUI enforcement.



	2015 Actual	2016 Actual	2017 Revised	2018 Budget
Accidents @ 5 Worst Intersections	315	318	310	310
Accidents	5,703	5,876	5,800	5,800
Citations	15,261	14,665	16,000	16,000
DUI Arrests	611	567	570	570

Activity: Through the application of Sector Based/Problem Solving policing strategies, the public's perception of safety is enhanced.

Expectation: Each sector will be responsible for problem solving strategies within their assigned geographical area in order to address crime patterns and quality of life issues.

Result-Benefit: As crime patterns, trends, or concerns within each sector are identified, partnerships with the community and other agencies will be developed and implemented to reduce or eradicate identified neighborhood problems.

Activity: Requisite training will be provided to members of the Patrol Division and Special Operations in areas of tactical skills, firearms training, less-lethal alternatives, and disaster and emergency preparedness.

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

Expectation: Special Weapons And Tactical Team (SWAT) members are utilized in patrol tactical situations not amounting to a full team call-out. This expertise frequently saves the costs of fielding the team yet provides for the safety of Police Agents and citizens in crisis situations. It also provides ongoing training opportunities for individual SWAT members. The formation of the West Metro SWAT, a partnership between Lakewood and Wheat Ridge Police Departments, will result in the sharing of personnel and equipment resources.

Result-Benefit: Training will be conducted in the following areas: in-service update, weapon qualifications, 120 hours of SWAT, requisite training on lethal, less-lethal, and tactical operations, and National Incident Management System (NIMS) compliancy. The regionalized approach of the West Metro SWAT will result in more efficient and safer responses to tactical situations.

♦ **GOAL: Improve organizational effectiveness and efficiency**

Activity: Areas of organizational development and improvement are continually evaluated. As part of this process, a staffing study was conducted by the International Association of Chiefs of Police (IACP) in 2015, resulting in a recommendation to review services provided to the community, coupled with additional staffing.

Expectation: Analysis of patrol deployment structures and delivery of services will be on-going.

Result-Benefit: The annual review and analysis of patrol deployment will be conducted to ensure efficient scheduling of available personnel which will include future economic development and growth. In meeting the recommendations of the staffing study, the Patrol Division will demonstrate increased effectiveness while maintaining professional law enforcement services to the community. Eight (8) Agents and two (2) Community Service Officers were hired in 2016.

	2015	2016	2017	2018
	Actual	Actual	Revised	Budget
CSO Calls for Service	3,216	1,273	4,000	4,000
Percent of Total CFS	2.3%	0.8%	2.7%	2.7%

♦ **GOAL: Respond to the quality of life issues impacting the citizens of Lakewood**

Activity: Employees will continue to develop community partnerships that identify and respond to the quality of life concerns facing local neighborhoods.

Expectation: Sector Commanders will monitor Agent involvement in neighborhood and community activities. Documented citizen requests referred to the Patrol Division will be actively addressed to attain resolution.

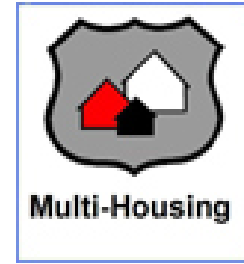
Result-Benefit: Sector Commanders will provide timely updates on the number of community activities Agents participated in, and report and follow-up with community concerns. In 2016, the Patrol Division received and conducted follow-up on 512 requests, a 63% increase over 2015 . Each request was dealt with on an individual basis working toward a successful outcome.



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

Activity: The Sector Liaison Unit will engage in innovative community crime prevention, community resource referral, and take appropriate enforcement action in addressing crime, citizens' perception of crime, and quality of life issues.

Expectation: Sector Liaison Agents assigned to each police sector will establish and maintain partnerships with various department, city, and community groups and organizations to seek creative and durable solutions to community issues.



Crime Free Multi-Housing

Result-Benefit: As citizen expectations and demands for police services continue to increase, the Sector Liaison Unit will be challenged to provide more flexible and collaborative problem solving in their assigned neighborhoods. This is reflected in part by the number of successfully concluded service requests dealt with throughout the year.

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 explore technology such as crime surveillance camera systems, mobile data computer upgrades and the issuance of smart phones to Patrol Agents.

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 to reduce crime and increase the citizens' sense of safety, security, and satisfaction with the Police Department.

The Patrol Division is confident that Sector-Based Policing will continue to be effective as the Division prepares to respond to the challenges of the future. The challenges in 2017 and beyond include the implementation of a collaborative, comprehensive program that will address crime and quality of life issues. The initiative relies heavily on establishing strong community partnerships. Targeted locations will be identified through on-going crime analysis and may incorporate any or all of the following strategies: 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 has been developed to begin an initiative to provide immediate response to crisis situations. Two mental health crisis managers will be assigned to the Patrol Division to partner with Agents in the field providing immediate, alternative resources to those in need.

Improvements to our ability to prevent, detect, investigate, and solve graffiti offenses will continue to be emphasized throughout our community. Special events will continue to require significant deployment of personnel in order to preserve a safe and peaceful community.



Program: Support Services

Department: Police

Division: Support Services

Purpose: The Support Services Division is comprised of four sections providing administrative and technical support to the Lakewood Police Department and the community.



The Communication Section is the Public Safety Answering Point (PSAP) for all 911 emergency and non-emergency calls for service. Emergency and operational communications for the Police Department are provided 24 hours a day / 7 days a week. Telephone, radio, computer, and emergency warning systems are maintained in order to provide rapid and reliable communication between the citizens and police.

The Police Records Section serves as the police department's primary information management center. 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.

The Emergency Management Section is responsible for administering Lakewood's Emergency Management and Homeland Security programs and providing response to hazardous material incidents.

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 as it relates to nuisance violations, which include overgrown vegetation both on private property and adjacent rights-of-way, inoperable motor vehicles, the accumulation of junk and rubbish, parking of commercial vehicles and trailers on City streets, wood burning, bus bench management, dumpsters and trash, graffiti, and building address requirements. Officers also enforce the Zoning Ordinance as it pertains to land use issues, parking requirements, fence regulations, home occupations, and signs.

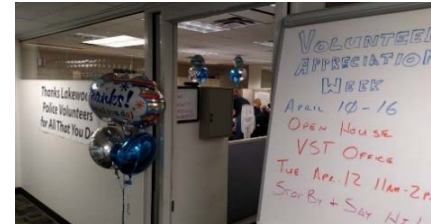
The Crime Analysis Team is composed of support positions whose purpose is to analyze and disseminate timely and pertinent information relative to crime patterns and trends to assist operational and administrative personnel.



The Property Services Unit serves the police department and citizens by controlling and protecting property and evidence that is in department custody to include found property, physical evidence and impounded vehicles. The purpose of the unit is to maintain the highest level of integrity in the handling of evidence to ensure it is available when needed for the successful prosecution of crime. To that end, the preservation, storage and timely release of property are its primary goals.

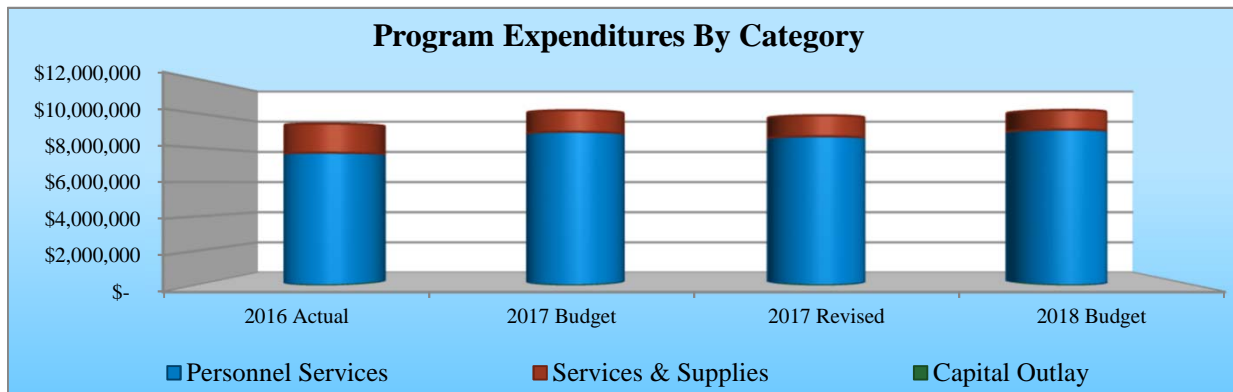
The Technology Liaison Agent provides coordination to the Information Technology (IT) Department to maximize the effectiveness and efficiency of the computer applications that are utilized by the police department. This position is also responsible for maintenance and oversight of the ARGUS, application 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 in 2016.



Program Expenditures By Category

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Personnel Services	\$ 7,703,417	\$ 8,920,875	\$ 8,655,736	\$ 9,053,551
Services & Supplies	1,692,642	1,246,707	1,221,707	1,132,519
Capital Outlay	(23,735)	(137,508)	(154,842)	(160,574)
TOTAL:	\$ 9,372,324	\$ 10,030,074	\$ 9,722,601	\$ 10,025,496



Program Expenditures By Fund

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
General Fund	\$ 8,468,001	\$ 9,767,011	\$ 9,459,538	\$ 9,762,321
Capital Improvement Fund	-	-	-	-
Grants Fund	904,323	263,063	263,063	263,175
TOTAL:	\$ 9,372,324	\$ 10,030,074	\$ 9,722,601	\$ 10,025,496

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

	2016 Revised	2017 Budget	2017 Revised	2018 Budget
Police Division Chief	1.00	1.00	1.00	1.00
Animal Control Officer I	3.00	3.00	4.00	4.00
Animal Control Officer II	3.00	3.00	2.00	2.00
Animal Control Supervisor	1.00	1.00	1.00	1.00
Business Specialist	1.00	1.00	1.00	1.00
Business Support Specialist	1.00	1.00	1.00	1.00
Code Enforcement Coordinator	1.00	1.00	1.00	1.00
Code Enforcement Officer	3.00	3.00	3.00	3.00
Code Enforcement Technician	1.00	1.00	1.00	1.00
Crime Analyst I	0.31	-	-	-
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 Agent	1.00	1.00	1.00	1.00
Police Commander	1.00	1.00	1.00	1.00
Police Communications Manager	1.00	1.00	1.00	1.00
Police Communications Supervisor	3.00	3.00	3.00	3.00
Police Community Service Officer	3.00	3.00	3.00	3.00
Police Dispatcher	30.00	30.00	30.00	30.00
Police Fugitive Warrant Technician	1.00	1.00	1.00	1.00
Police Info Mgmt Systems Analyst	2.00	2.00	2.00	2.00
Police Info Mgmt Technician	18.00	18.00	18.00	18.00
Police Info Validations Technician	1.00	1.00	1.00	1.00
Police Lead Dispatcher	3.00	3.00	3.00	3.00
Police Property Evidence Technician	7.00	7.00	7.00	7.00
Police Property Services Supervisor	1.00	1.00	1.00	1.00
Police Records Admin Technician	1.00	1.00	1.00	1.00
Police Records Manager	1.00	1.00	1.00	1.00
Police Records Supervisor	3.00	3.00	3.00	3.00
Police Volunteer Prgrm Coordinator	1.00	1.00	1.00	1.00
Records Project & Compliance Coord	1.00	1.00	1.00	1.00
Records Mgmt Syst Consortium Mgr	1.00	1.00	1.00	1.00
Total Full-Time Positions (FTE):	100.31	100.00	100.00	100.00
Part-Time Hours	11,984	11,981	11,981	11,981
Total Full-Time and Part-Time Positions Stated as FTE	106.07	105.76	105.76	105.76



Budget Variances

❖ Personnel Services

- ♦ 2016 Actuals vs 2017 Budget is up \$1,217,458 due to salary and benefit increases.

❖ Services & Supplies

- ♦ 2016 Actuals vs 2017 Budget is down \$445,935 due to the delay in implementation of the Records Management System.

❖ Capital Outlay

- ♦ 2016 Actuals vs 2017 Budget is down \$113,773 due to the delay in the implementation of the Records Management System and cancellation of purchases from the E911 Authority Board.

Goals / Activities / Expectations / Results-Benefits

♦ GOAL: Preserve a safe and peaceful community

Activity: Provide a smooth and fully integrated transition of the emergency management function to the police department from public works.

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 occurring in the City of Lakewood. Response to critical incidents will be in accordance with Incident Command System (ICS) protocols.

Semi-annual meetings of the Emergency Management Advisory Committee will be held to provide feedback and assist in the transition of the emergency services to the police department.

♦ GOAL: Enhance the public's perception of safety

Activity: To aid in successful criminal prosecution, Property Services will, within legal guidelines, protect, preserve, and properly dispose of all property and evidence. Storage techniques and facility updates occur as legislative mandates are placed upon the management of evidence.

Expectation: All property and evidence will be maintained in a state of readiness available for timely release to courts, investigations, and property owners.

Result-Benefit: Annual inventories, collecting accurate data, and successful scheduled audit results shall be used to account for all property and evidence in Police Department custody. The new prioritization of releasing and disposing of property in a timely manner will continue to result in a reduction of inventory.

	2015 Actual	2016 Actual	2017 Revised	2018 Budget
Property Received	37,950	41,577	45,854	50,439
Property Released	34,444	23,250	32,310	35,307
Fingerprinting	454	348	420	408
Vehicle Impounds	1,857	2,075	1,934	2,030
Vehicle Releases	1,859	2,021	2,006	2,013



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

Activity: The Animal Control Unit developed a plan in partnership with the City Park Rangers to coordinate response to leash law violations at Lakewood Regional Parks.

Expectations: Improve response time to leash law violations report in Lakewood Regional Parks through improved communication with the City Park Rangers.

Results-Benefits: Response time to leash law violations will improve 20%. Other measures will be examined to improve response time in a more efficient manner.

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

Activity: Community Development Block Grant (CDBG) funds are utilized in low-and moderate-income areas.

Expectation: A Code Enforcement Officer is assigned to address code enforcement issues that arise in the CDBG areas.

Result-Benefit: Neighborhood issues are reduced by providing necessary funds to those in need with owner occupied properties, in the identified CDBG Neighborhood Revitalization Statregy (NRS) area. A neighborhood cleanup will be the focus for 2017.

Activity: Manage and coordinate the retrieval of property to citizens to effect the most smooth and simple process as possible.

Expectation: The public is not aware of, or concerned with, the Property Services function, and can easily be frustrated with the process of picking up their property. The Unit will focus on improving communication with citizens and accommodate 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 Unit public area.

Activity: The Police Communication Section will provide a high level of efficient and courteous service while dealing effectively with the increasing variety and source of emergency calls.

Expectation: The Communication Section will provide courteous, prompt, and efficient service to all customers through ongoing training. The Communication Center will focus on adhering to the American National Standards Institute (ANSI) call processing names. 90% of 9-1-1 calls will be answered within 10 seconds and 95% of all 9-1-1 calls will be answered within 20 seconds.

Result-Benefit: As we embark on our journey towards regionalization we will adopt the goals of the American National Standards Institute. These goals relate to call processing times and promote and are supported by The Association of Public Safety Communication Officers (APCO), and the National Emergency Number Association (NENA). Supervisors will on a monthly basis randomly audit the work of employees through the Quality Assurance program.

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

	2015	2016	2017	2018
	Actual	Actual	Revised	Budget
Total Calls Processed	407,151	408,285	409,422	411,535
Incoming	315,104	322,217	355,231	378,583
Outgoing	92,047	94,101	95,285	97,383
Wireless Calls to 911	78%	83%	88%	90%

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.

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 Jefferson County law enforcement agencies for the implementation of the Niche Regional Records Management System (RMS). Implementation will begin in 2018.

Expectation: Working cooperatively within a consortium the 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 2017.

♦ **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.



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

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 and 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.

Activity: The Communication Section staff will continue to be an active participant in regionalization efforts with the identified primary and secondary Public Safety Answering Points (PSAPS) in Jefferson County with a goal to reduce costs while improving efficiencies and customer service.

Expectation: The Communication Section staff will work with the consultant, Executive Director, and PSAP's to analyze equipment, personnel and operational needs. Committees will continue to conduct a needs assessment for recommended equipment and to explore best practices for operations within the county and between the different fire and police disciplines.

Result-Benefit: The Chief Executives of Jefferson County are working together with the Jefferson County Emergency Community Authority to create a new governing entity and funding philosophy for a new regionalized Communications Center that will provide quality service to the citizens of Jefferson County. An Intergovernmental Agreement was signed by all eight (8) participating agencies. Implementation is anticipated mid-year 2018.

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.



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

Result-Benefit: Animal Control Officers will increase neighborhood visibility to remind residents of animal control ordinances and owner responsibilities.

	2015 Actual	2016 Actual	2017 Revised	2018 Budget
Bites	237	276	312	300
Calls for Service	8,771	8,615	9,000	9,000
Follow-up	6,773	6,173	7,200	7,000
Impoundments	1,056	784	850	900
Field Returns	401	52	116	120
Summons	130	178	182	200
Vicious, aggressive	42	44	45	45
Coyote Complaints	25	25	25	25

Activity: The Records Section will enhance the usability and durability of archived documents and the maintenance of electronic records as proscribed in the City's retention schedule established and accepted by the Colorado State Archivist.

Expectation: Coordinate with the Information Technology Division to determine the est 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 the continued accessibility of information without having to maintain outdated technologies.

	2015 Actual	2016 Actual	2017 Revised	2018 Budget
Case Reports Processed	140,939	145,919	138,015	140,000
Requests for Reports/Services	26,273	30,339	27,800	27,867
Arrest Warrants Processed	29,347	26,507	23,564	25,000
NIBRS Reports**	29,718	30,977	29,700	30,000
Citation Entry/Court Interface	5,097	6,276	5,901	5,800
E-Citations entered/quality check	10,962	7,796	5,937	6,500
Internet Reports Processed	1,112	1,182	1,110	1,150
Transports Processed	348	359	474	450
Notice of Hearing Processed	122	123	124	124
Orders to Seal/Expunge	135	160	156	200
Courtesy Fingerprinting***	1,278	1,279	1,562	1,600
Probationer/Parole Processing***	347	306	360	400

**NIBRS - National Incident Based Reporting System

***New responsibility added to the Records Section through a reorganization

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.

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

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 assure that the development of the system meets the needs of the consortium members and the Records Section.

Expectation: In an effort to be accountable in providing the best system to meet the needs of Lakewood Police Department and the consortium, within the constraints of economic concerns, it is incumbent on the Records Section to assist in the review of the various systems available.

Result-Benefit: The Records Section in cooperation with the partnering agencies will identify both the common and unique needs of each agency and address those needs with the development team for the implementation of the new RMS in 2018.

♦ **GOAL: Respond to the quality of life issues impacting the citizens of Lakewood**

Activity: The Code Enforcement Unit enhances the appearance of the City, protects the value of property, and conserves the value of land use designation to protect property from adverse influences of adjacent property where differing zone districts abut.

Expectation: Overall appearance of identified properties within the City improves through education and enforcement of the Municipal Code and Zoning Ordinance.



Result-Benefit: Code Enforcement Unit annually responds to over 5,000 cases to address citizen concerns regarding property violations. Through education and enforcement, 96% of citizens complied to remove noted violations in 2016. 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 2017 and 2018.

	2015 Actual	2016 Actual	2017 Revised	2018 Budget
Nature of Complaint:				
Graffiti	525	352	450	600
Junk/Rubbish	915	899	900	900
Weeds	826	622	850	1,000
Zoning/Land Use	179	132	150	200
Activity Status:				
Calls for Service	4,960	4,858	5,000	5,000
Cases Open for Violations	2,140	1,858	2,200	2,200
Administrative Actions	683	778	750	750
Total Abatement Warrants	47	25	40	40
Total Summons Issued	46	25	30	30

Activity: The Code Enforcement Unit aids in the health, safety, order, convenience, prosperity, and welfare of the present and future citizens of the City, as promoted through the enforcement of the Municipal Code and Zoning Ordinance.

Expectation: Municipal Code and Zoning Ordinance regulations pertaining to nuisance and land use violations will be enforced in response to citizen concerns in their neighborhoods to reduce code violations.



Result-Benefit: Citizen complaints of the Municipal Code and the Zoning Ordinance are responded to in a timely manner; first inspections on cases are performed within 5 to 7 days; and most case concerns are resolved within 90 days using the summons and warrant abatement process when compliance is not voluntarily met.

General Comments

The Code Enforcement Unit addresses citizen concerns to improve property conditions. Staff is being proactive on the major business corridors to address overgrown weeds and trash, and illegal signage concerns. Code Enforcement will utilize Community Development Block Grant funding to continue revitalization and neighborhood appearance projects. It will engage in citizen education initiatives to address revised zoning ordinances and smoking restrictions.

The Communication Section continues to participate in regionalization and consolidation efforts within Jefferson County. Five primary Public Safety Answering Points (PSAPS) and three secondary PSAPS are exploring the feasibility of creating one joint center with a combined call center, public safety dispatch and fire/EMS dispatch function. Staff of the Communication Center will be involved in technology recommendations and policy and procedure development. The staff will also work on professional development and obtain national training and certifications through the National Emergency Number Association and the Association of Public Safety Communication Officers. The combined center will improve efficiencies and service levels to the citizens of Jefferson County.

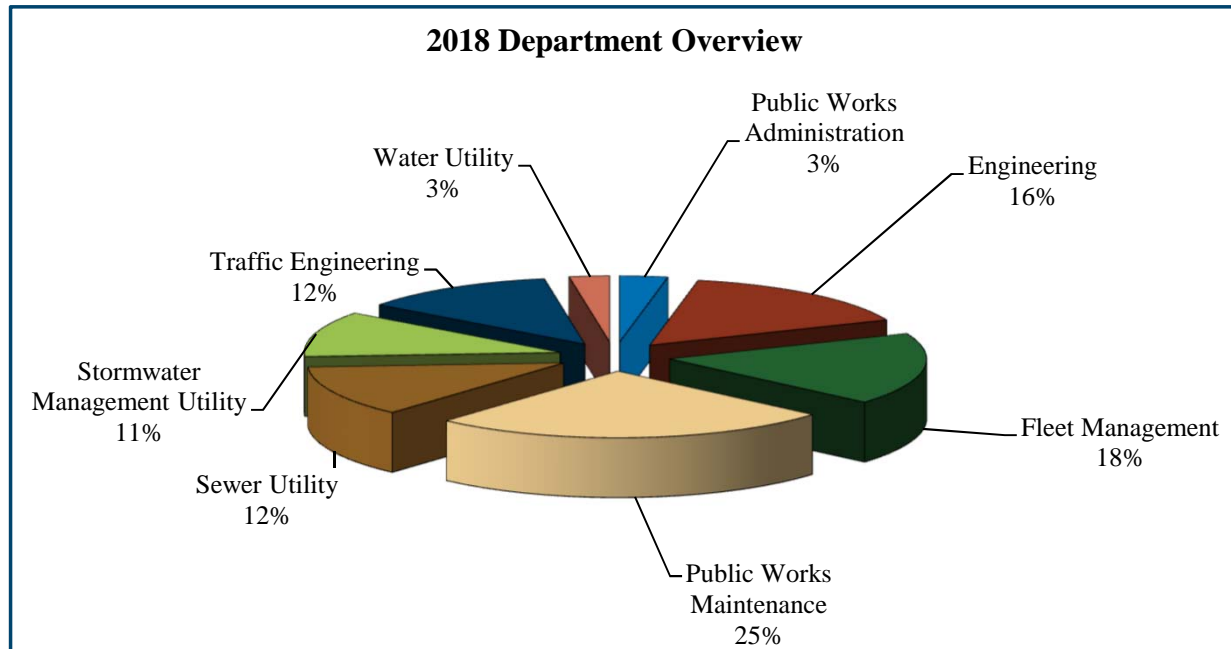
Technology continues to offer opportunities in the Records Section to enhance efficiency, the most notable of which is the enusing records management system. Moving forward, the focus of the section will be analyzing all procedures and processes to determine where technology can be better utilized and 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 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 is a new program to the Police Department, being transferred by Public Works. This position will provide leadership to the management of 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.



PUBLIC WORKS



	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Public Works Administration	\$ 443,462	\$ 1,547,420	\$ 1,531,074	\$ 1,548,193
Engineering	5,546,224	8,092,060	21,487,960	8,018,392
Fleet Management	6,624,222	7,978,562	7,988,051	8,968,480
Public Works Maintenance	10,660,577	12,362,629	11,722,485	12,924,008
Sewer Utility	3,870,024	5,566,627	7,293,591	6,313,612
Stormwater Management Utility	2,387,281	5,628,819	5,644,221	5,681,392
Traffic Engineering	6,276,914	5,595,421	7,285,721	6,290,113
Water Utility	1,012,105	2,163,044	2,658,858	1,296,724
TOTAL:	\$ 36,820,809	\$ 48,934,582	\$ 65,611,961	\$ 51,040,914

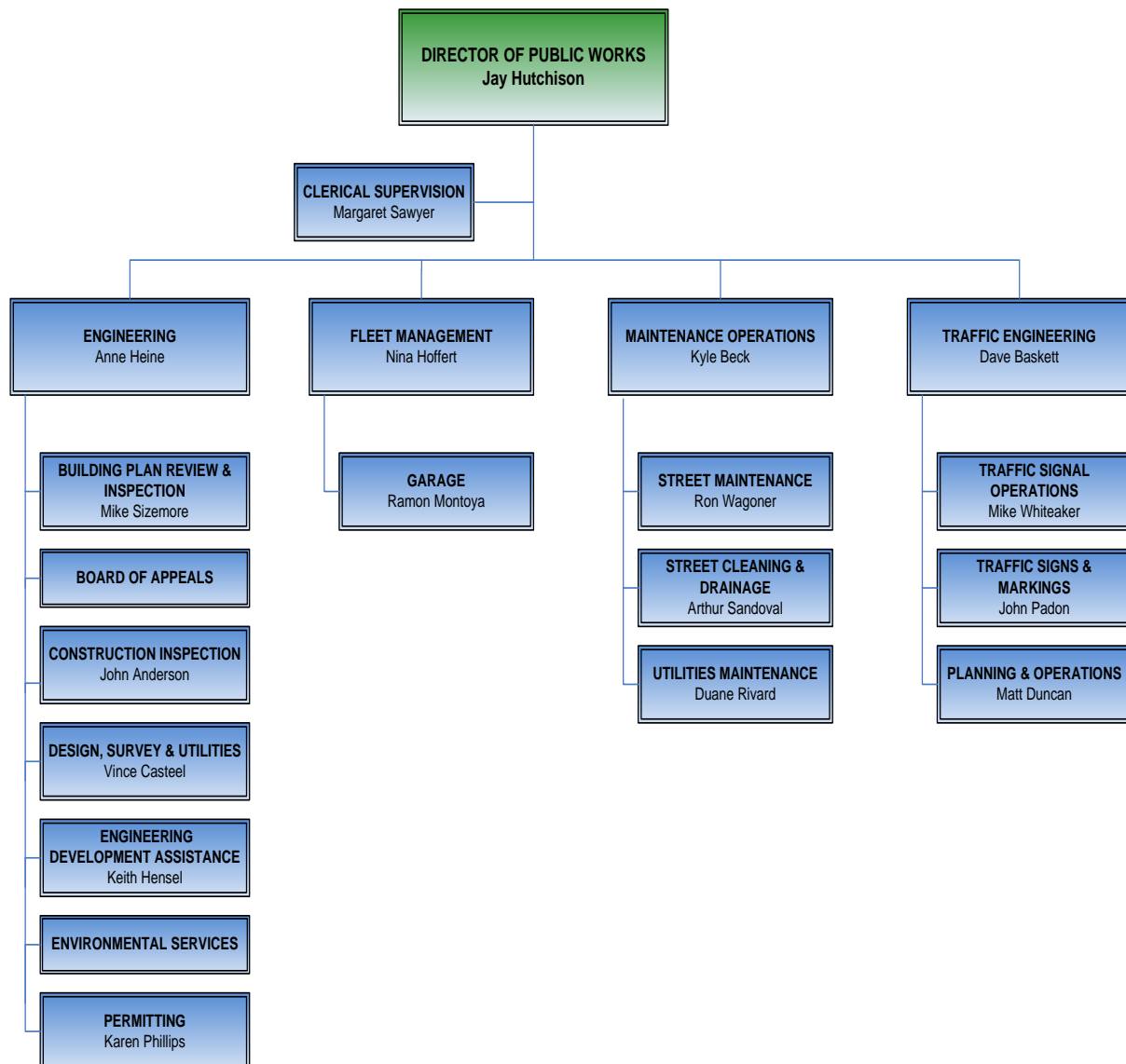
Percent to All Funds	21.20%	24.41%	28.63%	25.23%
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PUBLIC WORKS

(303) 987-7500

www.lakewood.org/PublicWorksDepartment/



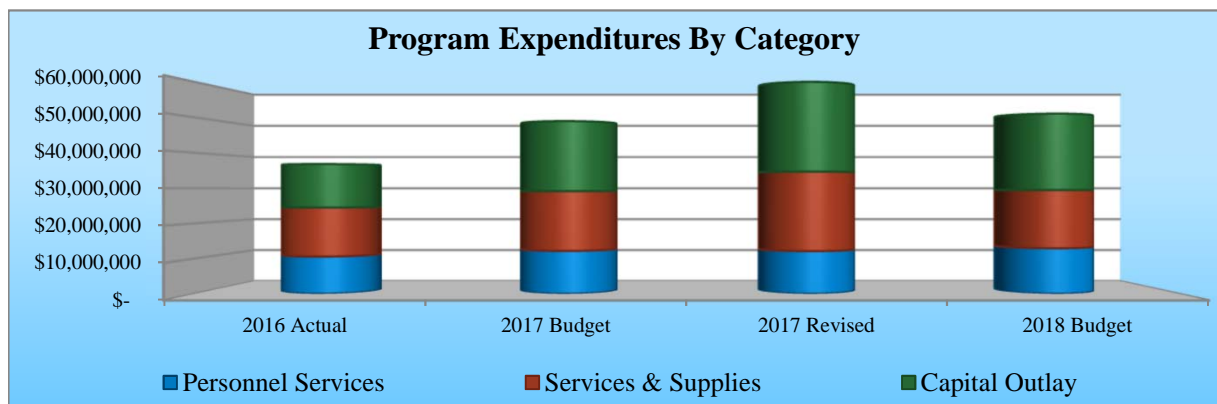


Department: Public Works

Mission Statement: Provide quality municipal services allowing all citizens to enjoy and benefit from: 1) well maintained streets and storm sewer systems, 2) clean streets, 3) prioritized removal of snow and ice from streets, 4) safe building construction, 5) appropriate flood plain management, 6) orderly development and redevelopment, 7) well maintained 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) wastewater collection.

Department Expenditures By Category

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Personnel Services	\$ 10,529,701	\$ 12,147,875	\$ 12,092,336	\$ 12,911,694
Services & Supplies	13,943,345	17,031,001	22,581,891	16,568,053
Capital Outlay	12,347,763	19,755,706	30,937,734	21,561,167
TOTAL:	\$ 36,820,809	\$ 48,934,582	\$ 65,611,961	\$ 51,040,914



Department Expenditures By Fund

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
General Fund	\$ 14,625,484	\$ 17,994,627	\$ 18,134,316	\$ 18,479,677
Capital Improvement Fund	11,721,863	12,899,165	22,593,265	14,943,509
Equipment Replacement Fund	1,559,529	1,800,000	1,825,528	2,876,000
Grants Fund	1,644,523	2,882,300	7,462,182	1,450,000
Sewer Enterprise Fund	3,870,024	5,566,627	7,293,591	6,313,612
Stormwater Enterprise Fund	2,387,281	5,628,819	5,644,221	5,681,392
Water Enterprise Fund	1,012,105	2,163,044	2,658,858	1,296,724
TOTAL:	\$ 36,820,809	\$ 48,934,582	\$ 65,611,961	\$ 51,040,914

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

	2016 Revised	2017 Budget	2017 Revised	2018 Budget
Director of Public Works	1.00	1.00	1.00	1.00
Accountant II	0.06	0.06	-	-
Accountant III	-	-	0.15	0.15
Alternative Transportation Coordinat.	-	-	-	1.00
Building Inspector I	1.00	1.00	1.00	1.00
Building Inspector II	2.00	2.00	2.00	2.00
Building Inspector III	4.00	4.00	4.00	4.00
Building Official	1.00	1.00	1.00	1.00
Business Specialist	2.00	2.00	2.00	2.00
Business Support Specialist	3.00	3.00	3.00	3.00
City Engineer	1.00	1.00	1.00	1.00
Civil Designer/CADD Tech	2.00	2.00	2.00	2.00
Civil Engineer III	6.00	6.00	6.00	6.00
Construction Coordinator	1.00	1.00	1.00	1.00
Construction Documents Tech	1.00	1.00	1.00	1.00
Construction Engineering Tech	1.00	1.00	1.00	1.00
Construction Inspector I	2.00	2.00	2.00	2.00
Construction Inspector II	6.00	6.00	6.00	6.00
Engineering Assistance Technician	1.00	1.00	1.00	1.00
Engr Dev Assistance Coordinator	1.00	1.00	1.00	1.00
Engr Dev Assistance Section Head	1.00	1.00	1.00	1.00
Environmental Services Technician	1.00	1.00	1.00	1.00
Fleet Maintenance Supervisor	1.00	1.00	1.00	1.00
Fleet Manager	1.00	1.00	1.00	1.00
Fleet Mechanic	6.00	7.00	7.00	7.00
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	15.00	15.00	15.00	15.00
Maintenance Specialist	6.00	6.00	4.00	4.00
Maintenance Supervisor	2.00	2.00	2.00	2.00
Maintenance Worker	5.00	5.00	8.00	8.00
Office Support Supervisor	1.00	1.00	1.00	1.00
Permit Counter Supervisor	1.00	1.00	1.00	1.00
Permit Technician	2.00	2.00	2.00	2.00
Plans Examiner	2.00	2.00	2.00	2.00
Plans Examiner II	1.00	1.00	1.00	1.00
Sr Principal Civil Engineer	1.00	1.00	1.00	1.00
Principal Traffic Engineer	1.00	1.00	1.00	1.00
Sr Plans Examiner	2.00	2.00	2.00	2.00
Stormwater Maintenance Technician	1.00	1.00	1.00	1.00
Stormwater Quality Coordinator	1.00	1.00	1.00	1.00
Stormwater Utility Cap Prog Mgr	1.00	1.00	1.00	1.00
Street Maintenance Crew Leader	2.00	2.00	2.00	2.00
Traffic Engineer	1.00	1.00	1.00	1.00

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

	2016 Revised	2017 Budget	2017 Revised	2018 Budget
Traffic Engineering Manager	2.00	2.00	2.00	2.00
Traffic Engineering Technician II	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
Utilities Maintenance Supervisor	1.00	1.00	1.00	1.00
Water & Sewer Technician	1.00	1.00	1.00	1.00
Water, Sewer, Stormwater Technician	2.00	2.00	2.00	2.00
Total Full-Time Positions (FTE):	120.06	121.06	121.15	122.15
Part-Time Hours	17,603	17,603	24,603	32,742
Total Full-Time and Part-Time Positions Stated as FTE	128.52	129.52	132.98	137.89

Budget Variances❖ **Personnel Services**

- ♦ 2017 Budget vs. 2016 Actual is up \$1,618,174 primarily due to vacancies in 2016.

❖ **Services & Supplies**

- ♦ 2017 Budget vs. 2016 Actual is up \$3,087,656 primarily due to timing in transfers to the Grants fund to match state and federal funds for capital improvement projects.
- ♦ 2017 Revised vs. 2017 Budget is up \$5,550,890 primarily due to a carry forward in transfers to the Grants fund to match state and federal funds for capital improvement projects.
- ♦ 2018 Budget vs. 2017 Revised is down \$6,013,838 primarily due to timing in transfers to the Grants fund to match state and federal funds for capital improvement projects.

❖ **Capital Outlay**

- ♦ 2017 Budget vs. 2016 Actual is up \$7,407,943 due to timing of capital improvement projects.
- ♦ 2017 Budget vs. 2017 Revised is up \$11,182,028 due to timing of capital improvement projects.
- ♦ 2018 Budget vs. 2017 Revised is down \$9,376,567 due to timing of capital improvement projects.



Core Values / Goals

❖ SAFE COMMUNITY

- ◆ Strengthen and support Lakewood's neighborhoods

❖ FISCAL RESPONSIBILITY

- ◆ Charge sufficient rates to water and sewer customers to cover costs and to appropriately allocate those costs among customer classes

❖ TRANSPORTATION

- ◆ Provide for public safety and mobility

❖ PHYSICAL & TECHNOLOGICAL INFRASTRUCTURE

- ◆ Maintain public infrastructure and equipment

❖ QUALITY LIVING ENVIRONMENT

- ◆ Provide reliable, high-quality water, sewer, and stormwater utility services; street surfaces; and transportation operations

❖ COMMUNITY SUSTAINABILITY

- ◆ Manage a community recycling facility and, with other entities, a household hazardous waste drop-off facility
- ◆ Monitor and, when appropriate, utilize alternative fuel sources



Program: Public Works Administration

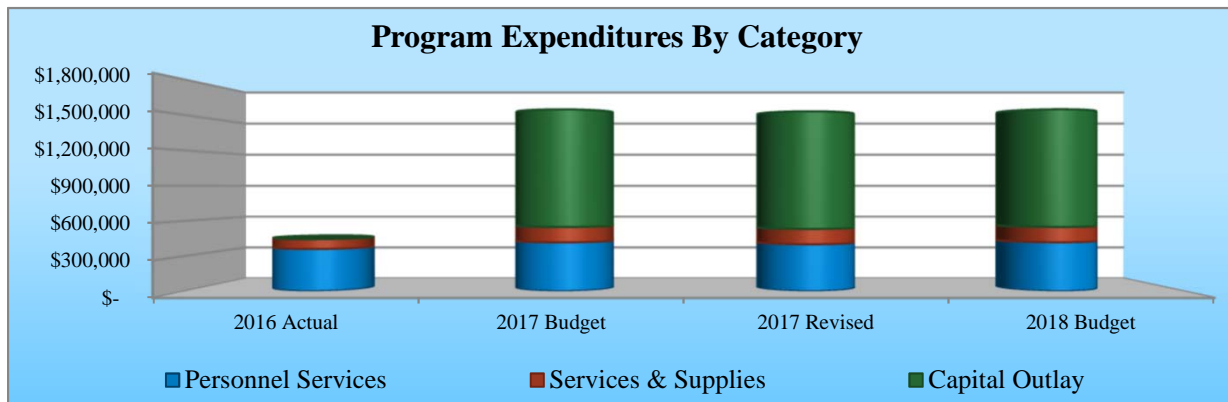
Department: Public Works

Division: Administration

Purpose: Public Works Administration plans, organizes, directs, and controls all projects, activities, and personnel in the Department.

Program Expenditures By Category

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Personnel Services	\$ 359,830	\$ 416,320	\$ 399,974	\$ 416,931
Services & Supplies	83,632	131,100	131,100	131,262
Capital Outlay	-	1,000,000	1,000,000	1,000,000
TOTAL:	\$ 443,462	\$ 1,547,420	\$ 1,531,074	\$ 1,548,193



Program Expenditures By Fund

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
General Fund	\$ 318,487	\$ 392,493	\$ 375,656	\$ 390,337
Capital Improvement Fund	124,975	154,927	155,418	157,856
Grants Fund	-	1,000,000	1,000,000	1,000,000
TOTAL:	\$ 443,462	\$ 1,547,420	\$ 1,531,074	\$ 1,548,193

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

	2016 Revised	2017 Budget	2017 Revised	2018 Budget
Director of Public Works	0.90	0.90	0.90	0.90
Emergency Manager	-	-	-	-
Emergency Service Tech	-	-	-	-
Office Support Supervisor	1.00	1.00	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❖ **Personnel Services**

- ♦ 2017 Budget vs. 2016 Actual is up \$56,490 due primarily to using less part-time employee hours in 2016 than anticipated.

❖ **Supplies & Services**

- ♦ 2017 Budget vs 2016 Actual is up \$47,468 due primarily to lower expenditures on water related matters in 2016 than anticipated.

❖ **Capital Outlay**

- ♦ 2017 Budget vs 2016 Actual is up \$1,000,000 due to money budgeted for potential grants in 2016 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.

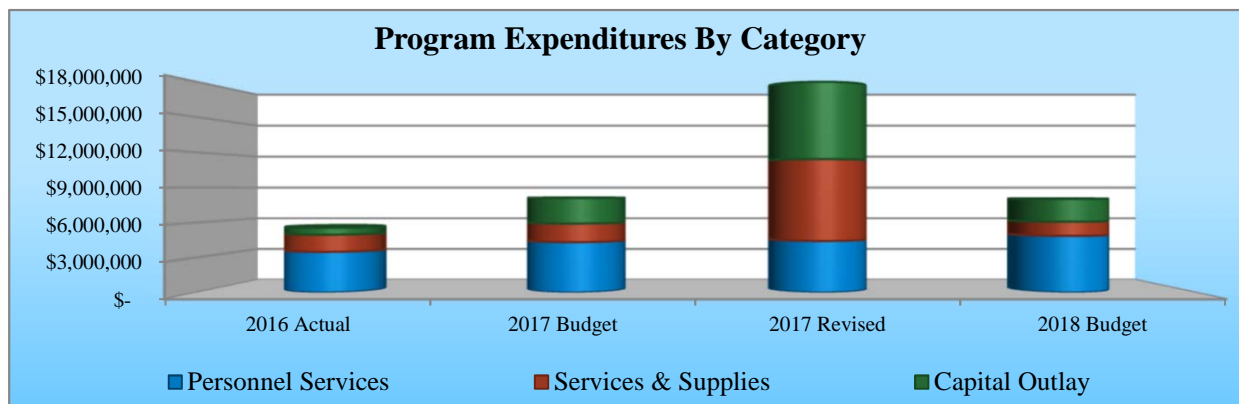
**Program:** Engineering**Department:** Public Works**Division:** Engineering

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 safety. Building construction, roadway construction, grading and erosion control permits are issued and work is inspected.

Program Expenditures By Category

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Personnel Services	\$ 3,478,741	\$ 4,316,225	\$ 4,413,936	\$ 4,850,839
Services & Supplies	1,472,876	1,594,335	7,005,908	1,216,053
Capital Outlay	594,607	2,181,500	10,068,116	1,951,500
TOTAL:	\$ 5,546,224	\$ 8,092,060	\$ 21,487,960	\$ 8,018,392

**Program Expenditures By Fund**

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
General Fund	\$ 3,607,498	\$ 4,849,035	\$ 5,023,362	\$ 5,168,719
Capital Improvement Fund	1,754,599	1,463,025	11,262,416	2,399,673
Grants Fund	184,127	1,780,000	5,202,182	450,000
TOTAL:	\$ 5,546,224	\$ 8,092,060	\$ 21,487,960	\$ 8,018,392

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

	2016 Revised	2017 Budget	2017 Revised	2018 Budget
City Engineer	0.95	0.95	0.95	0.95
Building Codes Administrator	1.00	1.00	1.00	1.00
Building Inspector I	3.00	3.00	3.00	3.00
Building Inspector II	4.00	4.00	4.00	4.00
Business Specialist	1.00	1.00	1.00	1.00
Business Support Specialist	2.00	2.00	2.00	2.00
Civil Design / CADD Technician	2.00	2.00	2.00	2.00
Civil Engineer III	5.00	5.00	5.00	5.00
Construction Coordinator	1.00	1.00	1.00	1.00
Construction Documents Technician	1.00	1.00	1.00	1.00
Construction Engineering Technician	-	-	1.00	1.00
Construction Inspector I	2.00	2.00	2.00	2.00
Construction Inspector II	5.00	5.00	4.00	4.00
Eng Dev Assistance - Section Head	1.00	1.00	1.00	1.00
Engineering Assistance Technician	0.90	0.90	0.90	0.90
Environmental Service Tech	0.75	0.75	0.75	0.75
Engr Dev Assistance Coordinator	1.00	1.00	1.00	1.00
Permit Counter Supervisor	1.00	1.00	1.00	1.00
Permit Technician	2.00	2.00	2.00	2.00
Plans Examiner	2.00	2.00	2.00	2.00
Plans Examiner II	1.00	1.00	1.00	1.00
Sr Principal Civil Engineer	0.50	0.50	0.50	0.50
Sr Plans Examiner	2.00	2.00	2.00	2.00
Total Full-Time Positions (FTE):	40.10	40.10	40.10	40.10
Part-Time Hours	6,994	6,994	13,994	20,994
Total Full-Time and Part-Time Positions Stated as FTE	43.46	43.46	46.83	50.19

Budget Variances❖ **Personnel Services**

- ♦ 2017 Budget vs. 2016 Actual is up \$837,484 primarily due to vacancies in 2016.
- ♦ 2018 Budget vs 2017 Revised is up \$436,903 primarily due to additional part-time staffing to inspect re-roofing work attributable to the May 8, 2017 hailstorm.

❖ **Services & Supplies**

- ♦ 2017 Revised vs. 2017 Budget is up \$5,411,573 due to the timing of transfers to the Grants fund to match available state and federal funds for capital projects.



Budget Variances (continued)

❖ Services & Supplies

- ♦ 2018 Budget vs. 2017 Revised is down \$5,894,855 due to the timing of transfers to the Grants fund to match available state and federal funds for capital projects.

❖ Capital Outlay

- ♦ 2017 Budget vs. 2016 Actual is up \$1,586,893 due to timing of capital improvement projects.
- ♦ 2017 Revised vs. 2017 Budget is up \$7,886,616 due to timing of capital improvement projects.
- ♦ 2018 Budget vs. 2017 Revised is down \$9,566,616 due to timing of capital improvement projects.

Goals / Activities / Expectations / Results-Benefits

♦ GOAL: Provide for public safety and mobility

Activity: Project management, design, survey, and inspection are provided for City-initiated projects. Developer constructed public improvements are inspected.

Expectation: Improvements are safe, functionally adequate, cost effective, low maintenance, aesthetically pleasing, and include input from affected property owners. The use of funds from other agencies is maximized.

Result-Benefit: Capital improvement project goals are accomplished on schedule and within budget.



First Avenue Sidewalk - Newland to Harlan

**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 bicycle and pedestrian facilities are improved.

Activity: The program provides engineering reviews of land development projects.

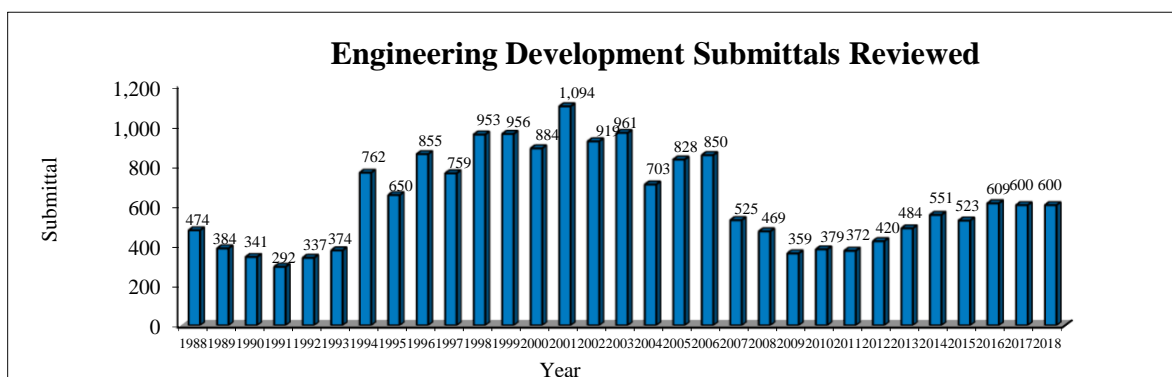
Expectation: Engineering reviews are completed and referrals are sent to outside agencies (Colorado Department of Transportation (CDOT), Urban Drainage and Flood Control District (UDFCD), Jefferson County, etc.). Public improvement agreements, cost estimates for public improvements, and cost estimates 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	2015 Actual	2016 Actual	2017 Revised	2018 Budget
Development Submittals				
Reviewed	523	609	600	600
Average Work Days Elapsed				
Per Review	20	26	25	25
Public Improvement				
Agreements Prepared	21	19	20	20
Flood Plain Information				
Requests Answered	142	182	200	200
Flood Insurance Rating				
Classification*	6	6	6	6

*A classification of six results in a 20 percent (20%) savings for homeowners in Lakewood purchasing flood insurance.



**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:

Over 1,600 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>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Revised</u>	<u>2018 Budget</u>
Projects reviewed with applicant (While-you-wait review for simpler projects)	1,318	1,344	1,350	1,350
Projects taken in for review (Applicant receives comments at later date)				
Residential	288	199	250	250
Commercial	101	106	150	150
Working days for initial review comments (initial submittal to response)				
Residential	12	10	10	10
Commercial	24	21	22	22

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:

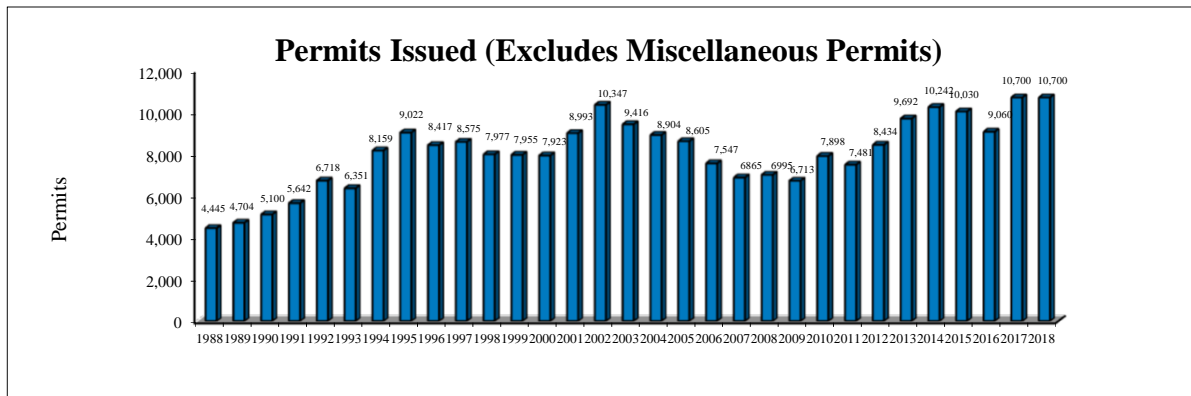
Approximately 13,000 walk-in customers (an average of one every nine minutes) receive services annually at the permit counter.



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

	2015	2016	2017	2018
<u>Permits Issued</u>	<u>Actual</u>	<u>Actual</u>	<u>Revised</u>	<u>Budget</u>
Residential Building	1,661	1,008	1,500	1,500
Non-Residential Building	466	406	500	500
Electrical	2,482	2,370	2,500	2,500
Plumbing	1,352	1,334	1,800	1,800
Mechanical	1,799	1,880	2,000	2,000
Sign	215	221	200	200
Miscellaneous*	1,386	2,409	8,000*	7,000*
Public Way	1,884	1,691	2,000	2,000
Alternative Energy	171	150	200	200
TOTAL	11,416	11,469	18,700	17,700

* 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 2016, 31,318 building inspections, excluding re-roofing inspections, were made with more than 99% completed within 24 hours of the request.

	2015	2016	2017	2018
<u>Inspections Performed</u>	<u>Actual</u>	<u>Actual</u>	<u>Revised</u>	<u>Budget</u>
Structural	13,622	13,506	13,000	13,000
Electrical	8,074	7,880	8,000	8,000
Plumbing	4,806	4,757	4,500	4,500
Mechanical	4,133	4,248	4,000	4,000
Courtesy	225	226	200	200
Miscellaneous	1,526	701	1,000	1,000
Re-roof	1,370	1,414	7,000*	10,000*
TOTAL	33,756	32,732	37,700	40,700

* May 8, 2017 hailstorm will result 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:

	2015 Actual	2016 Actual	2017 Revised	2018 Budget
Citizen generated responses to environmental concerns and questions (approximate)	650	800	800	650
Environmental studies conducted/reviewed	5	4	4	4
Environmental investigations conducted	60	40	50	50
Material recycled annually at the Quail Street Recycling Center (Tons)	1,502	1,500	1,550	1,550
Material recycled annually at the Rooney Road Recycling Center (Tons)	187	302	305	310

General Comments

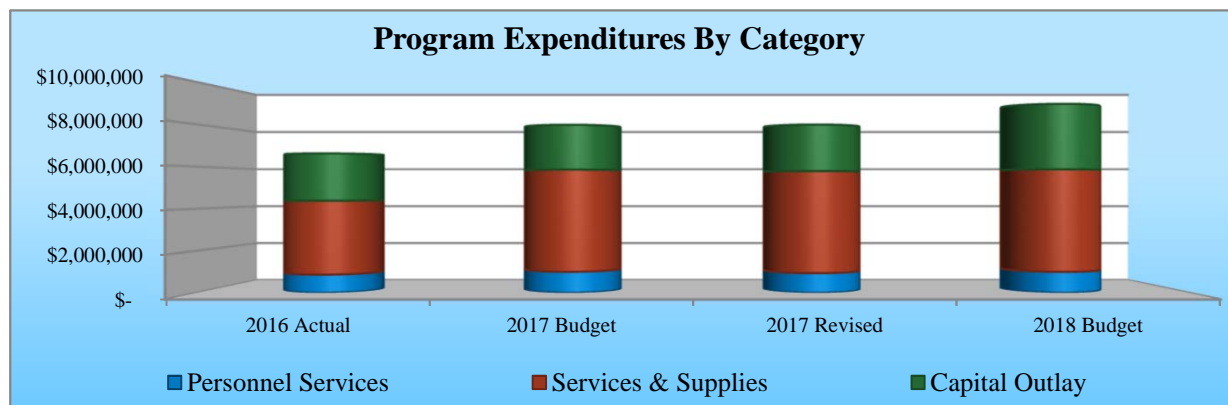
Staff from this program also work on capital projects in the Sewer, Stormwater, and Water Utilities. When working on utility projects, staff time is charged to the appropriate utility thus reducing expenditures in this program. Information on capital projects is provided in the Capital Improvement and Preservation Program section of the budget.

This budgetary program is responsible for day-to-day operation of the Quail Street Recycling Center. In 2016, the center recycled 3,016,000 pounds of material and approximately 185,000 visitors disposed of material at the facility. All of the material is sorted prior to recycling, which increases recycling efficiency 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 2016, the program serviced 4,200 Jefferson County residents, of which 1,040 were from the City of Lakewood. In 2016, county residents utilized this program to properly recycle/dispose of 604,000 pounds of household hazardous waste.

**Program:** Fleet Management**Department:** Public Works**Division:** Fleet Management**Purpose:** Fleet Management Division purchases, repairs, and maintains City vehicles and heavy equipment.**Program Expenditures By Category**

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Personnel Services	\$ 860,867	\$ 996,628	\$ 930,589	\$ 992,469
Services & Supplies	3,521,391	4,861,934	4,861,934	4,880,011
Capital Outlay	2,241,964	2,120,000	2,195,528	3,096,000
TOTAL:	\$ 6,624,222	\$ 7,978,562	\$ 7,988,051	\$ 8,968,480

**Program Expenditures By Fund**

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
General Fund	\$ 2,885,214	\$ 4,369,122	\$ 4,302,765	\$ 4,377,960
Capital Improvement Fund	2,179,479	1,809,440	1,859,758	1,714,520
Equipment Replacement Fund	1,559,529	1,800,000	1,825,528	2,876,000
TOTAL:	\$ 6,624,222	\$ 7,978,562	\$ 7,988,051	\$ 8,968,480

**Full-Time Positions**

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

	2016 Revised	2017 Budget	2017 Revised	2018 Budget
Fleet Manager	1.00	1.00	1.00	1.00
Fleet Maintenance Supervisor	1.00	1.00	1.00	1.00
Fleet Mechanic	6.00	7.00	7.00	7.00
Lead Fleet Mechanic	1.00	1.00	1.00	1.00
Total Full-Time Positions (FTE):	9.00	10.00	10.00	10.00
Part-Time Hours	571	571	571	1,710
Total Full-Time and Part-Time Positions Stated as FTE	9.27	10.27	10.27	10.82

Budget Variances❖ **Personnel Services**

- ♦ 2017 Budget vs. 2016 Actual is up \$135,761 due to adding an additional fleet mechanic in 2017.

❖ **Services & Supplies**

- ♦ 2017 Budget vs. 2016 Actual is up \$1,340,5431 due primarily to lower vehicle repair and lower fuel costs in 2016 than anticipated.

❖ **Capital Outlay**

- ♦ 2018 Budget vs. 2017 Revised is up \$826,000 due to replacing and purchasing more new vehicles 2018.

Goals / Activities / Expectations / Results-Benefits♦ **GOAL: Maintain public infrastructure and equipment**

Activity: The Division performs repair and maintenance work at or above industry standards.

Expectation: Equipment is ready to operate when needed.

Result-Benefit: The Division maintains vehicles and equipment so that they are available more than 95% of the time.



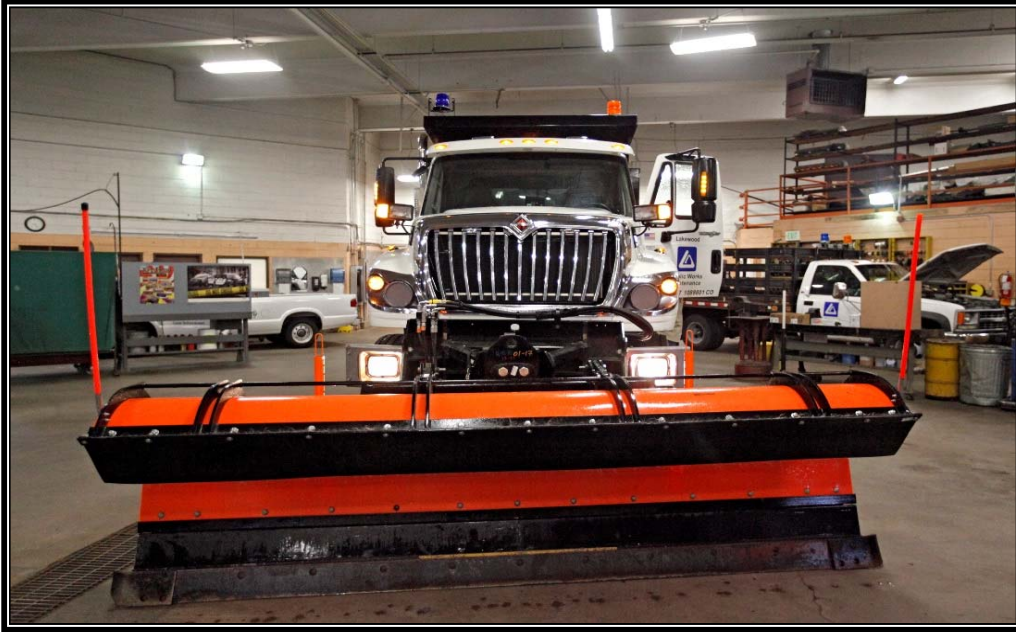


Goals / Activities / Expectations / Results-Benefits (continued)

Activity: The Division purchases vehicles and equipment that best meet the needs of City operations.

Expectation: Each vehicle and piece of equipment in the City's fleet will be kept an optimal amount of time in order to minimize the impact on the equipment replacement budget and the General Fund budget for repairs and maintenance and to maximize equipment availability for City operations.

Result-Benefit: The Division will purchase vehicles as needed totaling no more than \$2,876,000 in 2018.



♦ **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 600 pieces of equipment with 8 mechanics and 2 administrative positions which is one of the most lean staff/vehicle ratios in the region.



General Comments (continued)

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 2018, anticipated vehicle and equipment replacements include replacement of patrol and other Police, Parks and Public Works pickup trucks, Animal Control vehicles, street sweepers and other various vehicles and equipment.



Program: Public Works Maintenance

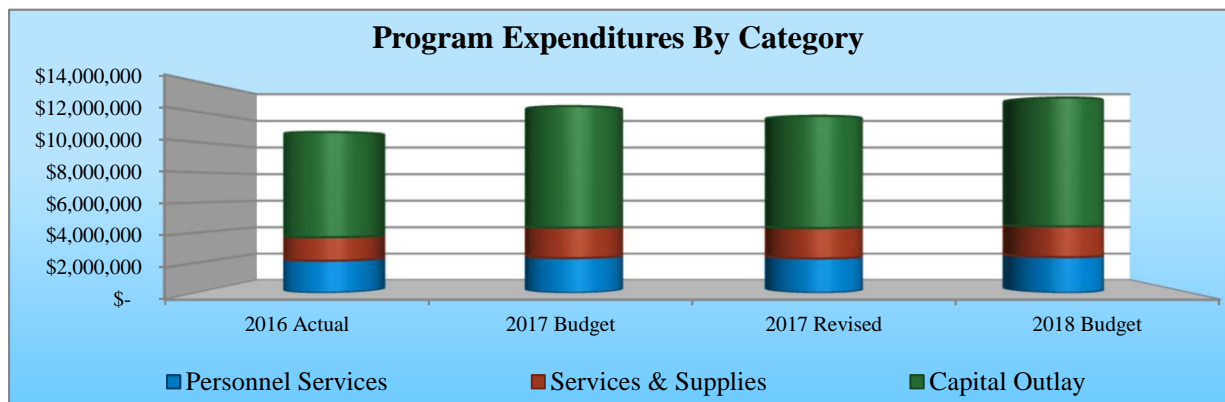
Department: Public Works

Division: Street Maintenance

Purpose: This program provides maintenance and preservation of the City's streets, parking lots, sidewalks and certain bike 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 sidewalk repair.

Program Expenditures By Category

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Personnel Services	\$ 2,131,978	\$ 2,311,384	\$ 2,286,240	\$ 2,372,979
Services & Supplies	1,560,830	2,021,891	2,021,891	2,039,914
Capital Outlay	6,967,769	8,029,354	7,414,354	8,511,115
TOTAL:	\$ 10,660,577	\$ 12,362,629	\$ 11,722,485	\$ 12,924,008



Program Expenditures By Fund

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
General Fund	\$ 3,560,079	\$ 4,048,567	\$ 4,025,829	\$ 4,119,568
Capital Improvement Fund	7,100,498	8,314,062	7,696,656	8,804,440
TOTAL:	\$ 10,660,577	\$ 12,362,629	\$ 11,722,485	\$ 12,924,008

**Full-Time Positions**

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

	2016 Revised	2017 Budget	2017 Revised	2018 Budget
Infrastructure Maint & Oper Engr	0.75	0.75	0.75	0.75
Business Specialist	1.00	1.00	1.00	1.00
Construction Inspector II	2.00	2.00	2.00	2.00
Maint Lead Person/Hvy Equip Oper	3.60	3.60	3.60	3.60
Maintenance Spec/Equip Operator	9.05	9.05	5.90	5.90
Maintenance Specialist	3.00	3.00	4.00	4.00
Maintenance Supervisor	1.53	1.53	1.53	1.53
Maintenance Worker	5.00	5.00	7.15	7.15
Stormwater Maintenance Technician	0.31	0.31	0.31	0.31
Street Maintenance Crew Leader	1.62	1.62	1.62	1.62
Total Full-Time Positions (FTE):	27.86	27.86	27.86	27.86
Part-Time Hours	2,675	2,675	2,675	2,675
Total Full-Time and Part-Time Positions Stated as FTE	29.15	29.15	29.15	29.15

Budget Variances❖ **Personnel Services**

- ♦ 2017 Budget vs. 2016 Actual is up \$179,406 primarily due to vacancies in 2016.

❖ **Services & Supplies**

- ♦ 2017 Budget vs 2016 Actual is up \$461,061 primarily due to lower than anticipated expenditures for material purchases for in house street maintenance and lower contract snow removal expenses in 2016.

❖ **Capital Outlay**

- ♦ 2017 Budget vs 2016 Actual is up \$1,061,585 due to lower than anticipated street resurfacing contract expenses in 2016.

**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.

	2015 Actual	2016 Actual	2017 Revised	2018 Budget
Number of deployments	15	15	18	18
Snowplow miles operated	80,453	52,361	75,000	75,000
Gallons of liquid de-icer used	9,927	10,407	10,000	10,000
Tons of sand/salt used	4,041	2,555	4,000	4,000

Activity: City streets are swept for sand, rocks, litter, and other debris.

Expectation: Streets are cleaned to maintain the City's appearance, minimize dust-related air pollution, meet stormwater quality requirements, and provide safe driving surfaces.

Result-Benefit:

From April 1 to November 1, arterial and major collector streets are swept an average of once every ten days and other streets four times per season.

In the winter months, sanded streets are swept an average of once every three weeks as weather conditions allow. Approximately 34,000 lane miles are swept annually.

♦ **GOAL: Maintain public infrastructure and equipment**

Activity: Potholes are repaired permanently and quickly.

Expectation: Potholes are repaired within three working days of being reported and potholes on busy streets are repaired quicker. Repairs are done in a manner that maximizes the life of the repair. This includes jack hammering square edges on the repair area, tacking, and properly compacting the new asphalt.

Result-Benefit: 1,200 to 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 -	Crackseal, Patch and Seal
Year 8 -	Crackseal and Patch
Year 12 -	Crackseal and Patch
Year 16 -	Concrete Repair, Patch and Overlay

Collector Streets:

Year 4 -	Crackseal and Patch
Year 8 -	Crackseal and Patch
Year 12 -	Concrete Repair, Patch and Overlay

Arterial Streets:

Year 3 -	Crackseal and Patch
Year 6 -	Crackseal and Patch
Year 10 -	Concrete Repair, Patch and Overlay

Result-Benefit:

Streets are well maintained to provide for smooth travel. Regular maintenance reduces costs compared to rebuilding of totally deteriorated streets.

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

	2015	2016	2017	2018
	Actual	Actual	Revised	Budget
Lane miles receiving overlay	91	83	83	90
Lane miles receiving sealcoat	82	89	89	90
Lane miles cracksealed	178	117	130	130
Lane miles receiving concrete repair	85	117	100	120
		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	81%	19%	0%

General Comments

During 2017 a test application is occurring of an alternative sealcoat material that will be evaluated during upcoming years.

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. In the winter of 2016/2017, one storm required the plowing of all residential streets. 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.



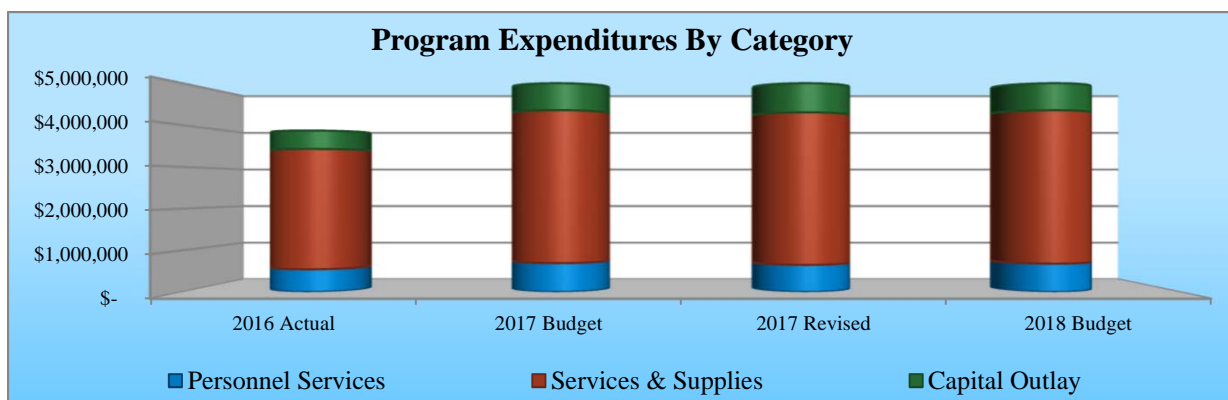
Deteriorated Sewer Lines



New Sewer Lines

Program Expenditures By Category

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Personnel Services	\$ 544,069	\$ 692,354	\$ 650,001	\$ 678,626
Services & Supplies	2,886,611	3,665,377	3,654,694	3,676,090
Capital Outlay	439,344	1,208,896	2,988,896	1,958,896
TOTAL:	\$ 3,870,024	\$ 5,566,627	\$ 7,293,591	\$ 6,313,612



**Program Expenditures By Fund**

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Sewer Enterprise Fund	\$ 3,870,024	\$ 5,566,627	\$ 7,293,591	\$ 6,313,612
TOTAL:	\$ 3,870,024	\$ 5,566,627	\$ 7,293,591	\$ 6,313,612

Full-Time Positions

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

	2016 Revised	2017 Budget	2017 Revised	2018 Budget
Director of Public Works	0.10	0.10	0.10	0.10
Accountant II	0.04	0.04	-	-
Accountant III	-	-	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
Maint Lead Person/Hvy Equip Oper	0.85	0.85	0.85	0.85
Maintenance Spec/Equip Operator	2.55	2.55	2.55	2.55
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):	6.72	6.72	6.76	6.76
Part-Time Hours	796	796	796	796
Total Full-Time and Part-Time Positions Stated as FTE	7.10	7.10	7.14	7.14

Budget Variances❖ **Personnel Services**

- ♦ 2017 Budget vs. 2016 Actual is up \$148,285 due to vacancies and staff spending less time on sewer activities in 2016 than anticipated.

❖ **Supplies & Services**

- ♦ 2017 Budget vs. 2016 Actual is up \$778,766 due to an increase sewer treatment charges in 2017.



Budget Variances (continued)

❖ Capital Outlay

- ♦ 2017 Budget vs. 2016 Actual is up \$769,552 due to timing of capital improvement projects.
- ♦ 2017 Revised vs. 2017 Budget is up \$1,780,000 due to timing of capital improvement projects.
- ♦ 2018 Budget vs. 2017 Revised is down \$1,030,000 due to timing of capital improvement projects.

Goals / Activities / Expectations / Results-Benefits

- ♦ **GOAL:** Charge sufficient service charges to water and sewer customers to cover 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 water, sewer, and stormwater utility services

Activity: The sewer system is maintained in serviceable condition.

Expectation: Staff completes emergency repairs quickly, inspects installation of new pipelines, repairs deteriorated sections of sewer mains, periodically inspects private sand/grease interceptors, and routinely cleans sewer mains.

Result-Benefit: Customers receive high-quality service with minimal disruption of service.



Jet Truck used to Clean Sewer Lines



General Comments

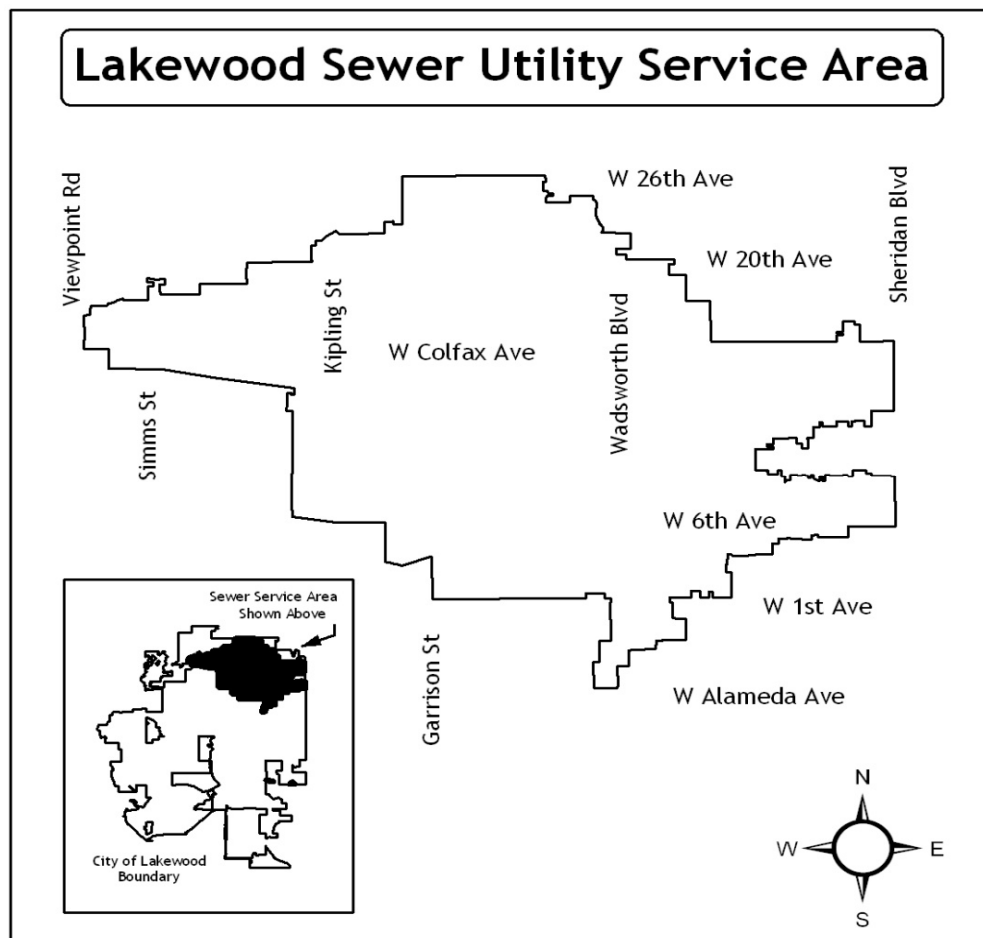
Lakewood's Sewer Utility is one of 23 entities that provide sewer services to the citizens of Lakewood. All sewage collected is treated by the Metro Wastewater Reclamation District. Wastewater treatment charges paid to Metro is the largest single expense for the Sewer Utility.

A closed-circuit television van will be added to improve emergency response time and maintenance prioritization. It will be shared with the stormwater management utility.

A new billing system, in conjunction with the water and stormwater utilities, including enhanced functionality for customers, will be implemented in 2018.

Information on sewer utility capital projects is provided in the Capital Improvement and Preservation Plan section of the budget.

Service charge increases are expected annually primarily due to increasing costs of wastewater treatment.





Program: Stormwater Management Utility

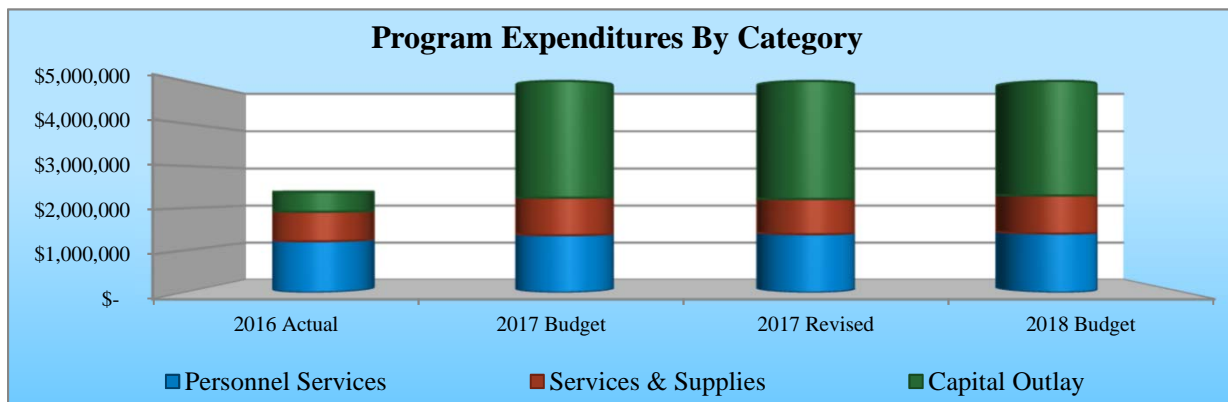
Department: Public Works

Division: Engineering

Purpose: The City's Stormwater Management Utility is responsible for new construction, maintenance and replacement of the stormwater system, and compliance with federal stormwater quality requirements.

Program Expenditures By Category

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Personnel Services	\$ 1,213,370	\$ 1,356,961	\$ 1,381,101	\$ 1,398,017
Services & Supplies	702,878	892,296	836,296	903,813
Capital Outlay	471,033	3,379,562	3,426,824	3,379,562
TOTAL:	\$ 2,387,281	\$ 5,628,819	\$ 5,644,221	\$ 5,681,392



Program Expenditures By Fund

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Stormwater Enterprise Fund	\$ 2,387,281	\$ 5,628,819	\$ 5,644,221	\$ 5,681,392
TOTAL:	\$ 2,387,281	\$ 5,628,819	\$ 5,644,221	\$ 5,681,392

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

	2016 Revised	2017 Budget	2017 Revised	2018 Budget
City Engineer	0.05	0.05	0.05	0.05
Accountant III	-	-	0.04	0.04
Civil Engineer III	0.75	0.75	0.75	0.75
Engineering Assistance Technician	0.10	0.10	0.10	0.10
Environmental Services Technician	0.25	0.25	0.25	0.25
Maint Lead Person/Hvy Equip Oper	2.40	2.40	2.40	2.40
Maintenance Spec/Equip Operator	5.95	5.95	5.95	5.95
Maintenance Supervisor	0.47	0.47	0.47	0.47
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	1.00	1.00
Street Maintenance Crew Leader	0.38	0.38	0.38	0.38
Water/Sewer/Stormwater Eng Tech	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):	14.23	14.23	14.27	14.27
Part-Time Hours	686	686	686	686
Total Full-Time and Part-Time Positions Stated as FTE	14.56	14.56	14.60	14.60

Budget Variances❖ **Personnel Services**

- ♦ 2017 Budget vs. 2016 Actual is up \$143,591 primarily due to vacancies in 2016.

❖ **Services & Supplies**

- ♦ 2017 Budget vs. 2016 Actual is up \$189,418 due to lower than anticipated consultant and contract maintenance costs in 2016.
- ♦ 2017 Revised vs. 2017 Budget is down \$56,000 primarily due to anticipated stormwater permit renewal expenses being moved from 2017 to 2018.
- ♦ 2018 Budget vs. 2017 Revised is up \$67,517 primarily due to anticipated stormwater permit renewal expenses moved from 2017 to 2018.

❖ **Capital Outlay**

- ♦ 2017 Budget vs. 2016 Actual is up \$2,908,529 due to the timing of capital improvements projects.



Goals / Activities / Expectations / Results-Benefits

♦ GOAL: Provide reliable, high-quality water, sewer, and stormwater utility services

Activity: The stormwater system is well constructed, maintained, and operated.

Expectation: Staff completes emergency repairs quickly; routinely inspects and cleans inlets, 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.



Storm sewer construction on Nelson 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 will be added to improve emergency response time and maintenance prioritization. It will be shared with the sewer utility.

A new billing system, in conjunction with the sewer and water utilities, including enhanced functionality for customers, will be implemented in 2018.



Program: Traffic Engineering

Department: Public Works

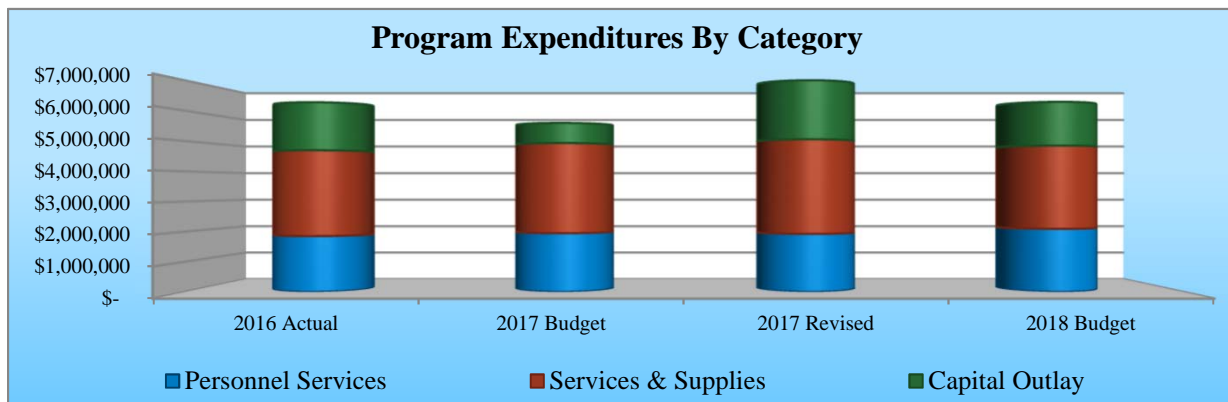
Division: Traffic Engineering

Purpose: This program installs and maintains all street signs and pavement markings, provides for the operation of night time street lighting, and maintenance and operation of City traffic signals including Intelligent Transportation System devices such as variable message signs, fiber optic networks and travel time monitoring systems.



Program Expenditures By Category

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Personnel Services	\$ 1,849,394	\$ 1,946,309	\$ 1,922,987	\$ 2,091,745
Services & Supplies	2,844,576	2,986,450	3,132,450	2,758,006
Capital Outlay	1,582,944	662,662	2,230,284	1,440,362
TOTAL:	\$ 6,276,914	\$ 5,595,421	\$ 7,285,721	\$ 6,290,113



Program Expenditures By Fund

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
General Fund	\$ 4,254,206	\$ 4,335,410	\$ 4,406,704	\$ 4,423,093
Capital Improvement Fund	562,312	1,157,711	1,619,017	1,867,020
Grants Fund	1,460,396	102,300	1,260,000	-
TOTAL:	\$ 6,276,914	\$ 5,595,421	\$ 7,285,721	\$ 6,290,113

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

	2016 Revised	2017 Budget	2017 Revised	2018 Budget
Traffic Engineer	1.00	1.00	1.00	1.00
Alternative Transportation Coordinat.	-	-	-	1.00
Business Support Specialist	1.00	1.00	1.00	1.00
Principal Traffic Engineer	2.00	2.00	1.00	1.00
Traffic Engineering Assistant	1.00	1.00	-	-
Traffic Engineering Manager	1.00	1.00	2.00	2.00
Traffic Engineering Technician II	2.00	2.00	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):	19.00	19.00	19.00	20.00
Part-Time Hours	1,905	1,905	1,905	1,905
Total Full-Time and Part-Time Positions Stated as FTE	19.92	19.92	19.92	20.92

Budget Variances❖ **Personnel Services**

- ♦ 2018 Budget vs 2017 Revised budget is up \$168,758 primarily due to the addition of an Alternate Transportation Coordinator as well as regular increases in salaries and benefits.

❖ **Services & Supplies**

- ♦ 2017 Revised vs 2017 Budget is up \$146,00 primarily due to anticipated higher costs for street light maintenance.
- ♦ 2018 Budget vs 2017 Revised is down \$374,444 primarily due to completing the Union Corridor Study and an anticipated reduction in street light maintenance costs.

❖ **Capital Outlay**

- ♦ 2017 Budget vs. 2016 Actual is down \$920,282 due to the timing of capital improvement projects.
- ♦ 2017 Revised vs. 2017 Budget is up \$1,567,622 due to the timing of capital improvement projects.
- ♦ 2018 Budget vs. 2017 Revised is down \$789,922 due to the timing of capital improvement projects.



Goals / Activities / Expectations / Results-Benefits

♦ GOAL: Provide for public safety and mobility

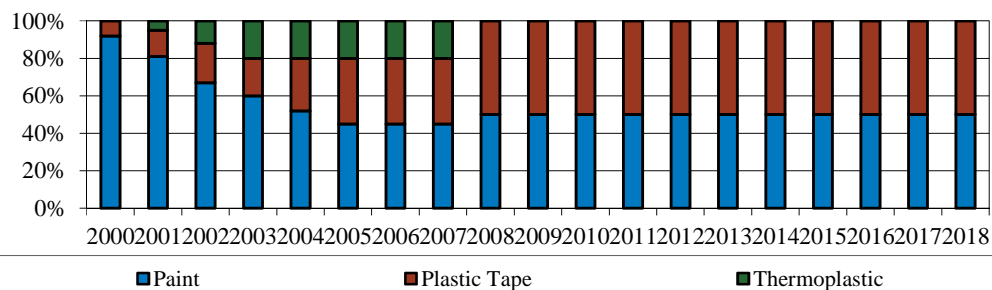
Activity: Signs and pavement markings are continuously maintained.

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 accidents.



Pavement Markings



The use of thermoplastic has been phased out. The product was used on chipseal treated streets. Chipsealing streets has been discontinued at the present time.



Buffered Bike Lanes on Denver West Boulevard

**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.

	2015	2016	2017	2018
	Actual	Actual	Revised	Budget
Number of Xcel Street Lights	7,652	7,698	7,703	7,711
Number of City Owned Street Lights	107	167	209	234
Street Light Power Cost*	\$1,684,930	\$1,583,728	\$1,789,896	\$1,813,896
Street Light Maintenance Cost*	\$432,583	\$396,905	\$519,000	\$319,000

* Paid to Xcel Energy under a tariff structure determined by the Public Utilities Commission.

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

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.

	2015 Actual	2016 Actual	2017 Revised	2018 Budget
Total Traffic Signals Maintained	202	202	202	202
School Speed Zone/Cross Walk Warning Flashers	110	110	110	112
Speed Display Signs	14	14	14	14
Average Annual Maintenance Cost Per Signal:				
System Coordinated	\$5,000	\$5,000	\$5,000	\$5,250
Local Control	\$3,800	\$3,800	\$3,800	\$3,900
School Flashers	\$700	\$700	\$725	\$725
Average Cost Per New Signal	\$310,000	\$310,000	\$320,000	\$350,000
Average Cost Per New School Speed Zone Flasher*	\$3,550	\$3,550	\$3,700	\$3,700
Average Cost Per New Solar Powered Speed Zone Flasher	\$6,250	\$6,250	\$6,500	\$6,500

* Not including Xcel Energy connection charges



Flashing left turn arrow at Union and Cedar



General Comments

Currently a study is being conducted for the Union Boulevard Corridor area to determine an appropriate balance of potential transportation improvements as the area becomes more developed in a multimodal manner.

Information on capital projects is provided in the Capital Improvement and Preservation Plan section of the budget.



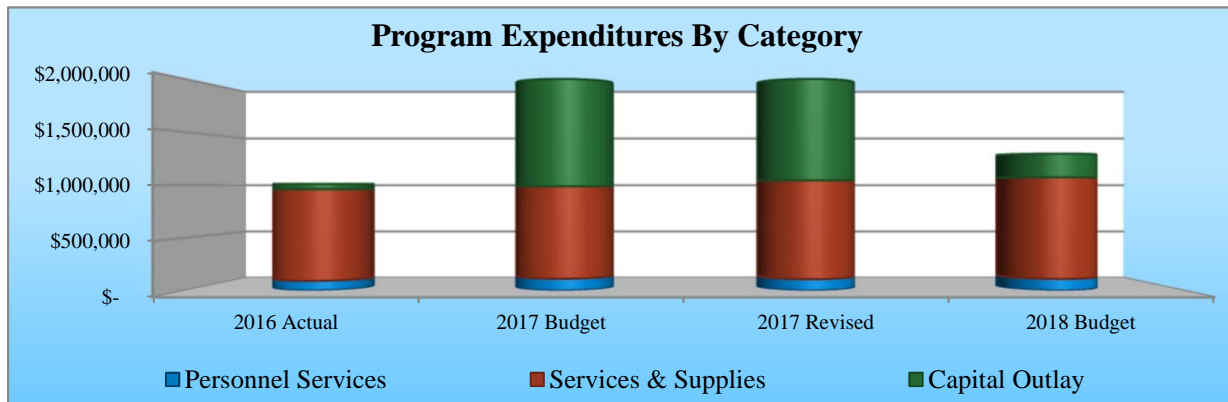
Union Boulevard Corridor at 2nd Avenue

**Program:** Water Utility**Department:** Public Works**Division:** Utilities

Purpose: The Water Utility provides and maintains the water distribution system for approximately 760 accounts in northeast Lakewood.

Program Expenditures By Category

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Personnel Services	\$ 91,452	\$ 111,694	\$ 107,508	\$ 110,088
Services & Supplies	870,551	877,618	937,618	962,904
Capital Outlay	50,102	1,173,732	1,613,732	223,732
TOTAL:	\$ 1,012,105	\$ 2,163,044	\$ 2,658,858	\$ 1,296,724



Program Expenditures By Fund

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Water Enterprise Fund	\$ 1,012,105	\$ 2,163,044	\$ 2,658,858	\$ 1,296,724
TOTAL:	\$ 1,012,105	\$ 2,163,044	\$ 2,658,858	\$ 1,296,724

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

	2016 Revised	2017 Budget	2017 Revised	2018 Budget
Infrastructure Maint & Oper Engr	0.04	0.04	0.04	0.04
Accountant III	-	-	0.04	0.04
Accountant II	0.01	0.01	-	-
Civil Engineer III	0.05	0.05	0.05	0.05
Maint Lead Person/Hvy Equip Oper	0.15	0.15	-	-
Maintenance Spec/Equip Operator	0.45	0.45	0.60	0.60
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):	1.09	1.09	1.12	1.12
Part-Time Hours	78	78	78	78
Total Full-Time and Part-Time Positions Stated as FTE	1.13	1.13	1.16	1.16

Budget Variances❖ **Services & Supplies**

- ♦ 2017 Revised vs 2017 Budget is up \$60,000 due to an increase in water purchase costs and planned water meter replacement expenditures.

❖ **Capital Outlay**

- ♦ 2017 Budget vs. 2016 Actual is up \$1,123,630 due to the timing of capital improvement projects.
- ♦ 2017 Revised vs. 2017 Budget is up \$440,000 due to the timing of capital improvement projects and developing a new billing system.
- ♦ 2018 Budget vs. 2017 Revised is down \$1,390,000 due to the timing of capital improvement projects and developing a new billing system.



Goals / Activities / Expectations / Results-Benefits

- ♦ **Charge sufficient service charges to water and sewer 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, sewer, and stormwater 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



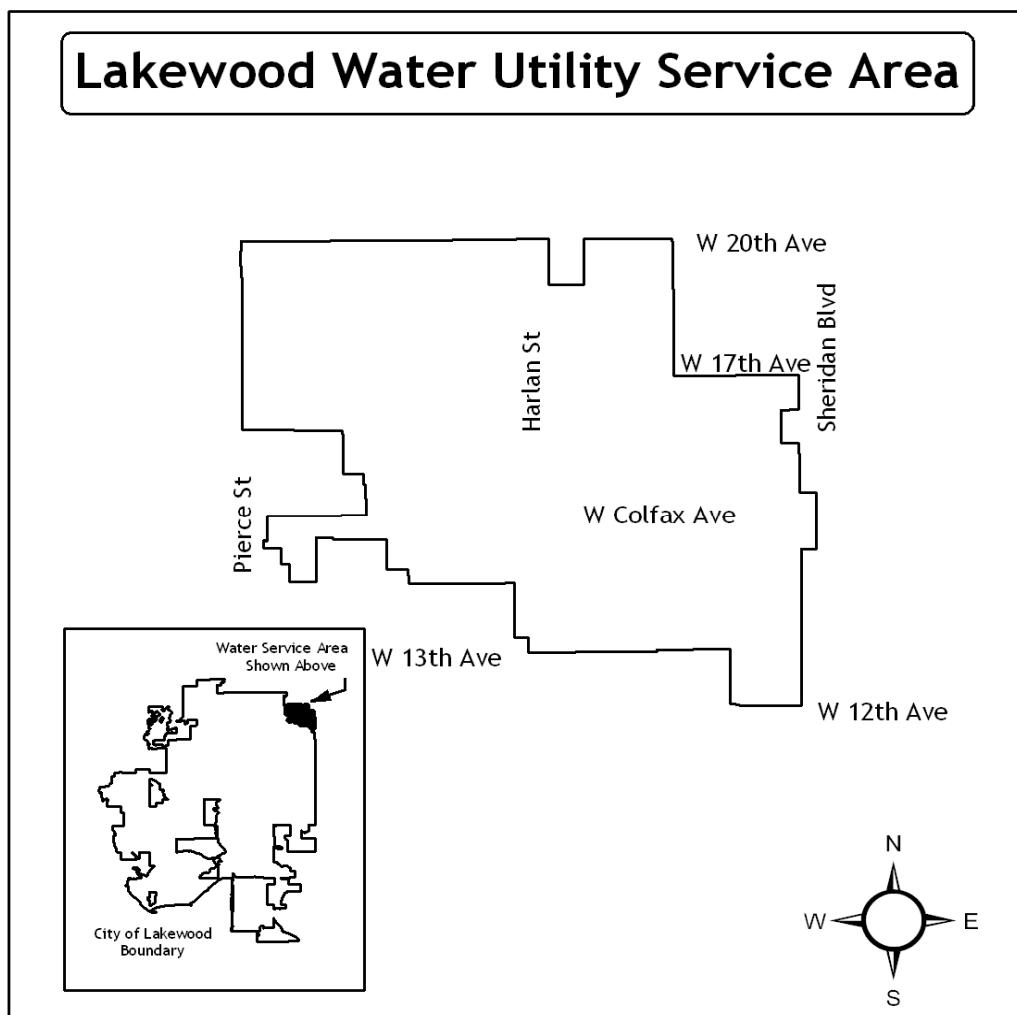
General Comments

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, will be implemented in 2018.

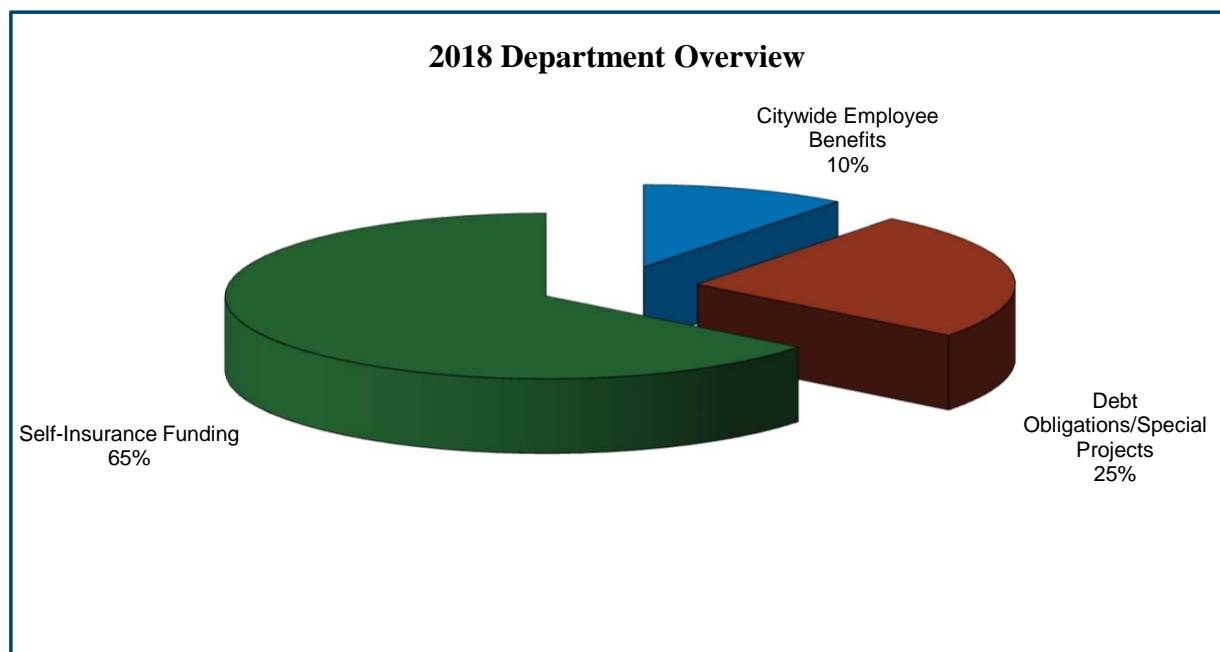
Information on water utility capital projects is provided in the Capital Improvement and Preservation Plan section of the budget.

Service charge increases are expected annually primarily due to increasing costs to purchase water.





NON-DEPARTMENTAL



	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Citywide Employee Benefits	\$ 2,209,057	\$ 2,680,701	\$ 2,934,278	\$ 2,712,555
Debt Obligations/Special Projects	\$ 6,299,217	\$ 6,584,766	\$ 9,529,766	\$ 6,584,766
Self-Insurance Funding	\$ 17,017,662	\$ 18,124,851	\$ 18,733,358	\$ 16,824,475
TOTAL:	\$ 25,525,936	\$ 27,390,318	\$ 31,197,402	\$ 26,121,796
Percent to All Funds	14.70%	13.66%	13.61%	12.91%



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.

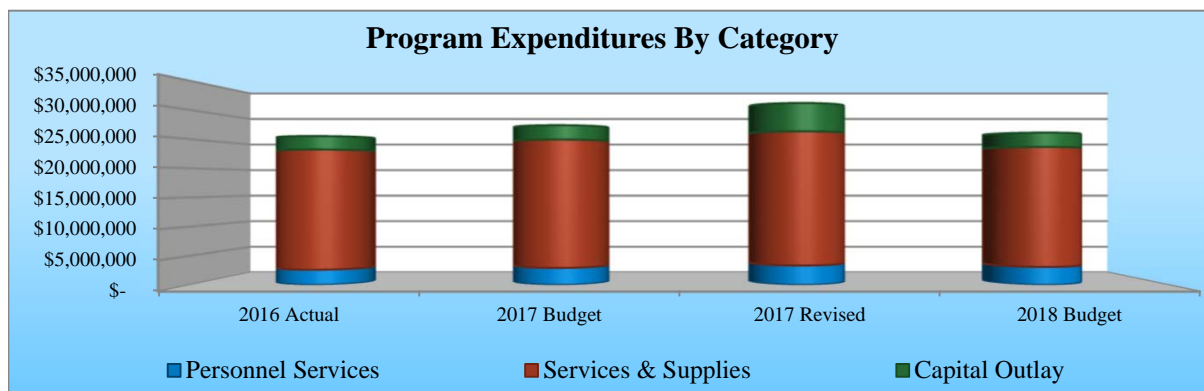
Purpose: The City has a number of employee benefits that are not assigned to the specific budgets within departments. These costs are paid for out of the Citywide Employee Benefits Program. These include retiree health plan funds, termination and severance payouts, workforce planning, contributions to 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

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Personnel Services	\$ 2,593,984	\$ 2,913,759	\$ 3,324,732	\$ 3,079,237
Services & Supplies	20,629,513	22,021,559	23,016,310	20,587,559
Capital Outlay	2,302,439	2,455,000	4,856,360	2,455,000
TOTAL:	\$ 25,525,936	\$ 27,390,318	\$ 31,197,402	\$ 26,121,796





Department Expenditures By Fund

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
General Fund	\$ 11,750,338	\$ 8,627,798	\$ 8,926,375	\$ 7,159,652
Capital Improvement Fund	2,688,439	2,836,000	4,836,000	2,836,000
Medical / Dental Self-Ins. Fund	8,664,198	12,576,752	12,632,077	12,781,309
Golf Course Enterprise Fund	16,425	21,305	21,305	21,305
Grants Fund	-	-	-	-
Property & Casualty Self-Ins. Fund	1,187,017	1,635,149	2,166,739	1,602,442
Retiree's Health Program Fund	42,975	220,000	220,000	220,000
Sewer Enterprise Fund	9,088	15,218	315,218	15,218
Stormwater Enterprise Fund	-	42,609	442,609	42,609
Water Enterprise Fund	1,009	2,537	202,537	2,537
Workers' Comp Self-Ins. Fund	1,166,447	1,412,950	1,434,542	1,440,724
TOTAL:	\$ 25,525,936	\$ 27,390,318	\$ 31,197,402	\$ 26,121,796

Full-Time Positions

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

	2015 Revised	2016 Budget	2016 Revised	2017 Budget
Manager of Org Dev & Risk	0.50	0.50	0.50	0.50
Benefit Coordinator	1.00	1.00	1.00	1.00
Business Specialist	1.00	1.00		
Risk Management Technician	-		1.00	1.00
Employee Wellness Coordinator	1.00	1.00	1.00	1.00
Risk Manager	1.00	1.00	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*	181.00	361.00	691.00	691.00
Total Full-Time and Part-Time Positions Stated as FTE	5.29	5.37	5.53	5.53



Budget Variances

❖ Personnel Services

- ♦ 2016 Actual vs. 2017 Budget is up \$319,775 due primarily the budget for final payoffs to employees leaving the city and retiring being partially unspent in 2016, but fully budgeted again in 2017.
- ♦ 2017 Original vs. 2017 Revised Budget is up \$410,973 due primarily to an increase in final payoffs to employees leaving the city and retiring.
- ♦ 2017 Revised vs. 2018 Budget is down \$245,495 due primarily to a one-time incentive pay program undertaken by the City in 2017.

❖ Supplies & Services

- ♦ 2016 Actual vs 2017 Budget is up \$1,392,046 largely due to one time stop loss reimbursement receipts occurring in 2016 only.
- ♦ 2017 Budget vs 2017 Revised Budget is up \$994,751 due in large part to the City expending funds for the repair of property damaged during the hail event on May 8th, 2017. The hail damage expenditure is accounted for twice in 2017R because the expense occurs in both the Capital Improvement Fund and the Property & Casualty Insurance Fund.
- ♦ 2017 Revised Budget vs 2018 Budget is down \$2,428,751 due in large part to the expected normalization of Property & Casualty Insurance Claims as well as no longer needing to budget additional expenditures to repair hail damaged property. It should be noted that this hail damage expenditure is accounted for twice in 2017R because the expense occurs in both the Capital Improvement Fund and the Property & Casualty Insurance Fund.

❖ Capital Outlay

- ♦ 2017 Budget vs. 2017 Revised Budget is up \$2,401,360, and consequently down the same amount due to an increase in budgeting for capital contingencies and the anticipated completion of several large projects.

Core Values / Goals

❖ PHYSICAL & TECHNOLOGICAL INFRASTRUCTURE

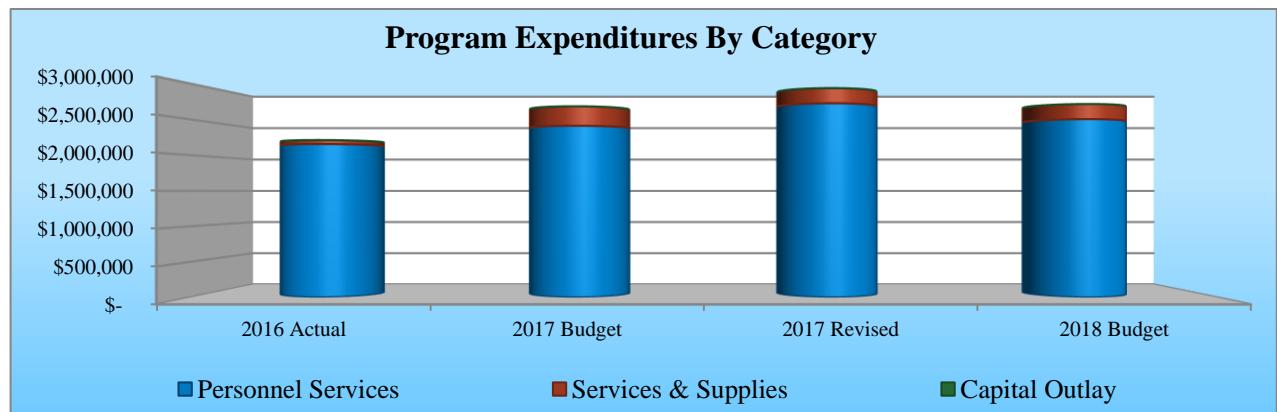
- ♦ **GOAL: Appropriate for debt and rental obligations**
- ♦ **GOAL: Appropriate for expected and unexpected special project expenditures**
- ♦ **GOAL: Administer competitive, responsive, and progressive employee benefit programs providing centralized personnel services for all City departments**
- ♦ **GOAL: Minimize the City's workers' compensation, physical asset, and general liability losses through risk management programs and processes that effectively protect employees, citizens, and assets of the City**

**Program:** Citywide Employee Benefits**Department:** Non-Departmental**Division:** Employee Relations

Purpose: The City has a number of employee benefits that are not assigned to the specific budgets within departments. These costs are paid for out of the Citywide Employee Benefits Program. These include retiree health plan funds, 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, employee recognition programs, consulting and miscellaneous insurance and benefit programs.

Program Expenditures By Category

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Personnel Services	\$ 2,153,944	\$ 2,409,701	\$ 2,723,278	\$ 2,501,555
Services & Supplies	55,113	271,000	211,000	211,000
Capital Outlay	-	-	-	-
TOTAL:	\$ 2,209,057	\$ 2,680,701	\$ 2,934,278	\$ 2,712,555

**Program Expenditures By Fund**

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
General Fund	\$ 2,139,560	\$ 2,379,032	\$ 2,632,609	\$ 2,410,886
Golf Course Enterprise Fund	16,425	21,305	21,305	21,305
Retiree's Health Program Fund	42,975	220,000	220,000	220,000
Sewer Enterprise Fund	9,088	15,218	15,218	15,218
Stormwater Enterprise Fund	-	42,609	42,609	42,609
Water Enterprise Fund	1,009	2,537	2,537	2,537
TOTAL:	\$ 2,209,057	\$ 2,680,701	\$ 2,934,278	\$ 2,712,555

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

	2016 Revised	2017 Budget	2017 Revised	2018 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**

- ♦ 2016 Actual vs. 2017 Budget is up \$255,757 due to the budgeted amount for final payoffs to employees in 2016 not being completely utilized but being budgeted again in 2017.
- ♦ 2017 Revised Budget vs. 2017 Budget is up \$313,577 due to an increase in final payoffs to employees leaving the City and retiring.
- ♦ 2017 Revised Budget vs. 2018 Budget is down \$221,723 due to a one-time incentive pay program undertaken by the City in 2017.

❖ **Services & Supplies**

- ♦ 2016 Actual vs. 2017 Budget is up \$215,887 due to actual costs in various benefit programs in 2016 being less than budgeted; however, the full amount is again budgeted in 2017.

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.

	2015 Actual	2016 Actual	2017 Revised	2018 Budget
Payouts/Benefits/Workforce Planning	\$ 577,000	\$ 1,192,000	\$ 1,208,000	\$ 1,208,000
Police Duty Death and Disability	134,000	130,000	119,000	122,000
Recreation Center Passes	22,000	31,000	31,000	31,000
Travel Insurance	1,000	1,000	1,000	1,000
Tuition Assistance	40,000	53,610	58,000	60,000
Unemployment Compensation	37,000	51,315	64,000	64,000
Employee Assistance Program	30,000	30,000	31,000	31,000
Retiree Health Plan Reserve	320,000	320,000	320,000	320,000
Retiree Health Lump Sum	33,000	23,882	60,000	60,000
Consulting Costs for Pension	99,000	99,000	99,000	99,000
TOTAL	\$ 1,293,000	\$ 1,931,807	\$ 1,991,000	\$ 1,996,000

General Comments

The medical Health Reimbursement Account (HRA) plans continued to result in savings for the City during the 2017 annual renewal. These will be continually refined to make cost-effective use of total rewards dollars.

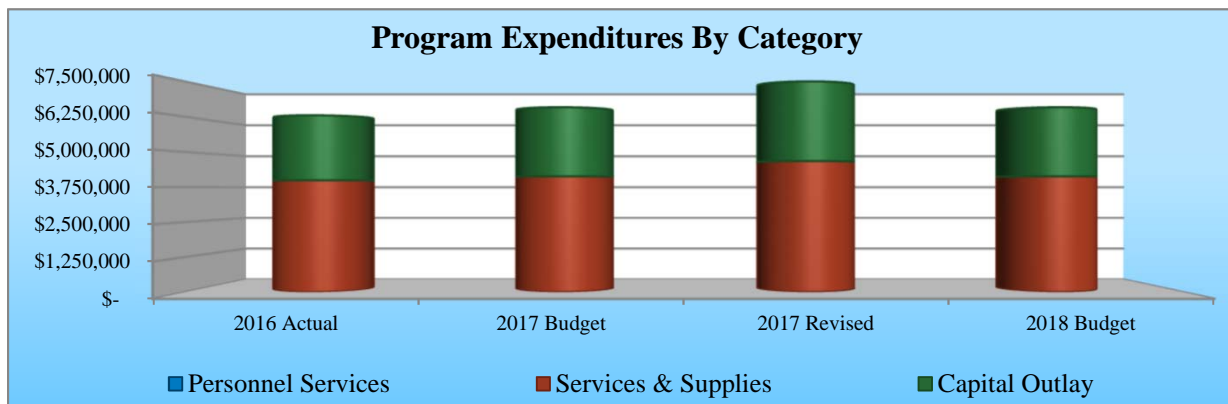
The Department provides guidelines on complying with governmental regulations and City policies. In the coming years, with the assistance of a consultant, the City will continue to closely manage and monitor compliance of our programs (particularly the developments of the Patient Protection & Affordable 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

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Personnel Services	\$ 1,321	\$ 4,000	\$ 4,000	\$ 4,000
Services & Supplies	3,995,457	4,130,766	4,674,406	4,130,766
Capital Outlay	2,302,439	2,450,000	4,851,360	2,450,000
TOTAL:	\$ 6,299,217	\$ 6,584,766	\$ 9,529,766	\$ 6,584,766

**Program Expenditures By Fund**

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
General Fund	\$ 3,610,778	\$ 3,748,766	\$ 3,793,766	\$ 3,748,766
Capital Improvement Fund	2,688,439	2,836,000	4,836,000	2,836,000
Grants	-	-	-	-
Open Space	-	-	-	-
Sewer Enterprise	-	-	300,000	-
Stormwater Enterprise	-	-	400,000	-
Water Enterprise	-	-	200,000	-
TOTAL:	\$ 6,299,217	\$ 6,584,766	\$ 9,529,766	\$ 6,584,766

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

	2016 Revised	2017 Budget	2017 Revised	2018 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**

- ♦ 2017 Budget vs. 2017 Revised Budget is up \$543,640, and consequently down the same value in 2018 due largely to an expenditure in the Capital Improvement Fund to fund the Property & Casualty Fund in order to repair city properties damaged in the May 8, 2017 hail storm.

❖ **Capital Outlay**

- ♦ 2017 Budget vs. 2017 Revised Budget is up \$2,401,360, and consequently down the same amount due to an increase in budgeting for capital contingencies and the anticipated completion of several large projects.

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

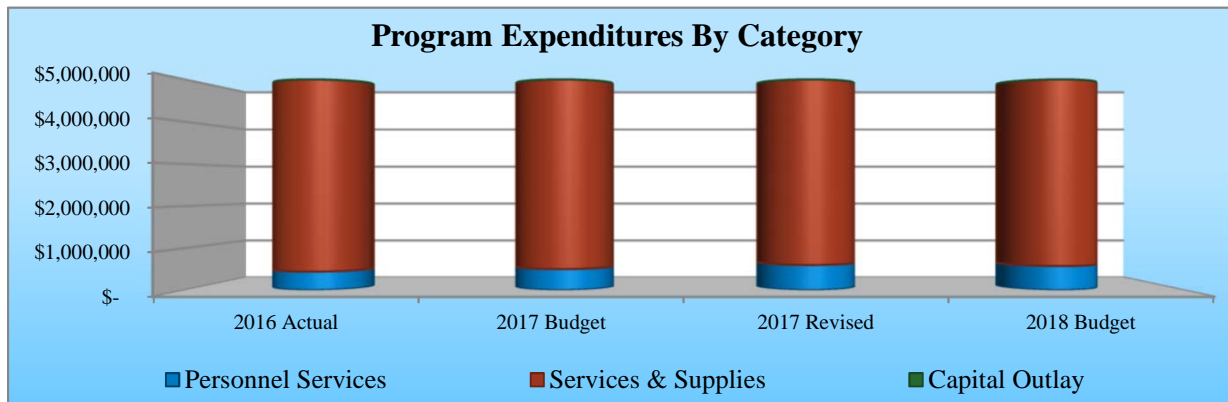
Funding for special projects is provided for in this Non-Departmental budget. Expenses include one-time costs needed to complete special projects.

**Program:** Self-Insurance Funding**Department:** Non-Departmental**Division:** Employee Relations

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

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
Personnel Services	\$ 438,719	\$ 500,058	\$ 597,454	\$ 573,682
Services & Supplies	16,578,943	17,619,793	18,130,904	16,245,793
Capital Outlay	-	5,000	5,000	5,000
TOTAL:	\$ 17,017,662	\$ 18,124,851	\$ 18,733,358	\$ 16,824,475

**Program Expenditures By Fund**

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
General Fund	\$ 6,000,000	\$ 2,500,000	\$ 2,500,000	\$ 1,000,000
Medical / Dental Self-Ins. Fund	8,664,198	12,576,752	12,632,077	12,781,309
Property & Casualty Self-Ins. Fund	1,187,017	1,635,149	2,166,739	1,602,442
Workers' Comp Self-Ins. Fund	1,166,447	1,412,950	1,434,542	1,440,724
TOTAL:	\$ 17,017,662	\$ 18,124,851	\$ 18,733,358	\$ 16,824,475

**Full-Time Positions**

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

	2016 Revised	2017 Budget	2017 Revised	2018 Budget
Manager of Org Dev & Risk	0.50	0.50	0.50	0.50
Benefit Coordinator	1.00	1.00	1.00	1.00
Risk Management Technician	1.00	1.00	1.00	1.00
Employee Wellness Coordinator	1.00	1.00	1.00	1.00
Risk Manager	1.00	1.00	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*	361	361	691	691
Total Full-Time and Part-Time Positions Stated as FTE	5.37	5.37	5.53	5.53

Budget Variances❖ **Services & Supplies**

- ♦ 2016 Actual vs 2017 Budget is up \$1,040,850 due to one time stop loss reimbursement receipts occurring in 2016 only.
- ♦ 2017 Budget vs 2017 Revised Budget is up \$511,000 due to the City expending funds for the repair of property damaged during the hail event on May 8th, 2017.
- ♦ 2017 Revised Budget vs 2018 Budget is down \$1,885,111 due to expected claims expense returning to normalized levels in 2018.

Goals / Activities / Expectations / Results-Benefits

- ♦ **GOAL:** Minimize the City's workers' compensation, physical asset, and general liability losses through risk management programs and processes that effectively protect employees, citizens, and assets of the City

Activity: Programs are provided to assist in monitoring and maintaining a safe environment for all employees and citizens and to protect all physical assets through insurance coverage, processing claims, mediation, litigation, and maintaining appropriate levels of reserves.



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

Expectation: Loss prevention and safety training courses are offered to reduce workplace accidents.

Random drug tests and alcohol programs are administered as required by the Department of Transportation for commercial drivers.

Accurate reporting data is maintained as required by the National Council of Compensation Insurance, State Workers' Compensation, and state and private insurance auditors.

Result-Benefit: In 2016, Risk Management completed the following activities:

- * Loss Control walk throughs were accomplished to alleviate possible risks and behaviors.
- * Defensive driving, blood drives, respiratory equipment, and flu shots were provided.
- * Blood Borne Pathogens classes were held.
- * CPR/AED classes, certifying employees in lifesaving techniques, were held.
- * Hepatitis shots were given to Police Personnel to help keep them safe on the job.
- * Conducted 3 return to work inservice trainings for sworn and civilian employees within police department
- * Conducted random drug testing as required by Department of Transportation.
- * Established a third party vendor to support claims management related to workers' compensation and property & casualty
- * Completed an audit of workers' compensation activity by the Colorado State Division of Workers' Compensation

General Comments

The City has a self-insurance program to pay for expected and unexpected losses that occur in the course of delivering municipal government services. By self-insuring, the City has saved a significant amount of money over the years compared to the traditional approach of purchasing full insurance or being a member of an insurance pool.

Operating as a self-insured requires that the City maintain an appropriate fund reserve to cover its losses from year to year. The City is also required to maintain a reserve of funds in the event that the City incurs an unusually high number of claims or high payouts on claims. In addition, an appropriate fund reserve is mandated by the State of Colorado in order to maintain a permit to operate as self-insured. Forecasting the amount of money the City needs in the self-insurance fund is determined through an actuarial study conducted by an independent actuary. Every two years such a study is conducted. From this study, a reserve fund level is established for the new period and the proper reserve fund level is maintained.

An increase in property inventory, property values, programs, and employees increases the potential for claims and thereby impacts the actuarial predictions of frequency and severity of claims and the amount of money needed in reserve in the self-insurance fund. These changes affect the self-insurance fund level, which in turn affects the ability to meet the program goal, which is to protect the assets of the City.

The cost of insurance continues to rise in all arenas, including property, fiduciary liability, and workers' compensation. The self-insurance program will continue to stay up to date on this trend and keep management and citizens informed in order to budget for these rising costs in the future.



CAPITAL IMPROVEMENT AND PRESERVATION PLAN



FIVE-YEAR CAPITAL IMPROVEMENT AND PRESERVATION PLAN (CIPP)

2018 BUDGET CIPP OVERVIEW

The 2017 Revised through 2022 Five-Year Capital Improvement and Preservation Plan (CIPP) includes five new projects and three projects that have modified scopes to add different type(s) of work. It also maintains funding levels for annual programs.

The following sections describe (1) new and modified projects included in the proposed CIPP, (2) the funding sources available to the CIPP, (3) the desired project selection process as established by City Council guidance, and (4) impacts on the operating budget.

NEW PROJECTS

Fourteen 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.

- Annual Traffic Signals Upgrades (page 441) – This project will reconstruct aging traffic signals. Some signals are approximately 50 years old. This annual program will be funded from the Capital Improvement fund (CIF).
- Energy Performance Facility Improvements (page 455) – This project will upgrade city facilities to reduce energy usage. The project is funded primarily from a McKinstry lease purchase, which will be repaid through energy cost savings, and Capital Improvement funds (CIF).
- 40 West ARTline (page 456) – This project will implement a portion of the Arts Loop concept. The project is funded by various grants, matching funds, Heritage, Culture and The Arts funds (HCA) and Capital Improvement funds (CIF).
- Kipling Signals at 8th Place and Federal Center Gate 1 (page 465) – This project will upgrade signals with improved signal displays and equipment. The project is funded from a federal grant with state matching funds. Any additional funding, if required, will be from the Capital Improvement fund (CIF).
- Kipling Parkway Median at Hampden Avenue (page 466) – This project will modify the median to add a second left turn lane for the southbound to eastbound traffic movement to enhance safety and capacity. The project is funded from a federal grant with state matching funds. Any additional funding, if required, will be from the Capital Improvement fund (CIF).
- Alameda Corridor Improvements (page 467) – This project will provide various improvements to the Alameda corridor from Carr Street to Sheridan Boulevard. Along with funding from the Capital Improvement fund (CIF) is funding from the Lakewood Reinvestment Authority (LRA).
- Mountair Park Improvements (page 483) – This project will renovate the park lighting. The project is funded from a GOCO Grant and Open Space funds (OS).
- Glennon Heights Pool Improvements (page 484) – This project will replace the bathhouse and add a water feature using Open Space funds (OS).
- Washington Heights Improvements (page 485) – This project will correct noted facility deficiencies to keep the building in serviceable condition using Open Space funds (OS).
- Pierce Streetscape Improvements (page 488) – This project will build streetscape amenities including landscaping and pedestrian lighting using Community Development Block Grant funds (CDBG). This project has already been approved by City council during the CDBG budgeting process.
- Video Arraignment System (page 498) – This project will replace the current video arraignment system using Equipment Replacement funds (ERF).
- IT Infrastructure Sustainability (page 501) – This annual program will purchase and maintain all IT related items required for citywide operations using Equipment Replacement funds (ERF).



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

NEW PROJECTS (continued)

- Police Digital Evidence System Upgrade (page 502) – This project will upgrade the outdated digital evidence system using Equipment Replacement funds (ERF).
- Citywide Electronic Records Management Expansion (page 503) – This project will expand the current electronic records management system to more users using Equipment Replacement funds (ERF).
- Fleet Asset Management System Upgrade (page 504) – This project will upgrade the current system providing improved and enhanced capabilities using Equipment Replacement funds (ERF).

PROJECTS MODIFIED TO INCLUDE ADDITIONAL TYPE(S) OF WORK

- Public Safety Center Site and Building Renovations (page 454) – This additional Phase II work in 2018 will renovate the walkway and plaza area and will remodel the crime lab area of the building using Capital Improvement funds (CIF).

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.

Open Space Fund (OS)

This fund derives its revenue from Lakewood's attributable share of the Jefferson County Open Space one-half cent sales tax. Each city within the county receives a portion of the money after the County government receives its portion. The County portion consists of one-half of all proceeds plus another share based on all vehicle registrations in the unincorporated areas plus administrative costs. From this equation, the County receives approximately two-thirds and the cities share approximately one-third of the total amount collected.

The County may, from its attributable share, provide grants to cities for certain projects. The City must apply for such grant funds on a project-by-project basis. Grants require matched from the individual cities.

In the early years of the Open Space Program, the funds were used to acquire land for open space. In 1980, voters approved a change that allowed the money to be used for development and maintenance of park land as well as land



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

FUNDS INCLUDED IN THE CIPP (continued)

Open Space Fund (OS)

acquisition. In 1982, Council adopted a policy stating that parks developed with Open Space funds should be maintained by the same funds to the extent that maintenance could not be afforded with General Fund resources. This means that as parks come “on-line” a larger and larger portion of Lakewood’s attributable share of Open Space funds is devoted to maintenance rather than to acquisition and development.

It must be noted that because of the increasing operational and maintenance costs, it can be expected that Open Space funds will ultimately be available only for operation and maintenance. The use of all Open Space funds for operation and maintenance may negatively influence requests to Jefferson County Open Space for matching grants on City projects.

Conservation Trust Fund (CT)

This fund receives its money from the City's share of State Lottery proceeds. This fund, like the Open Space Fund, must be used for park acquisition, open space acquisition, park and recreational development, and maintenance of park and recreational capital improvements.

Community Development Block Grant (CDBG)

This federal funding source must be used to assist low-to moderate-income residents of Lakewood. It has been Lakewood's practice to program this money on a year-by-year basis.

Decisions for expending CDBG funds on capital projects are made through a process separate from the CIPP. The CDBG program, administered by the Planning Department, obtains public input to determine needs. Funding recommendations are then forwarded to City Council for public hearing and approval. The CIPP reflects the capital projects selected by the CDBG process.

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 sewer utility services.

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.

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 Urban Drainage and Flood Control District (UDFCD) provides matching money for some capital drainage projects. The UDFCD prepares its capital budget in the fall and Lakewood has applied for additional matching funds. Funding budgeted by UDFCD is shown in the CIPP.

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.



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

Matching Funds

In many cases the availability of, and requirements pertaining to, outside matching funds influence programming of Lakewood's CIPP projects.

PROJECT SELECTION PROCESS OVERVIEW

Since the early years of Lakewood, a capital plan has been prepared to guide major project expenditures. The planning process has evolved to include many City departments and a broad range of needs. To thoughtfully develop a balanced plan addressing the range of needs that exist requires several types of criteria that guide project selection. The existing criteria have been approved by City Council and continue to be utilized. Some have been reviewed periodically and brought up to date due to changed needs or community desires.

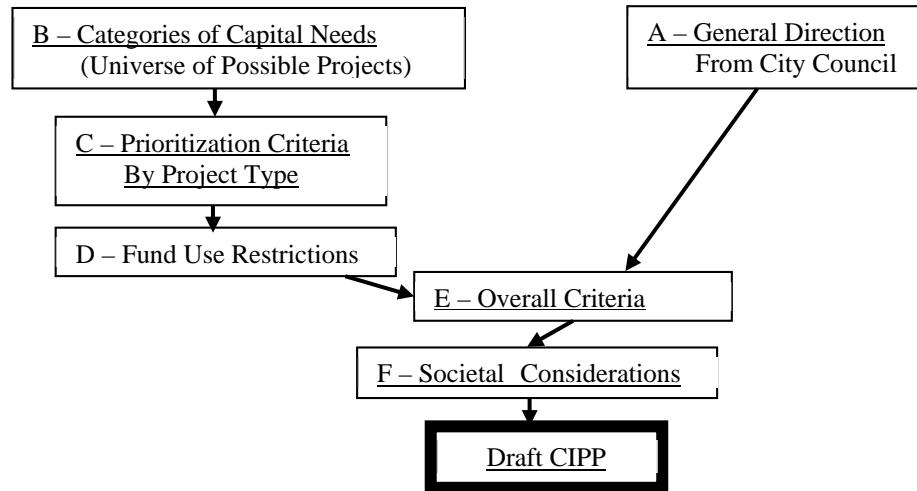
There are also general principles that influence decisions regarding the content of a proposed CIPP. These principles reflect the relationship desired between the City organization and citizens of Lakewood. The perspective that these principles reflect is a commitment to (a) providing high quality facilities and services and (b) fulfilling commitments to citizens. Components of these principles include:

1. The recognition that deleting projects that have previously been included in the plan is very undesirable. Every project has a public constituency and each project that is deleted from the plan before its completion diminishes the integrity of the CIPP and credibility of City government.
2. Strong efforts are made to maintain project schedules. Though delays are more palatable than deletions, project delays can create skepticism.
3. The need for large capital expenditures to replace facilities or equipment should typically be predictable and should not suddenly arise and affect other planned capital projects.
4. When a project is constructed, it is intended that it be adequately funded for completion rather than left in an incomplete state. Given the huge demand for improvements, it is unlikely that the City will revisit most projects and improve or complete them in the foreseeable future. Exceptions often occur for projects that (a) require very large expenditures for total completion and (b) can be broken down into phases that are individually complete. For instance, a regional park could be developed in several phases. Each phase, however, would stand on its own whether it was soccer fields, ball fields, and so forth.
5. Reserving some funds, particularly in the later years of the plan, provides opportunities to respond to matching funds from other agencies, to pressing needs that arise, and to new priorities.
6. Much less flexibility typically exists in the earlier years of a CIPP because many projects require two to three years for public input, design, acquisition of property rights, utility work, and construction. Typically, a project slated in the CIPP for construction two or three years into the future is already in the planning and design stage. Further, the potential to insert completion of a new, sizeable project in the early years of a CIPP is low given the time necessary to implement larger projects.

The principles listed above are not inflexible rules. In that context, several sets of criteria are used in prioritizing projects for the draft CIPP and are illustrated on the following two pages. The diagram on the next page illustrates the components that are utilized to generate a draft CIPP for City Council's consideration. It also graphically represents how the components are blended during the process.

**FIVE-YEAR CAPITAL IMPROVEMENT AND PRESERVATION PLAN (CIPP) (CONTINUED)****PROJECT SELECTION PROCESS OVERVIEW (continued)**

The following diagram illustrates the components that are utilized to generate a draft CIPP for Council's consideration. It also graphically represents how the components are blended during the process.



<p style="text-align: center;"><u>A – General Direction</u> City Council Strategic Goals Comprehensive Plan</p> <p>City Council's goals reflect the current Council's priorities and affect the CIPP in the near term and in the long term.</p> <p>The Comprehensive Plan is a general community development document approved by City Council that is intended to guide changes in the community to create the desired picture of Lakewood's future.</p>	
<p style="text-align: center;"><u>B – Categories of Capital Needs</u></p> <p>For each category of need, City staff maintains a list of specific potential projects. The lists are developed from Council comments, citizen requests, staff observations and the comprehensive plan.</p>	
<p style="text-align: center;"><u>C – Criteria by Project Type</u></p> <p>Parks and Recreation Concrete Repair/Replacement Neighborhood Participation Program Sidewalk/Bike Path Street Resurfacing</p>	<p style="text-align: center;"><u>D – Fund Use Restrictions</u></p> <ul style="list-style-type: none"> - Capital Improvement Fund - Open Space Funds - Conservation Trust Funds - Community Development Block Grant - Utilities
<p style="text-align: center;"><u>E – Overall Criteria</u></p> <p>Factors determining placement of projects in the CIPP provide guidance in evaluating maintenance, multi-phase projects, leveraging outside resources, etc. These considerations apply to all project types whether parks, streets, drainage, etc.</p>	
<p style="text-align: center;"><u>F – Societal Considerations</u></p> <p>A subjective aspect of developing priorities for a draft CIPP is the societal element. Over time, society and its perception of need changes. For example 40 years ago, budgeting for some urban amenities like landscaping was rare.</p>	

The process described above is used once a year at the time a draft CIPP is prepared for Council consideration. In addition, during the course of some years there are events that affect the next draft CIPP, such as adoption by City Council of the Community Development Block Grant program. Multiple departments participate during preparation of the draft CIPP.

**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>2017R</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Building Infrastructure	\$1,399,034	\$ 665,000	\$ 665,000	\$ 665,000	\$ 665,000	\$ 665,000
CIPP Support Services	340,430	355,644	366,286	377,247	388,536	400,164
Vehicle Replacement	1,509,758	1,514,520	1,545,948	1,578,038	1,610,804	1,644,263
Totals	\$3,249,222	\$2,535,164	\$2,577,234	\$2,620,285	\$2,664,340	\$2,709,427

- **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	JCOS	Jefferson County Open Space Grant
CDOT	Colorado Department of Transportation	LRA	Lakewood Reinvestment Authority Funds
CIF	Capital Improvement Fund	NEA	National Endowment for the Art Grant
CMAQ	Congestion Management Air Quality Federal Funds	HCA	Heritage, Culture and The Arts Fund
COP	Certificates of Participation	NPP	Neighborhood Participation Program Grant
CT	Conservation Trust Fund	OS	Open Space Fund
ED	Economic Development Fund	SHSG	State Historical Society Grant
ERF	Equipment Replacement Fund	SMU	Stormwater Management Utility
FASTER	Funding Advancements for Surface Transportation and Economic Recovery State Funds	State	State of Colorado
GENERAL	General Fund	STATE TRAILS	State Trails Grant
GOCO	Great Outdoors Colorado Grant	STP-M	Surface Transportation Program Metro Federal Funds
GOLF	Golf Course Funds	TAP	Transportation Alternatives Program Federal Funds
HSIP	Highway Safety Improvement Program Federal Funds	UDFCD	Urban Drainage & Flood Control District



CAPITAL IMPROVEMENT FUND

PAGE	PROJECT NAME	2017 Revised	2018	2019	2020	2021	2022
ANNUAL PROGRAMS							
434	Comprehensive Plan Implementation	\$ 35,000	\$ 210,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
435	Building Infrastructure	1,503,198	665,000	665,000	665,000	665,000	665,000
436	Public Art Acquisition	36,896	45,000	45,000	45,000	45,000	45,000
437	Developer Contributions	50,000	50,000	50,000	50,000	50,000	50,000
438	Neighborhood Entry Treatment Maint.	5,000	5,000	5,000	5,000	5,000	5,000
439	Neighborhood Participation Program	335,000	180,000	180,000	180,000	180,000	180,000
440	Traffic and Signal Safety Improvements	812,495	529,915	1,282,010	1,284,168	1,286,391	1,288,680
441	Annual Traffic Signal Replacements	-	975,000	975,000	975,000	975,000	975,000
442	Long Life Pavement Markings	356,522	362,105	366,921	371,882	376,992	382,256
443	Development Participation	700,000	50,000	50,000	50,000	50,000	50,000
444	Street Resurfacing/Concrete Rehab.	7,696,656	8,804,440	9,323,422	9,873,293	10,455,899	11,073,196
445	Water Rights	155,418	157,856	159,934	162,075	164,279	166,550
446	CIPP Support Services	340,430	355,644	366,286	377,247	388,536	400,164
447	Vehicle Replacement	1,509,758	1,514,520	1,545,948	1,578,038	1,610,804	1,644,263
	SUBTOTALS	\$ 13,536,373	\$ 13,904,480	\$ 15,024,521	\$ 15,626,703	\$ 16,262,901	\$ 16,935,109
DEBTS AND OTHER LONG TERM OBLIGATIONS							
448	2006B COP Payments <i>Add'l funds of \$8,050,814 from General and Equipment Replacement Funds (PEG fees)</i>	\$ 386,000	\$ 386,000	\$ 386,000	\$ 386,000	\$ -	\$ -
449	Revenue Sharing Agreements	2,450,000	2,450,000	2,508,800	2,569,011	2,630,667	2,693,803
450	William Frederick Hayden Park Acq <i>Add'l funds of \$98,000 from Conservation Trust Fund</i>	112,000	-	-	-	-	-
	SUBTOTALS	\$ 2,948,000	\$ 2,836,000	\$ 2,894,800	\$ 2,955,011	\$ 2,630,667	\$ 2,693,803
CITY FACILITIES							
451	Civic Center Improvements	\$ 193,366	\$ -	\$ -	\$ -	\$ -	\$ -
452	City Fleet Shop Modifications	350,000	-	-	-	-	-
453	Snow and Ice Material Storage Expansion	-	200,000	600,000	-	-	-
454	Public Safety Center Site and Building Renovations	2,340,115	1,090,000	-	-	-	-
455	Energy Performance Facility Improvements <i>Includes \$1,510,000 from McKinstry lease-purchase</i>	2,460,000	-	-	-	-	-
456	40 West ARTline <i>Add'l funds of \$220,000 from NPP & NEA Grants, 40 West Arts matching funds & HCA Funds</i>	-	105,000	-	-	-	-



CAPITAL IMPROVEMENT FUND (continued)

PAGE	PROJECT NAME	2017 Revised	2018	2019	2020	2021	2022
CITY FACILITIES (Continued)							
457	Slash Facility	1,500,000	-	-	-	-	-
	SUBTOTALS	\$ 6,843,481	\$ 1,397,018	\$ 600,000	\$ -	\$ -	\$ -
TRANSPORTATION							
458	Grant Ranch Blvd & Crestline Ave Intersection	350,000	-	-	-	-	-
459	Union Corridor Area Transportation Study	100,000	-	-	-	-	-
460	Travel Time Monitoring Systems <i>Add'l funds of \$415,000 from Federal CMAQ Funds</i>	95,000	-	-	-	-	-
461	Bike Paths/Sidewalks	1,164,434	500,000	500,000	500,000	500,000	500,000
462	Sheridan Boulevard Improvements <i>Add'l funds of \$800,000 Federal matching Funds</i>	2,200,000	-	-	-	-	-
463	W Rail Bike Path Connections <i>Add'l funds of \$1,895,252 from Federal matching Funds</i>	772,930	-	-	-	-	-
464	Wadsworth Blvd, Highland Dr to 14th <i>Add'l funds of \$8,900,000 from State and Federal STP-M Funds</i>	4,448,143	-	-	-	-	-
465	Kipling Signals @ 8th Pl & Fed Ctr Gate 1 <i>Add'l funds of \$700,000 from State and Federal HSIP Funds</i>	50,000	-	-	-	-	-
466	Kipling Pkwy Median Modifications at Hampden Ave <i>Funds of \$520,000 from State and Federal HSIP Funds</i>	50,000	-	-	-	-	-
467	Alameda Corridor Improvements <i>Add'l funds of \$8,330,000 from LRA Funds</i>	-	1,450,000	-	-	-	-
468	Street Median Renovations	755,220	-	-	-	-	-
	SUBTOTALS	\$ 9,985,727	\$ 1,950,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
PROJECT CONTINGENCIES							
469	Capital Project Contingencies	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ -
	SUBTOTALS	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL CAPITAL IMPROVEMENT FUND		\$ 35,313,581	\$ 20,087,498	\$ 19,019,321	\$ 19,081,714	\$ 19,393,568	\$ 20,128,912



CONSERVATION TRUST AND OPEN SPACE FUNDS

PAGE	PROJECT NAME	2017 Revised	2018	2019	2020	2021	2022
ANNUAL PROGRAMS							
470	Parks Infrastructure	\$ 1,825,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000
471	Arts in the Park	20,000	20,000	20,000	20,000	20,000	20,000
472	Playground Replacement	945,645	120,000	120,000	120,000	120,000	120,000
	SUBTOTALS	\$ 2,790,645	\$ 265,000	\$ 265,000	\$ 265,000	\$ 265,000	\$ 265,000
DEBTS AND OTHER LONG TERM OBLIGATIONS							
448	2006A COP Payments <i>Add'l funds of \$13,192,971 from General and Golf Course Funds</i>	\$ 977,535	\$ 979,200	\$ 978,975	\$ 978,615	\$ 978,031	\$ 978,048
450	William Frederick Hayden Park Acq <i>Add'l funds of \$112,000 from Capital Improvement Fund</i>	98,000	-	-	-	-	-
	SUBTOTALS	\$ 1,075,535	\$ 979,200	\$ 978,975	\$ 978,615	\$ 978,031	\$ 978,048
CAPITAL PRESERVATION & IMPROVEMENT							
473	Site & Facility Improvements	\$ 1,097,780	\$ 625,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000
474	Lakewood Link Recreation Center Renovations	643,000	-	-	-	-	-
	SUBTOTALS	\$ 1,740,780	\$ 625,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000
DEVELOPMENT PROJECTS							
475	Carmody Park Improvements <i>Add'l funds of \$1,050,000 from Jefferson County Open Space and GOCO Grants</i>	\$ 1,059,000	\$ -	\$ -	\$ -	\$ -	\$ -
476	Lakewood Heritage Center <i>Add'l funds of \$300,000 from a State Historical Society Grant and HCA Funds</i>	600,000	-	-	-	-	-
477	Bear Creek Lake Park	234,703	-	-	-	-	-
478	Dry Gulch Trail <i>Add'l funds of \$38,886 from a Jefferson County Open Space Grant</i>	90,000	-	-	-	-	-
479	School Playground Pass-through <i>Total funding is \$114,000 from a GOCO Grant</i>	-	-	-	-	-	-
480	Lasley Park Renovations	1,200,000	-	-	-	-	-
481	Holbrook Park Pond Improvements	5,000	-	-	-	-	-
482	Carmody Recreation Center Outdoor Pool Renovations	570,000	-	-	-	-	-

**CONSERVATION TRUST AND OPEN SPACE FUNDS (continued)**

PAGE	PROJECT NAME	2017 Revised	2018	2019	2020	2021	2022
DEVELOPMENT PROJECTS (Continued)							
483	Mountair Park Improvements <i>Add'l funds of \$30,000 from a GOCO Grant</i>	\$ 85,000	\$ -	\$ -	\$ -	\$ -	\$ -
484	Glennon Heights Pool Improvements	-	600,000	-	-	-	-
485	Washington Heights Improvements	-	500,000	-	-	-	-
	SUBTOTALS	<u>\$ 3,843,703</u>	<u>\$ 1,102,018</u>	<u>\$ 2,019</u>	<u>\$ 2,020</u>	<u>\$ 2,021</u>	<u>\$ 2,022</u>
ACQUISITIONS							
486	Land Acquisition	\$ 339,560	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
	SUBTOTALS	<u>\$ 339,560</u>	<u>\$ 25,000</u>	<u>\$ 25,000</u>	<u>\$ 25,000</u>	<u>\$ 25,000</u>	<u>\$ 25,000</u>
	TOTAL CONSERVATION TRUST AND OPEN SPACE FUNDS	<u>\$ 9,790,223</u>	<u>\$ 2,996,218</u>	<u>\$ 1,870,994</u>	<u>\$ 1,870,635</u>	<u>\$ 1,870,052</u>	<u>\$ 1,870,070</u>

ALL OTHER CAPITAL FUNDS**COMMUNITY DEVELOPMENT BLOCK GRANT**

PAGE	PROJECT NAME	2017 Revised	2018	2019	2020	2021	2022
487	40 West Streetscape Improvements	\$ 334,000	\$ -	\$ -	\$ -	\$ -	\$ -
488	Pierce Streetscape Improvements	\$ 180,000	\$ -	\$ -	\$ -	\$ -	\$ -
	TOTAL COMMUNITY DEVELOPMENT BLOCK GRANT	<u>\$ 514,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

GOLF COURSE

PAGE	PROJECT NAME	2017 Revised	2018	2019	2020	2021	2022
448	2006A COP Payments <i>Add'l funds of \$14,171,375 from General, Open Space, and Conservation Trust Funds</i>	\$ 814,725	\$ 814,612	\$ 814,600	\$ 816,802	\$ 815,812	\$ 815,812
	TOTAL GOLF COURSE	<u>\$ 814,725</u>	<u>\$ 814,612</u>	<u>\$ 814,600</u>	<u>\$ 816,802</u>	<u>\$ 815,812</u>	<u>\$ 815,812</u>



ALL OTHER CAPITAL FUNDS (continued)

SEWER ENTERPRISE

PAGE	PROJECT NAME	2017 Revised	2018	2019	2020	2021	2022
489	Utility Billing System Replacement <i>Add'l funds of \$340,000 from Stormwater Enterprise and Water Enterprise Funds</i>	\$ 325,000	\$ -	\$ -	\$ -	\$ -	\$ -
490	Sewer Lining	250,000	250,000	250,000	250,000	250,000	250,000
491	Sewer Replacements	1,900,000	1,300,000	500,000	500,000	500,000	500,000
469	Capital Project Contingencies	300,000	-	-	-	-	-
TOTAL SEWER ENTERPRISE		\$ 2,775,000	\$ 1,550,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000

WATER ENTERPRISE

PAGE	PROJECT NAME	2017 Revised	2018	2019	2020	2021	2022
489	Utility Billing System Replacement <i>Add'l funds of \$625,000 from Stormwater Enterprise and Sewer Enterprise Funds</i>	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -
492	Water Line Replacements	1,525,000	150,000	150,000	150,000	150,000	150,000
469	Capital Project Contingencies	200,000	-	-	-	-	-
TOTAL WATER ENTERPRISE		\$ 1,765,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000

STORMWATER ENTERPRISE

PAGE	PROJECT NAME	2017 Revised	2018	2019	2020	2021	2022
489	Utility Billing System Replacement <i>Add'l funds of \$365,000 from Water Enterprise and Sewer Enterprise Funds</i>	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -
493	Major Drainageway Improvements <i>Add'l funds of \$2,100,000 from Urban Drainage & Flood Control District</i>	1,675,000	2,700,000	2,700,000	2,700,000	2,700,000	2,700,000
494	Local Drainage Projects	967,262	300,000	300,000	300,000	300,000	300,000
469	Capital Project Contingencies	400,000	-	-	-	-	-
TOTAL STORMWATER ENTERPRISE		\$ 3,342,262	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000



ALL OTHER CAPITAL FUNDS (continued)

EQUIPMENT REPLACEMENT

PAGE	PROJECT NAME	2017 Revised	2018	2019	2020	2021	2022
448	2006B COP Payments	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000		\$ -
	<i>Add'l funds of \$9,274,814 from General and Capital Improvement Funds</i>						
495	Replacement of Mobile Digital Computers (MDC) of Police	750,000	-	-	-	-	-
496	Replacement of Core Firewalls	250,000	-	-	-	-	-
497	Citywide Scanner and Point of Sale Equipment Replacement	52,000	-	-	-	-	-
498	Video Arraignment Enhancement	-	20,000	-	-	-	-
499	Courts System Replacement	-	325,000	-	-	-	-
500	Connectivity Improvement Across City Facilities (Wi-Fi / Fiber)	270,000	-	-	-	-	-
501	IT Infrastructure Sustainability Program	-	866,000	250,000	250,000	250,000	250,000
502	Police Digital Evidence System Upgrade	-	95,000	-	-	-	-
503	Citywide Electronic Records Management System Expansion	-	31,000	-	-	-	-
504	Fleet Asset Management System Upgrade	-	150,000	-	-	-	-
TOTAL EQUIPMENT REPLACEMENT		\$ 1,402,000	\$ 1,567,000	\$ 330,000	\$ 330,000	\$ 250,000	\$ 250,000



PROJECT: Comprehensive Plan Implementation (Recurring)							
SOURCE	2017R	2018	2019	2020	2021	2022	TOTAL
CIF	\$35,000	\$210,000	\$10,000	\$10,000	\$10,000	\$10,000	\$285,000
TOTAL	\$35,000	\$210,000	\$10,000	\$10,000	\$10,000	\$10,000	\$285,000
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.</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:	2017	2018	2019	2020	2021	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: Building Infrastructure (Recurring)									
<u>SOURCE</u>	<u>2017R</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>TOTAL</u>		
CIF	\$1,503,198	\$665,000	\$665,000	\$665,000	\$665,000	\$665,000	\$4,828,198		
TOTAL	\$1,503,198	\$665,000	\$665,000	\$665,000	\$665,000	\$665,000	\$4,828,198		
REASON FOR PROJECT:	This project is designed to provide funding for citywide building facility infrastructure maintenance/replacement and federal accessibility requirements. The City currently has 313 buildings to maintain.								
PROJECT DESCRIPTION:	<p>This program addresses infrastructure maintenance and equipment replacement for buildings managed by the Community Resources Department.</p> <p>Building related infrastructure maintenance/replacement would include replacement of facility mechanical equipment, roof replacement, carpet replacement, and other building improvements.</p> <p>Improvements are identified by replacement schedules and condition inventories.</p>								
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No									
IMPACT ON OPERATING BUDGET:	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</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 2017 and 2018 include:</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> Civic Center Plaza Maintenance Clements Center Fire Alarm upgrade Facility painting LHC Schoolhouse Floor Replacement Roof replacement Carmody Pool Roof Replacement 870 Parfet Street Maintenance Office Renovation Civic Center Complex Wayfinding Civic Center Millwork Cottage Schools Plumbing </td> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> BCLP Roof Replacements BCLP Water Tank Repair Clements Center Restroom Renovations O’Kane House Painting Wilbur Rogers Center Drainage improvements PSC Window Gasket Replacement Radon Mitigation CWRC Repairs WRC HVAC Carmody Site lighting </td> </tr> </table>								<ul style="list-style-type: none"> Civic Center Plaza Maintenance Clements Center Fire Alarm upgrade Facility painting LHC Schoolhouse Floor Replacement Roof replacement Carmody Pool Roof Replacement 870 Parfet Street Maintenance Office Renovation Civic Center Complex Wayfinding Civic Center Millwork Cottage Schools Plumbing 	<ul style="list-style-type: none"> BCLP Roof Replacements BCLP Water Tank Repair Clements Center Restroom Renovations O’Kane House Painting Wilbur Rogers Center Drainage improvements PSC Window Gasket Replacement Radon Mitigation CWRC Repairs WRC HVAC Carmody Site lighting
<ul style="list-style-type: none"> Civic Center Plaza Maintenance Clements Center Fire Alarm upgrade Facility painting LHC Schoolhouse Floor Replacement Roof replacement Carmody Pool Roof Replacement 870 Parfet Street Maintenance Office Renovation Civic Center Complex Wayfinding Civic Center Millwork Cottage Schools Plumbing 	<ul style="list-style-type: none"> BCLP Roof Replacements BCLP Water Tank Repair Clements Center Restroom Renovations O’Kane House Painting Wilbur Rogers Center Drainage improvements PSC Window Gasket Replacement Radon Mitigation CWRC Repairs WRC HVAC Carmody Site lighting 								



PROJECT: Public Art Acquisition (Recurring)							
<u>SOURCE</u>	<u>2017R</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>TOTAL</u>
CIF	\$36,896	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$261,896
TOTAL	\$36,896	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$261,896
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 2017R is the calculated one percent amount from actual 2016 project expenditures. Amounts shown in 2018 through 2022 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>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>TOTAL</u>	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Services & Supplies	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
LOCATION SKETCH:	N/A						



PROJECT: Developer Contributions (Recurring)							
<u>SOURCE</u>	<u>2017R</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</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 near future.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No							
OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No							
IMPACT ON OPERATING BUDGET:	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</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: Neighborhood Entry Treatment Maintenance (Recurring)							
<u>SOURCE</u>	<u>2017R</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</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>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</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)																																										
<u>SOURCE</u>	<u>2017R</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>TOTAL</u>																																			
CIF	\$335,000	\$180,000	\$180,000	\$180,000	\$180,000	\$180,000	\$1,235,000																																			
TOTAL	\$335,000	\$180,000	\$180,000	\$180,000	\$180,000	\$180,000	\$1,235,000																																			
REASON FOR PROJECT: Neighborhood organizations are encouraged to identify needs in their neighborhood and propose projects to meet those needs. The program will allow the funding of any improvement that the City is normally capable of constructing.																																										
PROJECT DESCRIPTION: Citizen initiated projects throughout Lakewood are constructed. Project submittals and selection occur in September each year for construction in the following year.																																										
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="text-align: left;">IMPACT ON OPERATING BUDGET:</td> <td style="text-align: right;"><u>2017</u></td> <td style="text-align: right;"><u>2018</u></td> <td style="text-align: right;"><u>2019</u></td> <td style="text-align: right;"><u>2020</u></td> <td style="text-align: right;"><u>2021</u></td> <td style="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>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</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>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</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 Funded projects include: <ul style="list-style-type: none"> Sutherland Shire To Main Reservoir Trail Hodgson Park Ramp Hilltop Park Improvements Replace Shelter at Glennon Heights Park Bike Racks at O'Kane Park Little Free Library and dog waste station at Morning Star Benches and Recycling Containers at Addenbrooke Park Art Sculpture in Walker Branch Park Sidewalk Connection on Robb Street between approximately 18th and 19th avenues Horseshoe Pit and Benches at Richey Park Community Garden at Foothills Elementary School Little Free Library in Lochmoor Neighborhood 																																										



PROJECT: Traffic and Signal Safety Improvements (Recurring)							
<u>SOURCE</u>	<u>2017R</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>TOTAL</u>
CIF	\$812,495	\$529,915	\$1,282,010	\$1,284,168	\$1,286,391	\$1,288,680	\$6,483,659
TOTAL	\$812,495	\$529,915	\$1,282,010	\$1,284,168	\$1,286,391	\$1,288,680	\$6,483,659
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. Funds from this program will also be used for the required local match to state and federal funds in years 2019-2022.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No							
IMPACT ON OPERATING BUDGET:	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</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><u>Current and upcoming locations include:</u></p> <ul style="list-style-type: none"> • 1st and Harlan traffic signal • LED street lighting on 1st Avenue from Newland to Harlan • 20th and Pierce traffic signal • Sheridan Station Bypass Sidewalks 							



PROJECT: Annual Traffic Signal Replacements (Recurring)							
SOURCE	2017R	2018	2019	2020	2021	2022	TOTAL
CIF	\$ 0	\$975,000	\$975,000	\$975,000	\$975,000	\$975,000	\$4,875,000
TOTAL	\$ 0	\$975,000	\$975,000	\$975,000	\$975,000	\$975,000	\$4,875,000
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							
IMPACT ON OPERATING BUDGET:	2017	2018	2019	2020	2021	TOTAL	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services & Supplies	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
LOCATION SKETCH:	N/A						
Locations will be prioritized based on signal structural condition and functionality.							



PROJECT: Long Life Pavement Markings (Recurring)							
SOURCE	2017R	2018	2019	2020	2021	2022	TOTAL
CIF	\$356,522	\$362,105	\$366,921	\$371,882	\$376,992	\$382,256	\$2,216,678
TOTAL	\$356,522	\$362,105	\$366,921	\$371,882	\$376,992	\$382,256	\$2,216,678
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:	2017	2018	2019	2020	2021	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 <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>2017R</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>TOTAL</u>
CIF	\$700,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$950,000
TOTAL	\$700,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$950,000
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 2017 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>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</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 2017 – 2018 Projects</u>							
West Colfax Brick Pavers					\$3,000		
Miscellaneous Projects					\$5,000		
Solterra					\$650,000		



PROJECT: Street Resurfacing/Concrete Rehabilitation (Recurring)							
SOURCE	2017R	2018	2019	2020	2021	2022	TOTAL
CIF	\$7,696,656	\$8,804,440	\$9,323,422	\$9,873,293	\$10,455,899	\$11,073,196	\$57,841,906
TOTAL	\$7,696,656	\$9,419,440	\$9,323,422	\$9,873,293	\$10,455,899	\$11,073,196	\$57,841,906
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:	2017	2018	2019	2020	2021	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>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.</p>							



PROJECT: Water Rights (Recurring)							
<u>SOURCE</u>	<u>2017R</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>TOTAL</u>
CIF	\$155,418	\$157,856	\$159,934	\$162,075	\$164,279	\$166,550	\$966,112
TOTAL	\$155,418	\$157,856	\$159,934	\$162,075	\$164,279	\$166,550	\$966,112
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:	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>TOTAL</u>	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Services & Supplies	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
LOCATION SKETCH:	N/A						



PROJECT: CIPP Support Services (Recurring)							
<u>SOURCE</u>	<u>2017R</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>TOTAL</u>
CIF	\$340,430	\$355,644	\$366,286	\$377,247	\$388,536	\$400,164	\$2,228,307
TOTAL	\$340,430	\$355,644	\$366,286	\$377,247	\$388,536	\$400,164	\$2,228,307
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>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</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 (Recurring)							
SOURCE	2017R	2018	2019	2020	2021	2022	TOTAL
CIF	\$1,509,758	\$1,514,520	\$1,545,948	\$1,578,038	\$1,610,804	\$1,644,263	\$9,403,331
TOTAL	\$1,509,758	\$1,514,520	\$1,545,948	\$1,578,038	\$1,610,804	\$1,644,263	\$9,403,331
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 (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:	2017	2018	2019	2020	2021	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: Debt Payments for Certificates of Participation (Recurring through 2022)**

<u>SOURCE</u>	<u>2017R</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>TOTAL</u>
GENERAL (A&B)	\$2,852,512	\$2,861,954	\$2,856,177	\$2,857,035	\$923,695	\$3,680,412	\$16,031,785
CIF (B)	386,000	386,000	386,000	386,000	0	0	\$ 1,544,000
EQUIP REPL (B)	80,000	80,000	80,000	80,000	0	0	\$ 320,000
GOLF (A)	814,612	816,000	815,812	815,512	815,024	815,040	\$ 4,892,000
OS (A)	352,999	353,600	353,519	353,389	353,178	353,184	\$ 2,119,869
CT (A)	<u>624,536</u>	<u>625,600</u>	<u>625,456</u>	<u>625,226</u>	<u>624,853</u>	<u>624,864</u>	<u>\$ 3,750,535</u>
TOTAL	\$5,110,659	\$5,123,154	\$5,116,964	\$5,117,162	\$2,716,750	\$5,473,500	\$28,658,189

REASON FOR PROJECT: Payments are made on the Certificates of Participation for the Homestead Golf Course, Urban Parks Maintenance Building, the Link pool addition, Public Safety Center Renovation, Public Safety Center Parking Structure Renovation, the Charles Whitlock Recreation Center, the Carmody Recreation Center renovation, and the Civic Center.

PROJECT DESCRIPTION: Payments will be made for the 2006A and 2006B Certificates of Participation. Payments will continue through 2022 and 2020 respectively.

IMPACT ON OPERATING BUDGET ☐ Yes (See below) ☒ No
OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN ☐ Yes ☐ No

IMPACT ON OPERATING BUDGET:	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</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: Various locations.



PROJECT: Revenue Sharing Agreements (Recurring through 2023)							
SOURCE	2017R	2018	2019	2020	2021	2022	TOTAL
CIF	\$2,450,000	\$2,450,000	\$2,508,800	\$2,569,011	\$2,630,667	\$2,693,803	\$15,302,281
TOTAL	\$2,450,000	\$2,450,000	\$2,508,800	\$2,569,011	\$2,630,667	\$2,693,803	\$15,302,281
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>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</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: **William Frederick Hayden Park Acquisition (Nonrecurring)**

SOURCE	2017R	2018	2019	2020	2021	2022	TOTAL
CIF	\$112,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$112,000
CT	<u>98,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>\$ 98,000</u>
TOTAL	\$210,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$210,000

REASON FOR PROJECT: Due to development problems and neighborhood concern, the City worked with the Trust for Public Lands to negotiate a lease-purchase arrangement to acquire most of the remaining undeveloped land on the east face of Green Mountain.

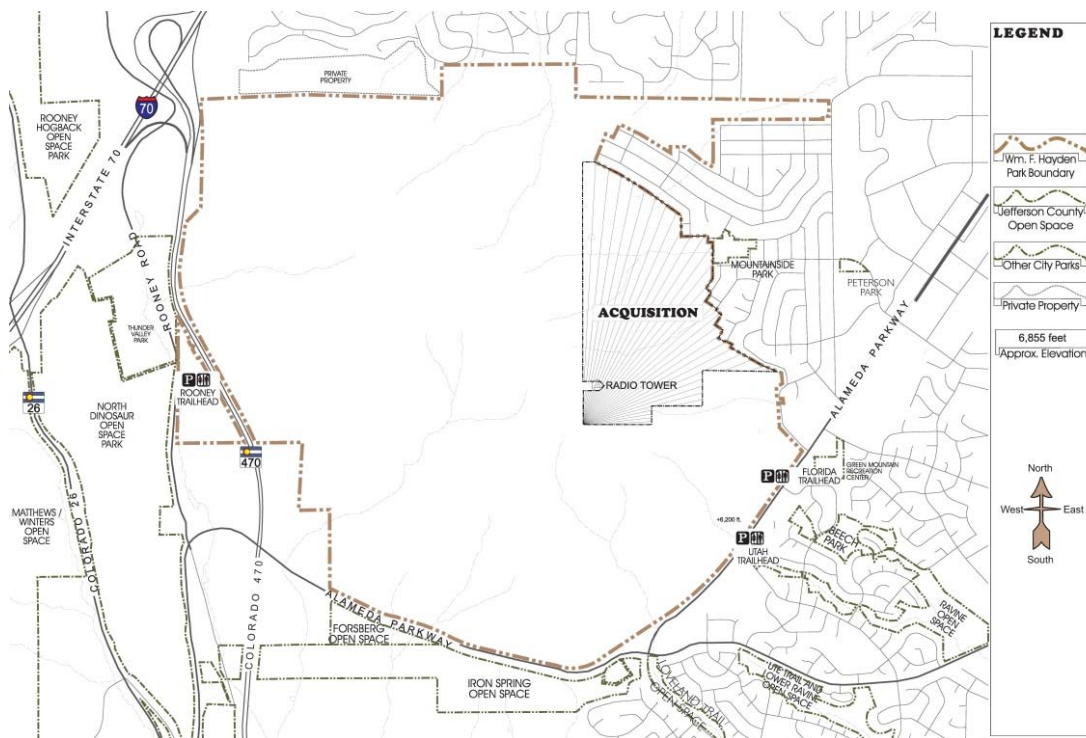
PROJECT DESCRIPTION: This project will provide annual funding to meet agreed payment schedules and lease-purchase payments. The final payment will be made in 2017. The parcel will become part of the William Frederick Hayden Park.

IMPACT ON OPERATING BUDGET ☐ Yes (See below) ☒ No

OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN ☐ Yes ☐ No

IMPACT ON OPERATING BUDGET:	2017	2018	2019	2020	2021	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:





PROJECT: **Civic Center Improvements** (*Nonrecurring*)

<u>SOURCE</u>	<u>2017R</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>TOTAL</u>
CIF	\$193,366	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$193,366
TOTAL	\$193,366	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$193,366

REASON FOR PROJECT: The Lakewood Civic Center Plaza, parking garage, and drive lane were in need of major renovations. In addition to drainage concerns, there were structural problems that were causing ongoing deterioration.

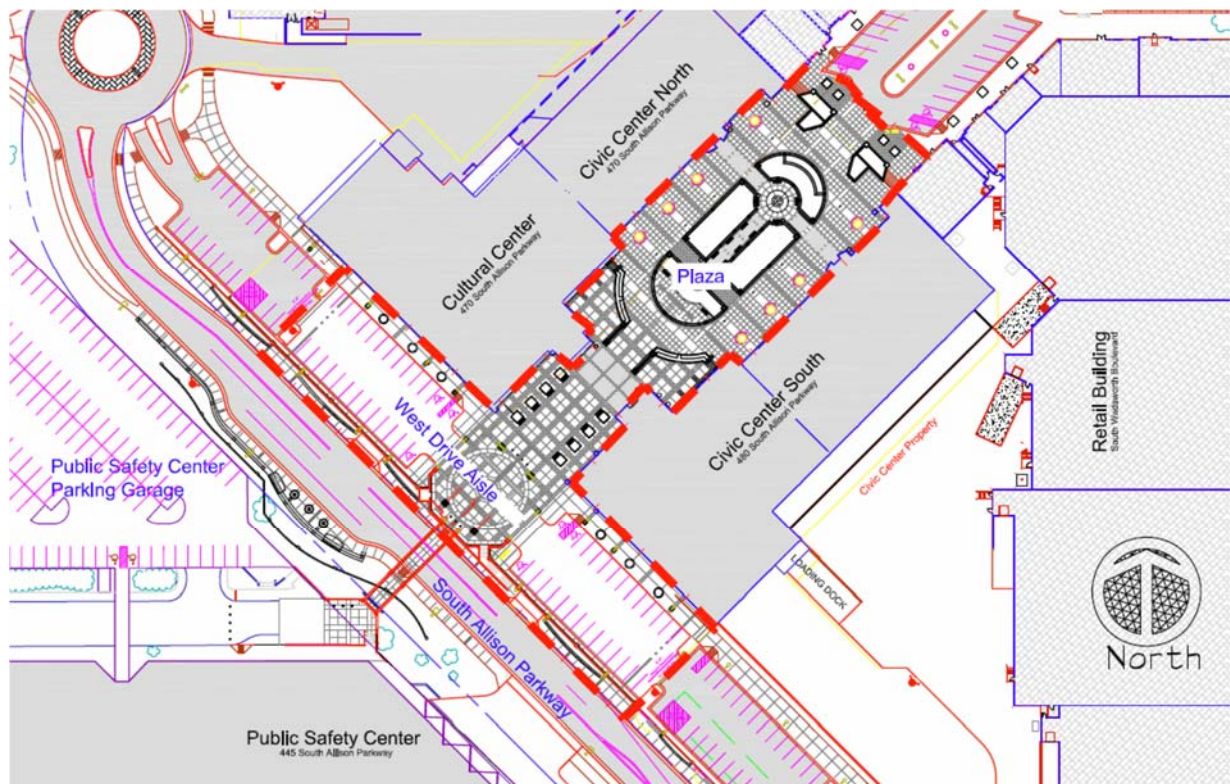
PROJECT DESCRIPTION: Renovation of the plaza was completed in 2015. Funds budgeted in 2017 are for final payment for the work.

IMPACT ON OPERATING BUDGET ☐ Yes (See below) ☒ No

OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN ☐ Yes ☐ No

IMPACT ON OPERATING BUDGET:	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</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: **City Fleet Shop Modifications** (*Nonrecurring*)

<u>SOURCE</u>	<u>2017R</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>TOTAL</u>
CIF	\$350,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$350,000
TOTAL	\$350,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$350,000

REASON FOR PROJECT: Building renovation is needed to accommodate storage of lubricant materials. The 1050 Quail St building is approximately 45 years old and has not been modified since initial construction.

PROJECT DESCRIPTION: Funding shown in 2017 is primarily for design and construction of limited building renovations.

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>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</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: **Snow and Ice Material Storage Expansion**

<u>SOURCE</u>	<u>2017R</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>TOTAL</u>
CIF	\$ 0	\$200,000	\$600,000	\$ 0	\$ 0	\$ 0	\$800,000
TOTAL	\$ 0	\$200,000	\$600,000	\$ 0	\$ 0	\$ 0	\$800,000

REASON FOR PROJECT: The City's current storage area for snow and ice control material is inadequate in terms of size and flexibility.

PROJECT DESCRIPTION: Rebuild the snow and ice material storage facility to increase storage capacity and flexibility. Design will begin following completion of the Quail/Parfet maintenance campus master plan, budgeted for 2018.

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>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</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: **Public Safety Center Site and Building Renovations** (Nonrecurring)

SOURCE	2017R	2018	2019	2020	2021	2022	TOTAL
CIF	\$2,340,115	\$1,090,000	\$ 0	\$ 0	\$ 0	\$ 0	\$3,430,115
TOTAL	\$2,340,115	\$1,090,000	\$ 0	\$ 0	\$ 0	\$ 0	\$3,430,115

REASON FOR PROJECT: After 30 years of service the Lakewood Public Safety Building interior and exterior are in need of renovations.

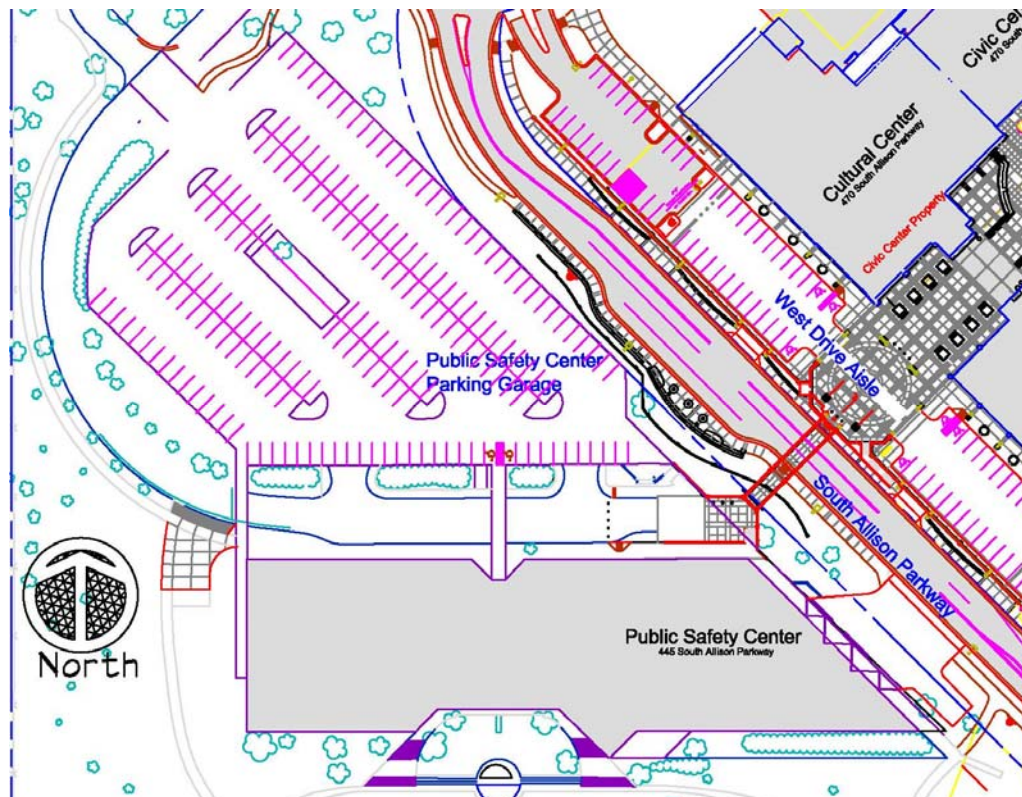
PROJECT DESCRIPTION: The project will renovate the walks and drive lanes at the front of the building and renovate all the restrooms in the facility, and renovate the Information Technology area of the building. The project also includes renovating the walkway and plaza area and will remodel the crime lab 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:	2017	2018	2019	2020	2021	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: Energy Performance Facility Improvements (Nonrecurring)							
SOURCE	2017R	2018	2019	2020	2021	2022	TOTAL
CIF	\$2,460,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$2,460,000
TOTAL	\$2,460,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$2,460,000
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. This project will be funded by \$950,000 in CIF reserves and \$1,510,000 through the proceeds of lease-purchase financing. The lease-purchase financing will be repaid through 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							
IMPACT ON OPERATING BUDGET:	2017	2018	2019	2020	2021	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 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 						



PROJECT: **40 West ARTline (Nonrecurring)**

SOURCE	2017R	2018	2019	2020	2021	2022	TOTAL
CIF	\$ 0	\$105,000	\$ 0	\$ 0	\$ 0	\$ 0	\$105,000
NPP Grant	\$ 25,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 25,000
NEA Grant	\$100,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$100,000
Partner Grants	\$ 35,000	\$ 27,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 62,000
HCA	\$ 15,000	\$ 10,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 25,000
TOTAL	\$175,000	\$142,000	\$ 0	\$ 0	\$ 0	\$ 0	\$317,000

REASON FOR PROJECT: The 40 West Arts District Plan adopted in 2012 outlined a plan for an arts loop in the 40 West Arts District.

PROJECT DESCRIPTION: In 2016, the City and 40 West Arts received an Our Town Grant from the National Endowment for the Arts, which requires matching funds. This project will implement a portion of the Arts Loop concept.

IMPACT ON OPERATING BUDGET ☐ Yes (See below) ☒ No
 OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN ☐ Yes ☐ No

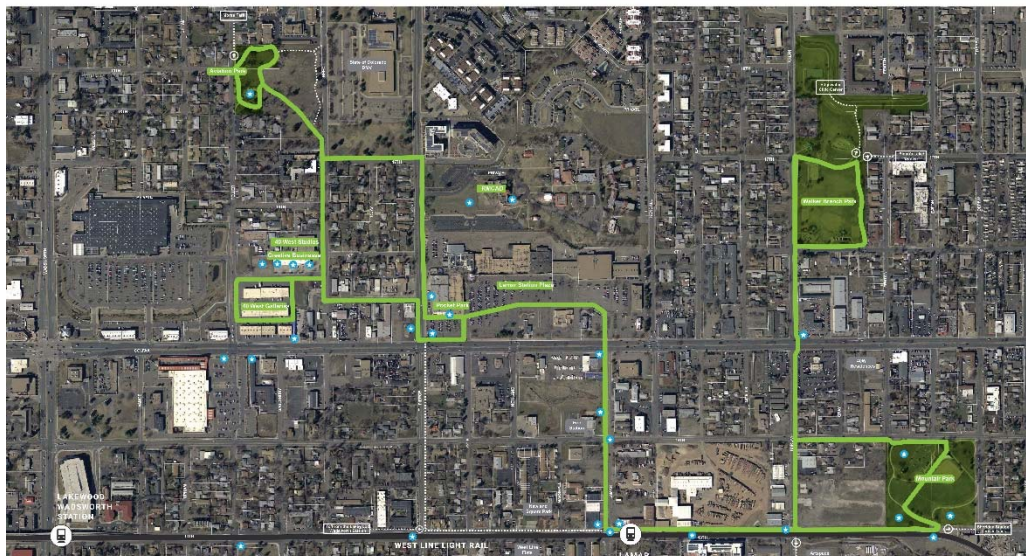
IMPACT ON OPERATING BUDGET:	2017	2018	2019	2020	2021	TOTAL
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services & Supplies	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

LOCATION SKETCH:



40 WEST ARTLINE ROUTE

— Artline Route
 ● Existing Public Art (Aug 2016)





PROJECT: Slash Facility (<i>Nonrecurring</i>)							
<u>SOURCE</u>	<u>2017R</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</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>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</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: Grant Ranch Boulevard and Crestline Avenue Intersection (Nonrecurring)

<u>SOURCE</u>	<u>2017R</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>TOTAL</u>
CIF	\$350,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$350,000
TOTAL	\$350,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$350,000

REASON FOR PROJECT: This intersection meets the warrants for a traffic signal. The intersection is on a curve where Grant Ranch Boulevard transitions from four to two through lanes. There are numerous complaints of speeding from neighborhood residents to the east.

PROJECT DESCRIPTION: This project will convert the intersection to a very basic roundabout similar in size to the one at 14th Avenue and Lamar Street. The roundabout will slow traffic while accommodating all vehicles. A roundabout also has less maintenance cost compared to a traffic signal. Work includes design, property rights acquisitions (if needed) and construction of a roundabout.

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>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</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: Union Corridor Area Transportation Study (Nonrecurring)							
<u>SOURCE</u>	<u>2017R</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>TOTAL</u>
CIF	\$100,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$100,000
TOTAL	\$100,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$100,000
REASON FOR PROJECT:	Over the past ten to fifteen years a number of transportation studies have been done for portions of the Union Corridor and the Federal Center. Some recommendations have been built and major projects such as St. Anthony Hospital and the W Line are now in place. A comprehensive review is needed to update these studies to reflect current conditions and anticipated future development.						
PROJECT DESCRIPTION:	The study boundaries will generally be Alkire/Zinnia/Arbutus on the west, Kentucky/Mississippi on the south, Garrison on the east and 12 th /Collins/West Rail Road on the north. Land uses for modeling will be updated to reflect current zoning and GSA's plan for development of the Federal Center. Short term and "Buildout" scenarios will be examined and transportation improvement options developed.						
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>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</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: Travel Time Monitoring Systems (Nonrecurring)																																										
<u>SOURCE</u>	<u>2017R</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>TOTAL</u>																																			
CIF	\$ 95,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 95,000																																			
CMAQ	<u>415,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>\$415,000</u>																																			
TOTAL	\$510,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$510,000																																			
REASON FOR PROJECT: Permanent traffic signal system count and travel time stations are provided.																																										
PROJECT DESCRIPTION: The project will consist of placing radar detectors and Bluetooth readers to gather real-time traffic data that will be used to improve traffic signal timing.																																										
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: <table border="1"> <thead> <tr> <th></th> <th><u>2017</u></th> <th><u>2018</u></th> <th><u>2019</u></th> <th><u>2020</u></th> <th><u>2021</u></th> <th><u>TOTAL</u></th> </tr> </thead> <tbody> <tr> <td>Personnel Services</td> <td>\$ 0</td> <td>\$ 0</td> <td>\$ 0</td> <td>\$ 0</td> <td>\$ 0</td> <td>\$ 0</td> </tr> <tr> <td>Services & Supplies</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Capital Outlay</td> <td><u>0</u></td> <td><u>0</u></td> <td><u>0</u></td> <td><u>0</u></td> <td><u>0</u></td> <td><u>0</u></td> </tr> <tr> <td>TOTAL</td> <td>\$ 0</td> <td>\$ 0</td> <td>\$ 0</td> <td>\$ 0</td> <td>\$ 0</td> <td>\$ 0</td> </tr> </tbody> </table>									<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</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
	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</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"> • Kipling Street from 26th to Belleview • Colfax Avenue from I70 to Harlan • Alameda Parkway from C470 to Harlan • Simms/Union, Alameda to Colfax 																																										



PROJECT: Bike Paths/Sidewalks (Recurring)							
SOURCE	2017R	2018	2019	2020	2021	2022	TOTAL
CIF	\$1,164,434	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$3,664,434
TOTAL	\$1,164,434	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$3,664,434
REASON FOR PROJECT:	Numerous missing links exist throughout Lakewood in what would otherwise be longer, continuous bike paths or sidewalks. The purpose of this project is to build missing links of bike paths or sidewalks adjacent to properties that are already developed. Properties must have little chance of redeveloping to an extent that would create the need for the property owner to construct the missing piece of bike path or sidewalk.						
PROJECT DESCRIPTION:	Projects include the design, property rights acquisition (if needed) and construction of bike paths or sidewalks. Projects are prioritized using criteria approved by City Council.						
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:	2017	2018	2019	2020	2021		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>Current and upcoming locations include:</p> <ul style="list-style-type: none"> • First Avenue, north side, from Newland to Harlan • 13th Avenue, south side, three properties west of Lamar Street • North side of the W Line, Garrison Station to Estes Street 							

PROJECT: **Sheridan Boulevard Improvements** (*Nonrecurring*)

<u>SOURCE</u>	<u>2017R</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>TOTAL</u>
CIF	\$2,200,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$2,200,000
TAP	<u>800,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>\$ 800,000</u>
TOTAL	\$3,000,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$3,000,000

REASON FOR PROJECT: This project enhances pedestrian and bicycle safety along a high traffic volume arterial roadway.

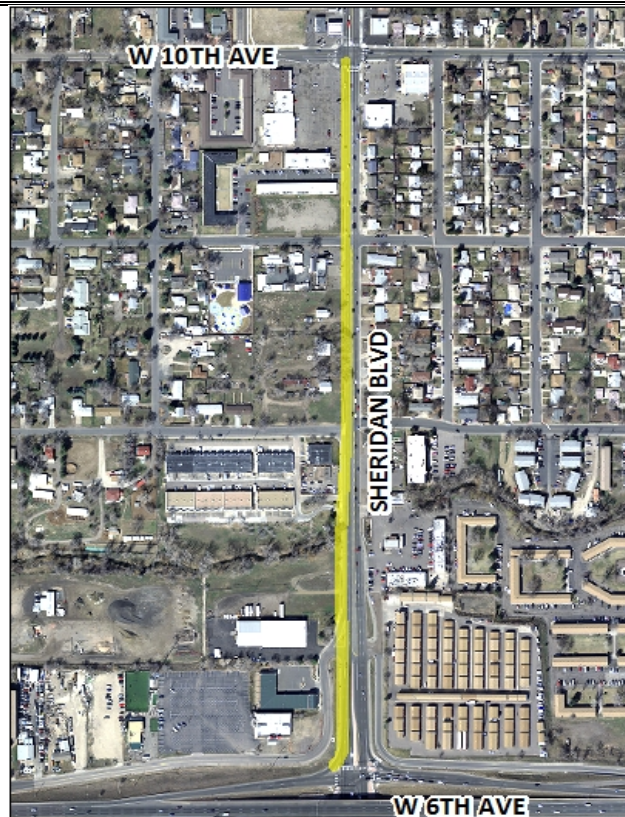
PROJECT DESCRIPTION: A multi-use path will be constructed along the west side of Sheridan Boulevard from 6th to 10th avenues. Design and property rights acquisition work is underway. It is anticipated that construction will occur in 2018.

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>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</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 Rail Bike Path Connections** (*Nonrecurring*)

<u>SOURCE</u>	<u>2017R</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>TOTAL</u>
CIF	\$ 772,930	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 772,930
TAP	\$1,895,252	0	0	0	0	0	\$1,895,252
TOTAL	\$2,668,182	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$2,668,182

REASON FOR PROJECT: This project will complete two missing segments of bike path along the W Rail corridor.

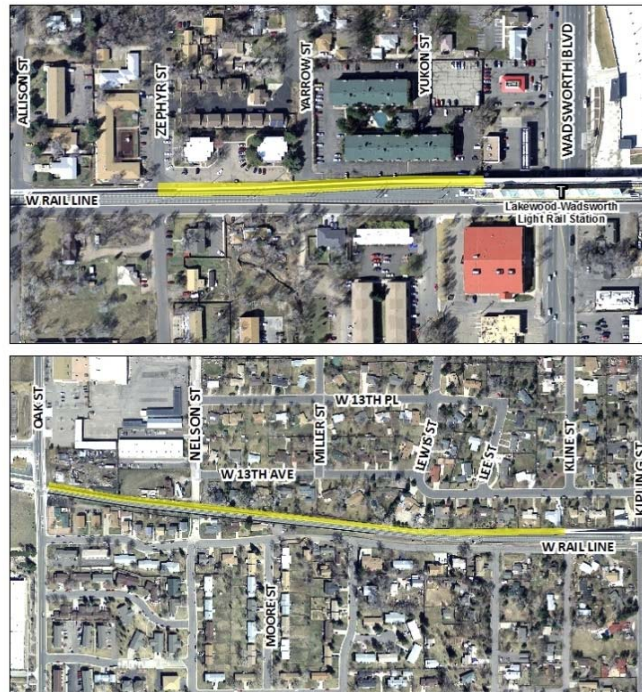
PROJECT DESCRIPTION: A 10 foot wide multi-use path is planned along the north side of the W Rail corridor connecting the Lakewood•Wadsworth Station to Zephyr St and from Kipling St to Oak St. Design work began in 2017 with property rights acquisitions to begin in 2017-2018 with construction anticipated in 2018-2019. Both segments will include pedestrian lighting and signage/wayfinding.

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>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</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: **Wadsworth Boulevard, Highland Dr to 14th Ave** (Nonrecurring)

<u>SOURCE</u>	<u>2017R</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>TOTAL</u>
CIF	\$4,448,143	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 4,448,143
State	3,500,000	0	0	0	0	0	3,500,000
STP-M	<u>5,400,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>5,400,000</u>
TOTAL	\$13,348,143	\$ 0	\$ 0 0	\$ 0	\$ 0	\$ 0	\$13,348,143

REASON FOR PROJECT: Widening of Wadsworth Boulevard will be completed to accommodate vehicular and pedestrian traffic in a safe manner.

PROJECT DESCRIPTION: This project widens Wadsworth to six through lanes from Highland Drive to 10th Avenue. Construction includes a 10 foot wide multi-use path along each side of Wadsworth. Work on the 10th to 14th section is complete. Work is underway on the Highland to 10th section and is anticipated to be completed in 2018. CDOT is managing this work. Money budgeted includes final payments on both sections.

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>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</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: **Kipling Signals @ 8th Place & Federal Center Gate 1** (Nonrecurring)

SOURCE	2017R	2018	2019	2020	2021	2022	TOTAL
CIF	\$ 50,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 50,000
State	\$ 70,000	0	0	0	0	0	\$ 70,000
HSIP	\$630,000	0	0	0	0	0	\$630,000
TOTAL	\$750,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$750,000

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 2017 with construction anticipated to be completed in 2018-19.

IMPACT ON OPERATING BUDGET ☐ Yes (See below) ☒ No

OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN ☐ Yes ☐ No

IMPACT ON OPERATING BUDGET:	2017	2018	2019	2020	2021	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:

Kipling St Intersections

W 8th Pl



Fed Center Gate 1





PROJECT: **Kipling Parkway Median Modifications at Hampden Avenue** (Nonrecurring)

<u>SOURCE</u>	<u>2017R</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>TOTAL</u>
CIF	\$ 50,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 50,000
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	\$570,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$570,000

REASON FOR PROJECT: Safety at a high-accident intersection location will be improved.

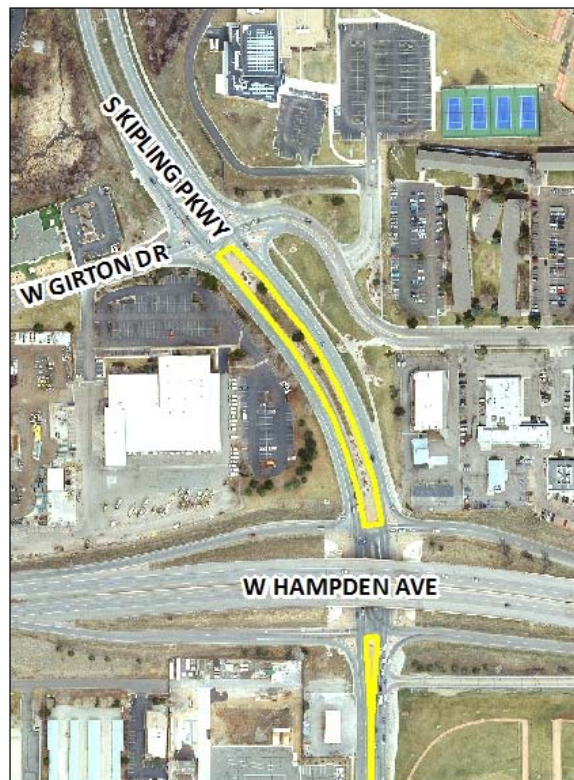
PROJECT DESCRIPTION: The project will add a second left turn lane for the southbound Kipling to eastbound Hampden movement to reduce congestion and enhance safety. Design work will begin in 2017 with construction anticipated to be completed in 2018-19.

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>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</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>2017R</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>TOTAL</u>
LRA *	\$150,000	\$8,180,000	0	0	0	0	\$8,330,000
CIF	\$ 0	\$1,450,000	0	0	0	0	\$1,450,000
TOTAL	\$150,000	\$9,630,000	\$ 0	\$ 0	\$ 0	\$ 0	\$9,780,000

REASON FOR PROJECT:

This project is part of a larger Lakewood Reinvestment Authority (LRA) Project. The LRA's Alameda Streetscape project was originally going to start construction in 2017, but it became apparent that the disruption to the business community and the traveling public could be reduced by combining it with the CIF funded work. By combining all of this work into a single project, the disruption will be reduced and cost efficiencies are expected.

* - This is an estimate and subject to a LRA 2018 Budget Appropriation and Economic Development loan.

PROJECT DESCRIPTION:

The Capital Improvement Fund will primarily be used for pavement resurfacing, 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 medians, sidewalks and landscaping; and sidewalks and landscaping on the south side of Alameda between Sheridan Boulevard and Benton Street. 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>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</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: **Street Median Renovation** (*Nonrecurring*)

<u>SOURCE</u>	<u>2017R</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>TOTAL</u>
CIF	\$755,220	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$755,220
TOTAL	\$755,220	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$755,220

REASON FOR PROJECT: The Department of Community Resources maintains street median islands on arterial streets throughout Lakewood. Much of the landscaping has begun to show age deterioration, and the irrigations systems are outdated.

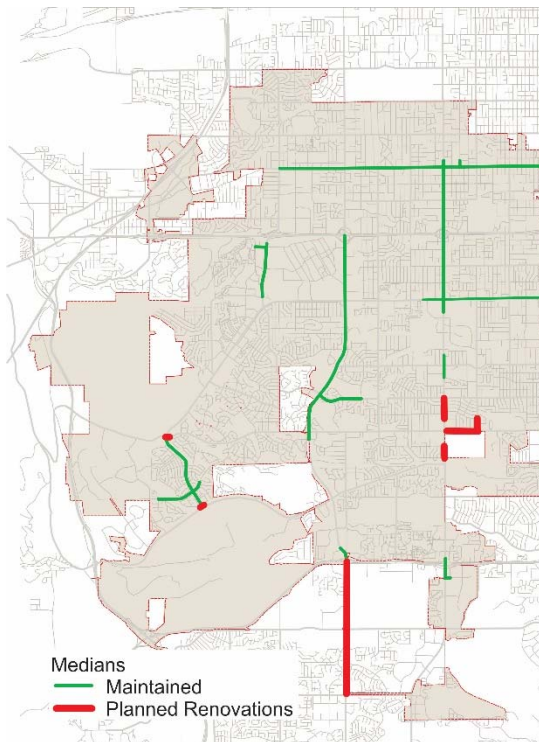
PROJECT DESCRIPTION: This project will provide funding to renovate the landscaping of the medians on major roadways in the City with aesthetically pleasing landscaping and more sustainable treatments.

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>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</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:



Medians planned for renovation:

- ⊕ Wadsworth Blvd.-Florida Avenue to Bails Avenue
- ⊕ Wadsworth Blvd.-Evans Avenue to Woodard Avenue
- ⊕ Jewell Avenue-Wadsworth Blvd. to Pierce Street
- ⊕ Pierce Street-Jewell Avenue to Colorado Avenue
- ⊕ Bear Creek Blvd. at Jewell Avenue
- ⊕ Bear Creek Blvd. at Morrison Road
- ⊕ Kipling Pkwy Hampden Avenue to Belleview Avenue



PROJECT: Capital Project Contingencies (Nonrecurring)							
SOURCE	2017R	2018	2019	2020	2021	2022	TOTAL
CIF	\$2,000,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$2,000,000
Sewer Enterprise	\$ 300,000	0	0	0	0	0	\$ 300,000
Water Enterprise	\$ 200,000	0	0	0	0	0	\$ 200,000
SMU	\$ 400,000	0	0	0	0	0	\$ 400,000
TOTAL	\$2,900,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$2,900,000
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:	2017	2018	2019	2020	2021	2022	TOTAL
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services & Supplies	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
LOCATION SKETCH:	N/A						



PROJECT: Parks Infrastructure (Recurring)							
SOURCE	2017R	2018	2019	2020	2021	2022	TOTAL
OS	\$1,700,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$1,700,000
CT	\$ 125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$ 750,000
TOTAL	\$1,825,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$2,450,000
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:	2017	2018	2019	2020	2021	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>Additional 2017 funding is for park path and trail replacement, and will replace Tennis Courts at Daniel's Park and South Simms Park.</p>							



PROJECT: Arts in the Park (Recurring)							
<u>SOURCE</u>	<u>2017R</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</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>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</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: **Playground Replacement (Recurring)**

<u>SOURCE</u>	<u>2017R</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>TOTAL</u>
OS	\$945,645	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$1,545,645
TOTAL	\$945,645	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$1,545,645

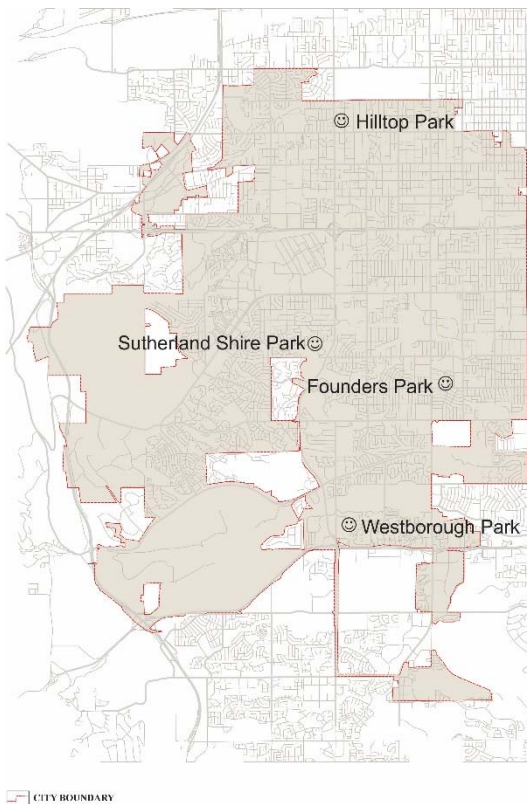
REASON FOR PROJECT: The Department of Community Resources' Comprehensive Master Plan sets a high priority on preserving existing parks and facilities and making them meet today's needs.

PROJECT DESCRIPTION: This project will provide funds to replace and upgrade City playgrounds throughout the system.

IMPACT ON OPERATING BUDGET ☐ Yes (See below) ☒ No
 OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN ☐ Yes ☐ No

IMPACT ON OPERATING BUDGET:	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</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 2017:

- ⊕ Founders Park
- ⊕ Hilltop Park
- ⊕ Sutherland Shire Park
- ⊕ Westborough Park



PROJECT: Site & Facility Improvements (Recurring)							
<u>SOURCE</u>	<u>2017R</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>TOTAL</u>
CT	\$ 0	\$ 0	\$600,000	\$600,000	\$600,000	\$600,000	\$2,400,000
OS	<u>\$1,097,780</u>	<u>\$625,000</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$1,722,780</u>
TOTAL	\$1,097,780	\$625,000	\$600,000	\$600,000	\$600,000	\$600,000	\$4,122,780
REASON FOR PROJECT:	The Department of Community Resources' Comprehensive Master Plan sets a high priority on preserving existing parks and facilities and making them meet today's needs. The City's parks and facilities need repairs and equipment replacement periodically, which are not affordable in an annual appropriation for maintenance. This annual program is designed to provide funding for those items. This program also provides funds for small capital projects.						
PROJECT DESCRIPTION:	Capital repair, 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:	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</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 <div style="text-align: center;"> <u>2017-18 Projects Include:</u> <ul style="list-style-type: none"> ○ Community Resources Master Plan Update ○ Forsberg Park Parking Lot Expansion ○ Fencing Along Iron Spring/Forsberg Park ○ Lakewood Heritage Center Entry Walk ○ LCC Theater Dimmer ○ McDonnell Park Water Tap ○ Sutherland Shire to Main Reservoir Trail ○ Walker-Branch Park Improvements ○ Washington Heights Curbs ○ Westgate Park Improvements </div>						



PROJECT: **Lakewood Link Recreation Center Renovations** (*Nonrecurring*)

<u>SOURCE</u>	<u>2017R</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>TOTAL</u>
OS	\$643,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$643,000
TOTAL	\$643,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$643,000

REASON FOR PROJECT: The Department of Community Resources' Comprehensive Master Plan sets a high priority on preserving existing parks and facilities and making them meet today's needs.

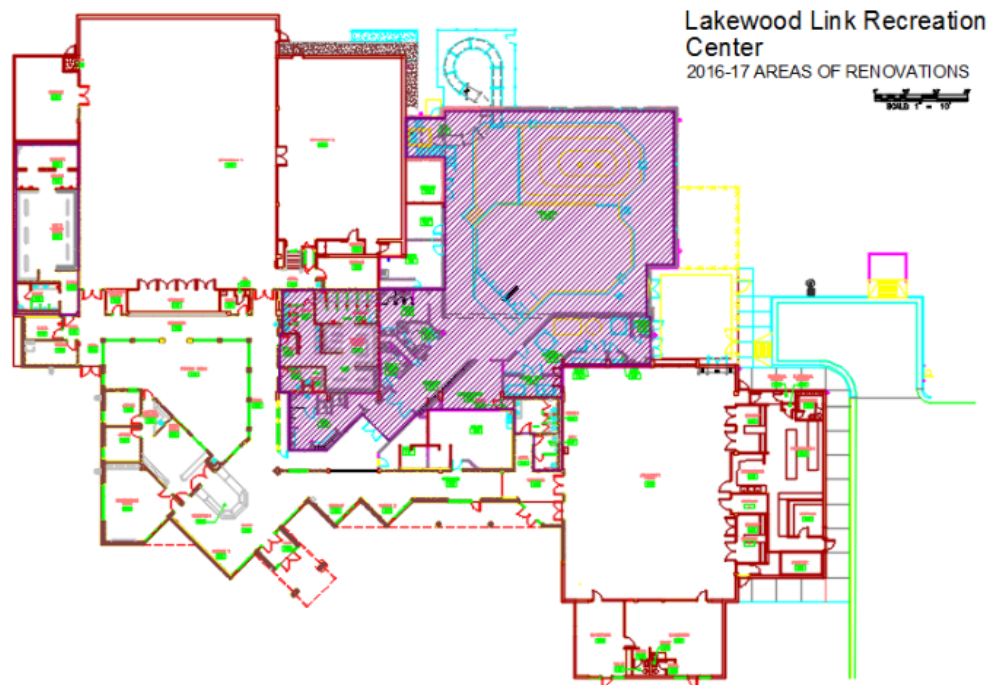
PROJECT DESCRIPTION: This project will renovate several areas of the Link Recreation Center. Work includes tiling of locker and restrooms, pool modifications, slide tower replacement, and new entry sign.

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>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</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)

<u>SOURCE</u>	<u>2017R</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>TOTAL</u>
OS	\$ 59,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 59,000
CT	\$1,000,000	\$ 0	0	0	0	0	\$1,000,000
GOCO	\$ 350,000	\$ 0	0	0	0	0	\$ 350,000
JCOS	\$ 700,000	\$ 0	0	0	0	0	\$ 700,000
TOTAL	\$2,109,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$2,109,000

REASON FOR PROJECT: The Department of Community Resources' Comprehensive Master Plan sets a high priority on preserving existing parks and facilities and making them meet today's needs.

PROJECT DESCRIPTION: This project will provide funds to complete the first phase of the site renovation recommended by the recently completed master plan. Work is to include a new playground, additional parking, and water supply.

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>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</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:



Figure 6.1--Preferred Master Plan
Carmody Park Master Plan
2013

PROJECT: **Lakewood Heritage Center** (*Nonrecurring*)

<u>SOURCE</u>	<u>2017R</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>TOTAL</u>
OS	\$600,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$600,000
SHSG	\$200,000	0	0	0	0	0	\$200,000
HCA	<u>\$100,000</u>	0	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>\$100,000</u>
TOTAL	\$900,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$900,000

REASON FOR PROJECT: The Department of Community Resources' Comprehensive Master Plan sets a high priority on preserving existing parks and facilities and making them meet today's needs. Restoration and preservation of Lakewood History is a primary goal of the Heritage Center.

PROJECT DESCRIPTION: Aging infrastructure at the Lakewood Heritage Center needs upgrading. The 2017 funds will begin the restoration of the Caretaker's House and will also improve the entry walk to the center and replace the aging Amphitheatre Cover.

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>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</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	2017R	2018	2019	2020	2021	2022	TOTAL
OS	\$234,703	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$234,703
TOTAL	\$234,703	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$234,703

REASON FOR PROJECT: Bear Creek Lake Park is a fee use area designed to generate revenue to offset the costs of operating the facility. The Department of Community Resources' Comprehensive Master Plan sets a high priority on preserving existing parks and facilities and making them meet today's needs.

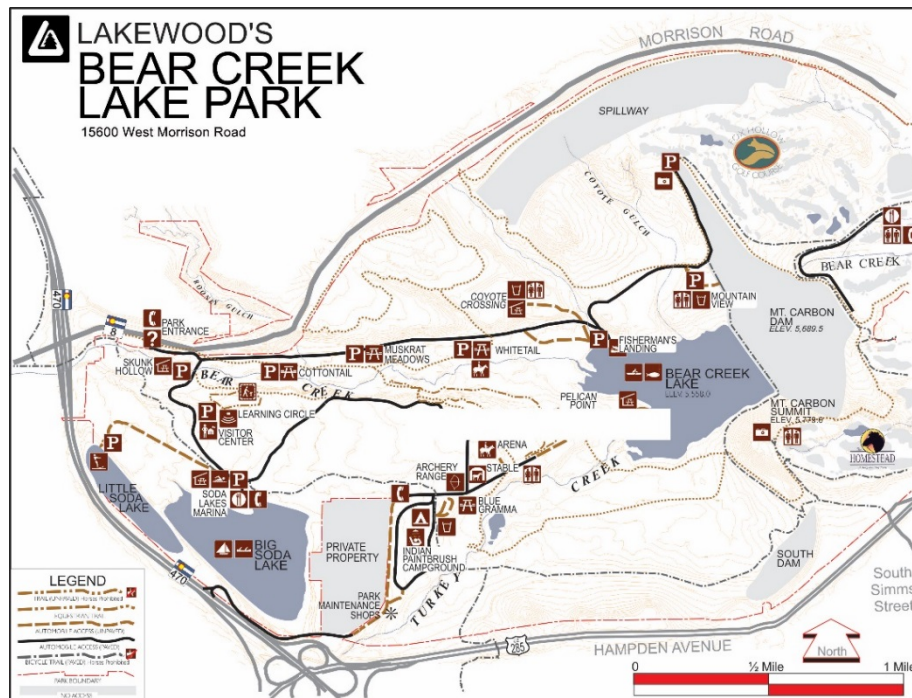
PROJECT DESCRIPTION: These funds will be used to improve and replace aging infrastructure and facilities in the park. 2017 funds also provide for a nature playground at the Visitor Center.

IMPACT ON OPERATING BUDGET ☐ Yes (See below) ☒ No

OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN ☐ Yes ☐ No

IMPACT ON OPERATING BUDGET:	2017	2018	2019	2020	2021	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: **Dry Gulch Trail** (*Nonrecurring*)

<u>SOURCE</u>	<u>2017R</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>TOTAL</u>
OS	\$ 90,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 90,000
JCOS Grant	<u>\$ 38,886</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>\$ 38,886</u>
TOTAL	\$128,886	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$128,886

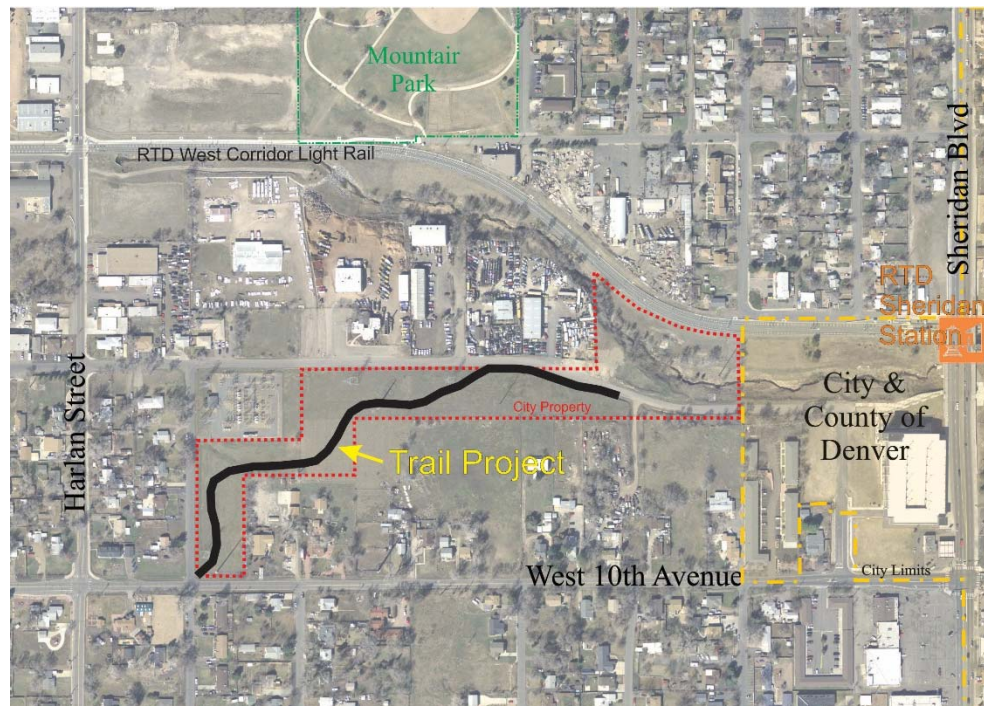
REASON FOR PROJECT: The Department of Community Resources' Comprehensive Master Plan sets a high priority on developing trail connections throughout the City. In addition, the City Bike Plan calls for the same.

PROJECT DESCRIPTION: With the acceptance of the Dry Gulch Trail Plan, the first phase of implementation is planned for the eastern connection. This project will construct a portion of the trail near the Sheridan Station to Harlan Street.

IMPACT ON OPERATING BUDGET ☒ Yes (See below) ☐ No
 OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN ☒ Yes ☐ No

IMPACT ON OPERATING BUDGET:	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>TOTAL</u>
Personnel Services	\$ 5,000	\$5,180	\$5,360	\$5,560	\$5,820	\$26,920
Services & Supplies	3,000	3,000	3,000	3,000	3,000	\$15,000
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	\$8,000	\$8,180	\$8,360	\$8,560	\$8,820	\$41,920

LOCATION SKETCH:





PROJECT: **School Playground Pass-through (Nonrecurring)**

<u>SOURCE</u>	<u>2017R</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>TOTAL</u>
GOCO Grant	\$114,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$114,000
TOTAL	\$114,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$114,000

REASON FOR PROJECT: The Community Resources Master Plan recommends the development of partnerships with schools to increase recreation opportunities in the community. Schools cannot directly receive funding from Great Outdoors Colorado without a City partnership.

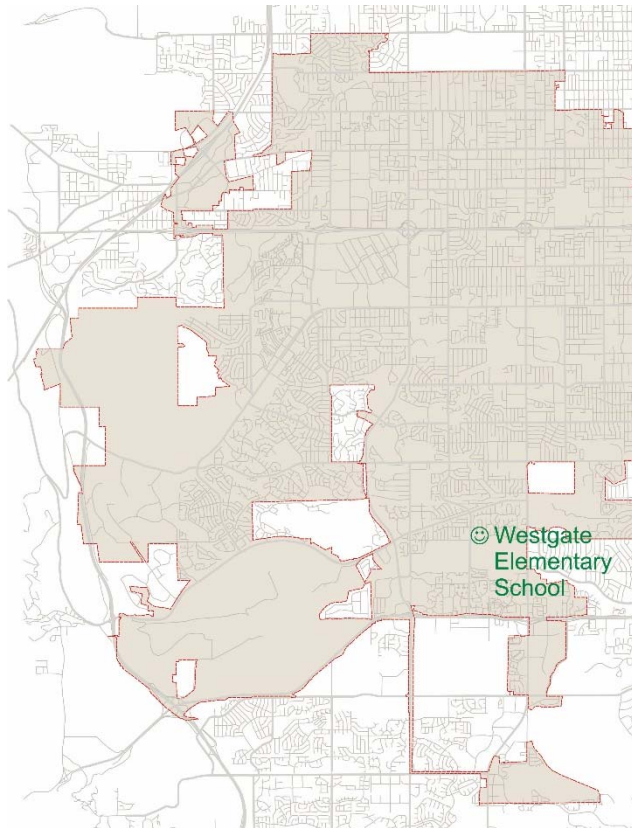
PROJECT DESCRIPTION: Westgate Elementary School has received a grant from GOCO. The City is acting on their behalf as an agent to receive the funding and forward it to the School for their projects. The school projects involve making their fields and playgrounds more usable for the community.

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>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</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: **Lasley Park Renovations (Nonrecurring)**

SOURCE	2017R	2018	2019	2020	2021	2022	TOTAL
OS	\$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 Department of Community Resources' Comprehensive Master Plan sets a high priority on preserving existing parks and facilities and making them meet today's needs.

PROJECT DESCRIPTION: This project will make improvements to Lasley Park. Work includes renovations of site irrigation, pathways, playground, lighting, and other site features.

IMPACT ON OPERATING BUDGET ☐ Yes (See below) ☒ No

OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN ☐ Yes ☐ No

IMPACT ON OPERATING BUDGET:	2017	2018	2019	2020	2021	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:



Lasley Park Site Plan August 2016

SYMBOLS LEGEND

- Existing Deciduous Tree
- Existing Conifer Tree
- Proposed Deciduous Tree
- Proposed Ornamental Tree
- Proposed Shrub
- Park Bench
- Picnic Table

Proposed Playground





PROJECT: **Holbrook Park Pond Improvements** (*Nonrecurring*)

SOURCE	2017R	2018	2019	2020	2021	2022	TOTAL
OS	\$5,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$5,000
TOTAL	\$5,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$5,000

REASON FOR PROJECT: The Department of Community Resources' Comprehensive Master Plan sets a high priority on preserving existing parks and facilities and making them meet today's needs.

PROJECT DESCRIPTION: Lower pond at Holbrook Park has been reconfigured to enhance aesthetics and eliminate silt and vegetation problems. Work on the project includes five years of monitoring the new wetlands for proper establishment. Monitoring started in 2013.

IMPACT ON OPERATING BUDGET ☐ Yes (See below) ☒ No


OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN ☐ Yes ☐ No

IMPACT ON OPERATING BUDGET:	2017	2018	2019	2020	2021	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: Carmody Recreation Center Outdoor Pool Renovations (Nonrecurring)							
<u>SOURCE</u>	<u>2017R</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>TOTAL</u>
OS	\$570,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$570,000
TOTAL	\$570,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$570,000
REASON FOR PROJECT:	The Department of Community Resources' Comprehensive Master Plan sets a high priority on preserving existing parks and facilities and making them meet today's needs.						
PROJECT DESCRIPTION:	This project will renovate the outdoor pool area of the Carmody Recreation Center. Work includes the reconstruction of the splash playground, and improving deck drainage.						
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>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</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: Mountair Park Improvements <i>(Nonrecurring)</i>							
<u>SOURCE</u>	<u>2017R</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>TOTAL</u>
OS	\$ 85,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 85,000
GOCO Grant	\$ 30,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 30,000
TOTAL	\$115,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$115,000
REASON FOR PROJECT: The Department of Community Resources' Comprehensive Master Plan sets a high priority on preserving existing parks and facilities and making them meet today's needs.							
PROJECT DESCRIPTION: This project will renovate the lighting and security 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>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</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: Glennon Heights Pool Improvements (Nonrecurring)							
SOURCE	2017R	2018	2019	2020	2021	2022	TOTAL
OS	\$ 0	\$600,000	\$ 0	\$ 0	\$ 0	\$ 0	\$600,000
TOTAL	\$ 0	\$600,000	\$ 0	\$ 0	\$ 0	\$ 0	\$600,000
REASON FOR PROJECT:	The Department of Community Resources' Comprehensive Master Plan sets a high priority on preserving existing parks and facilities and making them meet today's needs.						
PROJECT DESCRIPTION:	This project will replace the bathhouse at the outdoor pool and replace the small pool with a water feature.						
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:	2017	2018	2019	2020	2021	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	2017R	2018	2019	2020	2021	2022	TOTAL
OS	\$ 0	\$500,000	\$ 0	\$ 0	\$ 0	\$ 0	\$500,000
TOTAL	\$ 0	\$500,000	\$ 0	\$ 0	\$ 0	\$ 0	\$500,000
REASON FOR PROJECT:	The Department of Community Resources' Comprehensive Master Plan sets a high priority on preserving existing parks and facilities and making them meet today's needs.						
PROJECT DESCRIPTION:	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:	2017	2018	2019	2020	2021	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>2017R</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>TOTAL</u>
OS	\$339,560	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$464,560
TOTAL	\$339,560	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$464,560
REASON FOR PROJECT:	The Lakewood Comprehensive Plan indicates a need for additional parkland in several areas of the City. This program will provide a base level of funding for acquiring desirable pieces of real estate for park and open space purposes.						
PROJECT DESCRIPTION:	Funds are set aside to assist in the acquisition of parcels desirable for park and open space as they may become available.						
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>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</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 specific at this time.							

PROJECT: **40 West Streetscape Improvements** (*Nonrecurring*)

<u>SOURCE</u>	<u>2017R</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>TOTAL</u>
CDBG	\$334,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$334,000
TOTAL	\$334,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$334,000

REASON FOR PROJECT: Construction of recommendations identified in the 40W Placemaking Implementation Plan

PROJECT DESCRIPTION: Streetscape amenities including landscaping, pedestrian lighting, benches and signage will be installed along Lamar Street between West Colfax Avenue and West 13th Avenue. Any remaining funds will be used for additional work on Pierce Street. Routine maintenance of the improvements will be provided by the Lakewood West Colfax Business Improvement District.

IMPACT ON OPERATING BUDGET ☐ Yes (See below) ☒ NoOPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN ☐ Yes ☐ No

IMPACT ON OPERATING BUDGET:	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</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: **Pierce Streetscape Improvements** (*Nonrecurring*)

<u>SOURCE</u>	<u>2017R</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>TOTAL</u>
CDBG	\$180,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$180,000
TOTAL	\$180,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$180,000

REASON FOR PROJECT: Construction of recommendations identified in the 40W Placemaking Implementation Plan

PROJECT DESCRIPTION: Streetscape amenities including landscaping and pedestrian lighting will be installed along the east side of Pierce Street north of West Colfax Avenue.

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>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</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: Utility Billing System Replacement (Nonrecurring)							
SOURCE	2017R	2018	2019	2020	2021	2022	TOTAL
Sewer Enterprise	\$325,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$325,000
Water Enterprise	\$ 40,000	0	0	0	0	0	\$ 40,000
SMU	<u>\$300,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>\$300,000</u>
TOTAL	\$665,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$665,000
REASON FOR PROJECT:	The utility billing system has been in place using the same technology since the mid-80s. While the system has served the water, sewer, and stormwater billing needs for many years, the challenge to adequately support 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:	2017	2018	2019	2020	2021	2022	TOTAL
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services & Supplies	0	0	0	0	0	0	0
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
LOCATION SKETCH:	N/A						



PROJECT: Sewer Lining (<i>Recurring</i>)							
<u>SOURCE</u>	<u>2017R</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>TOTAL</u>
Sewer Enterprise	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,500,000
TOTAL	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,500,000
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 (<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>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</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 Replacements (Recurring)							
<u>SOURCE</u>	<u>2017R</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>TOTAL</u>
Sewer Enterprise	\$1,900,000	\$1,300,000	\$500,000	\$500,000	\$500,000	\$500,000	\$5,200,000
TOTAL	\$1,900,000	\$1,300,000	\$500,000	\$500,000	\$500,000	\$500,000	\$5,200,000
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							
IMPACT ON OPERATING BUDGET:		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</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"> • Colfax Ave/Oak St • Colfax Ave/Pierson St • Carr St at Lakewood Gulch • 1300 Block Yarrow St • Lamar St, 13th to 11th • Upstream/downstream of Wadsworth Blvd/2nd Ave • Lakewood Gulch Interceptor upsizing 							



PROJECT: **Water Line Replacements** (*Recurring*)

<u>SOURCE</u>	<u>2017R</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>TOTAL</u>
Water Enterprise	\$1,525,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$2,275,000
TOTAL	\$1,525,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$2,275,000

REASON FOR PROJECT: Water lines that are in extremely poor condition require replacement.

PROJECT DESCRIPTION: This program will replace water lines in extremely poor condition including design, property rights acquisition (if needed) and construction.

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>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</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: N/A
 SKETCH:

Current and upcoming locations include:

- W 12th Avenue, Ames to Benton
- Benton Street, 12th to 13th
- W 13th Avenue, Benton to Chase
- Various valve replacements
- Reconfiguration of the Colfax Avenue water line between Sheridan and Pierce
- W 16th Avenue, Benton to Chase
- W 20th Avenue, Eaton to Fenton



PROJECT: Major Drainageway Improvements (Recurring)							
SOURCE	2017R	2018	2019	2020	2021	2022	TOTAL
SMU	\$1,675,000	\$2,700,000	\$2,700,000	\$2,700,000	\$2,700,000	\$2,700,000	\$15,175,000
UDFCD	<u>525,000</u>	<u>525,000</u>	<u>525,000</u>	<u>525,000</u>	<u>0</u>	<u>0</u>	<u>\$ 2,100,000</u>
TOTAL	\$2,200,000	\$3,225,000	\$3,225,000	\$3,225,000	\$2,700,000	\$2,700,000	\$17,275,000
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:	2017	2018	2019	2020	2021	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						
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>2017R</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>TOTAL</u>
SMU	\$967,262	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$2,467,262
TOTAL	\$967,262	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$2,467,262
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 UDFCD 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>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</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						
Current and upcoming locations include: <ul style="list-style-type: none"> • W 17th Pl/Lee St • 20th Ave/Nelson St • Independence St south of 8th Ave • Applewood area 							



PROJECT: Replacement of Mobile Digital Computers (MDC) for Police							
<u>SOURCE</u>	<u>2017R</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>TOTAL</u>
ERF	\$750,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$750,000
TOTAL	\$750,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$750,000
REASON FOR PROJECT:	Current MDCs are out of warranty and no longer meet the technical and operational needs of the Police Department in patrol cars.						
PROJECT DESCRIPTION:	Replace current MDCs with a portable alternative that supports faster connection (4G) and ergonomically more desirable. This would also include replacing mounting structures and hardware.						
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>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</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: Replacement of Core firewalls							
<u>SOURCE</u>	<u>2017R</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>TOTAL</u>
ERF	\$250,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$250,000
TOTAL	\$250,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$250,000
REASON FOR PROJECT:	Firewalls are required for network operations. The City's current firewall security equipment provides only one layer of security in a multi-layered security approach. This equipment has operated beyond its expected lifecycle and is in need of replacement for operational and security stability. City's current core firewalls are reaching their end-of-life and will soon be unsupported by vendor in the event of failure.						
PROJECT DESCRIPTION:	Replacement of core network firewalls with next generation technology will provide critical security layers for the City's network through threat detection, filtering and bandwidth management. Equipment lifecycle is 7-10 years.						
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>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>TOTAL</u>	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Services & Supplies	\$ 0	\$75,000	\$75,000	\$75,000	\$75,000	\$300,000	
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
TOTAL	\$ 0	\$75,000	\$75,000	\$75,000	\$75,000	\$300,000	
LOCATION SKETCH:	N/A						



PROJECT: Citywide Scanner and Point of Sale Equipment Replacement (Nonrecurring)							
<u>SOURCE</u>	<u>2017R</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</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>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</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: Video Arraignment Enhancement (Nonrecurring)							
<u>SOURCE</u>	<u>2017R</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>TOTAL</u>
ERF	\$ 0	\$20,000	\$ 0	\$ 0	\$ 0	\$ 0	\$20,000
TOTAL	\$ 0	\$20,000	\$ 0	\$ 0	\$ 0	\$ 0	\$20,000
REASON FOR PROJECT:	This effort will align the City's technology with other neighboring agencies, while also providing more robust, reliable, consistent video conferencing capabilities that will reduce Court Marshals' time traveling to remote locations to process arraignments. Additionally, the new technology will ensure City meets new state-wide legislative requirements to process arraignments within 72 hours (if crime is committed in Lakewood, defendant has to be arraigned in Lakewood).						
PROJECT DESCRIPTION:	The project entails replacing the City's current video arraignment system to one that is used throughout Jefferson County for a more consistent experience.						
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>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>TOTAL</u>	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Services & Supplies	\$ 0	\$5,500	\$5,500	\$5,500	\$5,500	\$22,000	
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
TOTAL	\$ 0	\$5,500	\$5,500	\$5,500	\$5,500	\$22,000	
LOCATION SKETCH:	N/A						



PROJECT: Court System Replacement (Nonrecurring)							
SOURCE	2017R	2018	2019	2020	2021	2022	TOTAL
ERF	\$ 0	\$325,000	\$ 0	\$ 0	\$ 0	\$ 0	\$325,000
TOTAL	\$ 0	\$325,000	\$ 0	\$ 0	\$ 0	\$ 0	\$325,000
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:	2017	2018	2019	2020	2021	TOTAL	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Services & Supplies	\$ 0	\$ 0	\$125,000	\$125,000	\$125,000	\$375,000	
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
TOTAL	\$ 0	\$ 0	\$125,000	\$125,000	\$125,000	\$375,000	
LOCATION SKETCH:	N/A						



PROJECT: Connectivity Improvement across City facilities (Wi-Fi / Fiber) (Nonrecurring)							
<u>SOURCE</u>	<u>2017R</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>TOTAL</u>
ERF	\$270,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$270,000
TOTAL	\$270,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$270,000
REASON FOR PROJECT:	Internet connections at a number of City facilities are not sufficient enough to support growing demand for online services provided to patrons and internal business operations.						
PROJECT DESCRIPTION:	Add / upgrade Wi-Fi and fiber connectivity across the City campus to provide better speed and coverage in order to improve internal operations and public services. This includes building out new network infrastructure, adding Wi-Fi access points and new controllers.						
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>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</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: IT Infrastructure Sustainability Program							
SOURCE	2017R	2018	2019	2020	2021	2022	TOTAL
ERF	\$ 0	\$866,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,866,000
TOTAL	\$ 0	\$866,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,866,000
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.						
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:	2017	2018	2019	2020	2021	TOTAL	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Services & Supplies	\$ 0	(\$250,000)	(\$250,000)	(\$250,000)	(\$250,000)	(\$1,000,000)	
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
TOTAL	\$ 0	(\$250,000)	(\$250,000)	(\$250,000)	(\$250,000)	(\$1,000,000)	
LOCATION SKETCH:	N/A						



PROJECT: Police Digital Evidence System Upgrade (Nonrecurring)							
<u>SOURCE</u>	<u>2017R</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>TOTAL</u>
ERF	\$ 0	\$95,000	\$ 0	\$ 0	\$ 0	\$ 0	\$95,000
TOTAL	\$ 0	\$95,000	\$ 0	\$ 0	\$ 0	\$ 0	\$95,000
REASON FOR PROJECT:	The Police Department's current digital evidence system is old and outdated; a loss of the system will have a significant impact on operations. This effort will complete the upgrade and will provide more robust features as well as accessories for photo transfer from smart phones (chain of evidence requirement).						
PROJECT DESCRIPTION:	The project entails upgrading the City's current digital evidence system to a more recent version.						
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>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>TOTAL</u>	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Services & Supplies	\$ 0	\$7,500	\$7,500	\$7,500	\$7,500	\$30,000	
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
TOTAL	\$ 0	\$7,500	\$7,500	\$7,500	\$7,500	\$30,000	
LOCATION SKETCH:	N/A						



PROJECT: Citywide Electronic Records Management System Expansion (Nonrecurring)							
<u>SOURCE</u>	<u>2017R</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>TOTAL</u>
ERF	\$ 0	\$31,000	\$ 0	\$ 0	\$ 0	\$ 0	\$31,000
TOTAL	\$ 0	\$31,000	\$ 0	\$ 0	\$ 0	\$ 0	\$31,000
REASON FOR PROJECT:	The purchase and deployment of more licenses for the City's electronic records management (ERM) system allows records managers to keep up with the annual demand for ERM system use throughout the City. Additionally, the licenses enable electronic forms use, specifically utilizing the workflow capability with the purchase of authenticated user licenses for all managers and supervisors within the City.						
PROJECT DESCRIPTION:	The project entails purchasing, assigning, and deploying new licenses across the City for use with the enhanced functionality of electronic forms and workflow capability within the ERM system.						
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>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>TOTAL</u>	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Services & Supplies	\$ 0	\$5,500	\$5,500	\$5,500	\$5,500	\$22,000	
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
TOTAL	\$ 0	\$5,500	\$5,500	\$5,500	\$5,500	\$22,000	
LOCATION SKETCH:	N/A						



PROJECT: Fleet Asset Management System Upgrade (Nonrecurring)							
SOURCE	2017R	2018	2019	2020	2021	2022	TOTAL
ERF	\$ 0	\$148,000	\$ 0	\$ 0	\$ 0	\$ 0	\$148,000
TOTAL	\$ 0	\$148,000	\$ 0	\$ 0	\$ 0	\$ 0	\$148,000
REASON FOR PROJECT:	This investment will upgrade the City's fleet asset management system to a web-based solution, providing additional capabilities for improved management of fleet assets, as well as reducing required maintenance.						
PROJECT DESCRIPTION:	The project entails upgrading the City's current fleet asset management system to the newest version.						
IMPACT ON OPERATING BUDGET <input checked="" type="checkbox"/> Yes (See below) <input type="checkbox"/> No							
OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No							
IMPACT ON OPERATING BUDGET:	2017	2018	2019	2020	2021	TOTAL	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Services & Supplies	\$ 0	\$2,000	\$2,000	\$2,000	\$2,000	\$8,000	
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
TOTAL	\$ 0	\$2,000	\$2,000	\$2,000	\$2,000	\$8,000	
LOCATION SKETCH:	N/A						



APPENDIX



SCHEDULE OF PURCHASES \$50,000 AND GREATER
2017 - 2018 AUTHORIZATION SUMMARY

DESCRIPTION	2017 Original Authorization	2017 Adjustment to Authorization	2017 Total Authorization	2018 Original Authorization	FUND*
MAYOR AND CITY COUNCIL	\$ 80,942	\$ -	\$ 80,942	\$ 83,370	
Colorado Municipal League	80,942	-	80,942	83,370	General
CITY MANAGER'S OFFICE	\$ 882,950	\$ -	\$ 882,950	\$ 940,000	
✓ Art Space-Development Project	600,000		600,000	600,000	ED
✓ Retail Study	50,000		50,000	55,000	ED
West Colfax Marketing	100,000		100,000	100,000	ED
On Call ED Services	-	-	-	125,000	ED
Lakewood Housing Study	75,000		75,000	-	ED
Printing Equipment-Lease Payments	57,950	-	57,950	60,000	General
CITY ATTORNEYS OFFICE	\$ 494,895	\$ -	\$ 494,895	\$ 572,000	
✓ General Legal	254,895	-	254,895	332,000	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	\$ 798,500	\$ 752,000	\$ 1,550,500	\$ 1,570,500	
4th of July Event	\$ -	\$ -	-	\$ 75,000	General
50th Anniversary Celebration	\$ -	\$ 100,000	100,000	\$ 300,000	General
Arts Loop-Art Acquisitions	125,000	50,000	175,000	142,000	HCA
Bravo Magazine	80,000	-	80,000	80,000	HCA
Bulk Mail Services	83,500	-	83,500	83,500	HCA
LHC Site Study & Improvements	-	60,000	60,000	60,000	HCA
LHC Museum Buildings-Renovation	200,000	222,000	422,000	200,000	HCA
Performance Now Theater Co.	255,000	70,000	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.	\$ 6,261,600	\$ 5,286,448	\$ 11,548,048	\$ 3,995,343	
Bear Creek Lake Park Visitor Center Water Cistern	75,000	-	75,000	-	CIF
Bonfils-Stanton Amphitheater Shell Replacement	-	450,000	450,000	-	OS
Carmody Center Site Improvements	1,050,000	1,000,000	2,050,000	-	OS
Carmody Center Roof Replacement	-	121,888	121,888	-	CIF
Carmody Center Pool Boiler Replacement	120,000	-	120,000	-	CIF
Carmody Center Outdoor Pool Rennovations	-	570,000	570,000	-	OS
City Facilities Repairs	-	50,000	50,000	50,000	CIF
Civic Center Complex Wayfinding	-	-	-	50,000	CIF
Clements Community Center Restroom Renovation	-	50,000	50,000	-	CIF
Community Solar Garden	121,600	-	121,600	121,600	General
Crime Lab Remodel				200,000	CIF
Custodial Services/ Recreation Centers	200,000	-	200,000	200,000	General
Custodial Services/ Civic Center	260,000	-	260,000	260,000	General
Department Master Plan	100,000	-	100,000	-	OS
Dry Gulch Trail	180,000	-	180,000	-	OS
Emergency Generators	67,000	-	67,000	-	CIF
Energy Performance Contract	-	2,460,000	2,460,000	-	CIF
Fire and Burglar Alarm Service	68,000	-	68,000	-	General/OS
Forsberg/Iron Spring Park Parking Lot	-	250,000	250,000	-	OS



SCHEDULE OF PURCHASES \$50,000 AND GREATER
2017 - 2018 AUTHORIZATION SUMMARY

DESCRIPTION	2017 Original Authorization	2017 Adjustment to Authorization	2017 Total Authorization	2018 Original Authorization	FUND*
COMMUNITY RESOURCES – PLANNING & CONSTR. (Continued)					
Forsberg/Iron Spring Park ROW Fencing	-	120,000	120,000	-	OS
Furniture Replacement Municipal Offices	100,000	-	100,000	100,000	General
Glennon Heights Pool Bath House Renovation	-	-	-	600,000	OS
HVAC Maintenance Service Contract	50,000	-	50,000	50,000	General
Lakewood Cultural Center Dimmer Replace	150,000	-	150,000	-	OS
Lakewood Link Renovations		50,000	50,000		OS
Lasley Park Renovations	1,200,000	-	1,200,000	-	OS
McDonnell Park Water Tap	-	50,000	50,000	-	OS
Mountair Park Lighting & Site Improvements	-		-	115,000	OS
Park and Facility Improvements	600,000	(500,000)	100,000	600,000	OS
Park Land Acquisition	-	339,560	339,560	-	OS
Public Building Window Servicing	-	50,000	50,000	50,000	CIF
Public Safety Center Exterior Phase II	-	-	-	888,743	CIF
Public Safety Center Internal Renovations	1,500,000	100,000	1,600,000	100,000	CIF/General
Quail Shop Improvements	100,000	-	100,000	-	CIF
Sutherland Shire Main Reservoir Trail	-	125,000	125,000	-	CIF/OS
Utility Tracking Software-City Usage	60,000	-	60,000	-	General
Walker-Branch Park Improvements	-	-	-	110,000	OS
Washington Heights Facility Improvements	-	-	-	500,000	OS
Whitlock Recreation Center Hot Water Tank Replacement	60,000	-	60,000	-	CIF
William Frederick Hayden Park Acquisition	200,000	-	200,000	-	CIF/CT
COMMUNITY RESOURCES - RECREATION	\$ 190,000	\$ 20,000	\$ 210,000	\$ 260,000	
Community Connections Magazine	80,000	-	80,000	80,000	General
Fitness Equipment				50,000	General
Sports League/Officials Contract-Aurora	55,000	10,000	65,000	65,000	General
Sports League/Officials Contract-Delaney	55,000	10,000	65,000	65,000	General
COMMUNITY RESOURCES -GOLF	\$ 253,177	\$ -	\$ 253,177	\$ 203,177	
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	62,302	-	62,302	62,302	Golf
Fox Hollow Clubhouse & Maintenance Bldg Furnaces	50,000	-	50,000	-	Golf
COMMUNITY RESOURCES -PARKS	\$ 1,915,000	\$ 2,780,546	\$ 4,695,546	\$ 535,000	
Bear Creek Lake Park Improvements	-	309,703	\$ 309,703	109,000	OS
Community Clean-up & Disposal	50,000	-	50,000	50,000	General
Concrete Path Replacement	50,000	(25,000)	25,000		OS
Green Mountain area water tap and meter installation	-	104,164	104,164		CIF
Median Renovation Contract	-	840,000	840,000	-	CIF
Park Path Replacements	1,200,000	-	1,200,000	-	OS
Park Fertilizer Program	120,000	10,000	130,000	130,000	General/OS
Pathway LED light replacement	55,000	(25,000)	30,000	-	OS
Playground Replacement	120,000	791,679	911,679	120,000	OS
Right of Way Mowing Contract	135,000	-	135,000	-	General
✓ Solar Recycling Compactors for Parks	-	25,000	25,000	126,000	General
Small Park & Median Maintenance Contract	135,000	-	135,000	-	General
Tennis Court Resurfacing/Crack Sealing/Replacement	50,000	600,000	650,000	-	OS
Vehicle Acquisition		150,000	150,000	-	OS



SCHEDULE OF PURCHASES \$50,000 AND GREATER
2017 - 2018 AUTHORIZATION SUMMARY

DESCRIPTION	2017 Original Authorization	2017 Adjustment to Authorization	2017 Total Authorization	2018 Original Authorization	FUND*
EMPLOYEE RELATIONS	\$ 214,000	\$ -	\$ 214,000	\$ 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	General
FINANCE DEPARTMENT	\$ 798,178	\$ -	\$ 798,178	\$ 802,178	
Copier Leases	157,453	-	157,453	137,453	General
Financial Statement Audit	71,000	-	71,000	95,000	General
✓ Postage	144,025	-	144,025	144,025	General
✓ Revenue System Software	425,700	-	425,700	425,700	General
INFORMATION TECHNOLOGY	\$ 3,054,000	\$ 169,000	\$ 3,223,000	\$ 4,188,000	
✓ Asset management system maintenance	-	75,000	75,000	200,000	General
✓ City Radio Transition	55,000	-	55,000	-	General
✓ City Video Storage	-	-	-	70,000	General
✓ Citywide Records Management system maintenance	-	55,000	55,000	65,000	General
✓ Core firewall Replacement	250,000	-	250,000	-	ERF*
Court System Replacement	-	-	-	325,000	ERF*
✓ Court System Maintenance	125,000	(125,000)	-	-	General
Desktop Collaboration Software Licensing	475,000	-	475,000	475,000	General
✓ ER/ Finance Business Process Assessment	100,000	-	100,000		General
✓ ERP Software Maintenance	135,000	-	135,000	135,000	General
✓ ERP Technical Support Services	295,000	-	295,000	295,000	General
✓ IT Advisory Services	65,000	65,000	130,000	65,000	General
✓ IT Infrastructure sustainability program for PCs, servers, storage, and other network components.	-	-	-	866,000	ERF*
✓ PD Records Management System Maintenance	60,000	-	60,000	65,000	General
Point of Sale Equipment Replacement	-	52,000	52,000	-	ERF*
Police MDC replacement	750,000	-	750,000	-	ERF*
✓ Professional Staffing Services	-	75,000	75,000	158,000	General
✓ Radio Maintenance Payments	164,000	-	164,000	164,000	General
✓ Security Camera Expansion	88,000	-	88,000	100,000	General
✓ Security Consulting	100,000	-	100,000	100,000	General
✓ Technology Infrastructure Maintenance	60,000	-	60,000	60,000	General
✓ Telephone & Telecommunication	332,000	(28,000)	304,000	542,000	General
Permits process and systems assessment	-	-	-	100,000	General
Website upgrade	-	-	-	150,000	General
✓ PD Digital Image Management system upgrade	-	-	-	103,000	ERF*, General
✓ Fleet System upgrade	-	-	-	150,000	ERF*, General
MUNICIPAL COURT	\$ 91,705	\$ -	\$ 91,705	\$ 94,091	
Public Defender	91,705	-	91,705	94,091	General



SCHEDULE OF PURCHASES \$50,000 AND GREATER
2017 - 2018 AUTHORIZATION SUMMARY

DESCRIPTION	2017 Original Authorization	2017 Adjustment to Authorization	2017 Total Authorization	2018 Original Authorization	FUND*
PLANNING	\$ 180,000	\$ 540,248	\$ 720,248	\$ 406,248	
CDBG Contract to install pedestrian lighting and streetscape improvements along Lamar Street between Colfax Avenue and Lamar Station.		334,000	334,000	-	
CDBG Contract to pay for bathroom improvements for Mean Street Ministry's Severe Weather Family Shelter		56,248	56,248	56,248	Grants
City-wide Identity and Wayfinding Program, Phase I				\$200,000	CIF
Contract to operate the CDBG homeowner rehab program		150,000	150,000	150,000	Grant
Neighborhood Participation Program	180,000	-	180,000	-	CIF
POLICE DEPARTMENT	\$ 857,381	\$ (36,560)	\$ 1,502,121	\$ 3,125,743	
✓ Arapahoe House	-	-	125,000	145,250	Grant
✓ Computer Aided Dispatch Maintenance	135,000	-	135,000	-	Grant
Janitorial	100,023	-	100,023	100,023	General
Uniform Clothing Cleaner	60,000	-	60,000	60,000	General
✓ Foothills Animal Shelter Annual Assessment	145,000	(12,198)	132,802	131,000	General
✓ Foothills Animal Shelter Capital Building	153,600	(24,362)	129,238	140,860	General
✓ Juvenile Assessment Center	82,128	-	82,128	85,000	General
Police Facility Lease	181,630	-	181,630	181,630	General
✓ Records Management System Data Storage	-	-	144,000	144,600	General
✓ Records Management System Software	-	-	412,300	247,380	General
✓ Records Management System Consulting	-	-	-	60,000	General
✓ ALPR (Auto License Plate Readers)	-	-	-	1,500,000	Grant
✓ Vehicles (2) Auto Theft Task Force replacements	-	-	-	120,000	Grant
✓ D Reg Phillips (Denver Vehicle Hardening Project)				150,000	Grant
Laptop Computer Replacements				60,000	Grant
PUBLIC WORKS – ADMINISTRATION	\$ -	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	
Potential Grants	-	1,000,000	1,000,000	1,000,000	Grant
PUBLIC WORKS – ENGINEERING	\$ 12,020,200	\$ 14,043,338	\$ 25,493,538	\$ 11,610,200	
Alameda Corridor Improvements				1,450,000	CIF
Brownfields Funds	450,000	-	450,000	450,000	Grant
Contract Plan Review	500,000	-	500,000	200,000	General
Developer Contribution	-	50,000	50,000	50,000	CIF
Developer Participation	600,000	100,000	700,000	50,000	CIF
Environmental Consulting Services	-	150,000	150,000	150,000	CIF
Kipling Median Modifications @ Hampden	-	570,000	-	-	Grant/CIF
Light Rail Improvements		-	-	-	CIF
Local Drainage Improvements	300,000	667,262	967,262	300,000	SWEF
✓ Major Drainageway Improvements	2,700,000	(1,025,000)	1,675,000	2,700,000	SWEF
✓ Potable Water Purchases	815,000	35,000	850,000	875,000	WEF
✓ Recycling Services	175,200	-	175,200	175,200	General
Sewer Line Replacement	550,000	1,300,000	1,850,000	1,300,000	SEF
Sidewalk Construction	1,630,000	5,202,616	6,832,616	500,000	Grant/CIF
Slash Facility	-	1,500,000	1,500,000	-	CIF
✓ Stormwater Permit Renewal Services	-	-	-	60,000	SWEF
Utility Billing System		665,000	665,000	-	WEF/SEF
					SWEF
✓ Wadsworth, 14th to Highland Dr	-	4,448,143	4,448,143	-	CIF
✓ Wastewater Treatment Charges	3,200,000	(19,683)	3,180,317	3,200,000	SEF
Water Line Replacement	1,100,000	400,000	1,500,000	150,000	WEF



SCHEDULE OF PURCHASES \$50,000 AND GREATER
2017 - 2018 AUTHORIZATION SUMMARY

DESCRIPTION	2017 Original Authorization	2017 Adjustment to Authorization	2017 Total Authorization	2018 Original Authorization	FUND*
PUBLIC WORKS – FLEET MGMT	\$ 5,400,000	\$ 50,000	\$ 5,450,000	\$ 6,276,000	
City Fleet Shop Modifications	300,000	50,000	350,000	100,000	CIF
Fuel Purchases	2,200,000	-	2,200,000	2,200,000	General
Vehicle Repair, Accessory & Maintenance Services	1,100,000	-	1,100,000	1,100,000	General
Vehicles and Equipment	1,800,000	-	1,800,000	2,876,000	ERF
PUBLIC WORKS – STREET MAINTENANCE	\$ 9,535,000	\$ (405,000)	\$ 9,130,000	\$ 10,690,000	
Asphalt Rejuvenating Contract	580,000		580,000	615,000	CIF
Asphalt Supply Contract	240,000	-	240,000	200,000	General
✓ Belmar Snow Removal	70,000	-	70,000	70,000	General
✓ Bioxide Chemical Purchase	60,000	-	60,000	60,000	SEF
Concrete Repair Program	1,750,000	-	1,750,000	1,855,000	CIF
Crack Seal Contract	450,000	-	450,000	450,000	CIF
Ice Slicer Contract	395,000	-	395,000	395,000	General
Maintenance Campus Master Plan	-	-	-	100,000	CIF
Sewer Lining Contract	250,000	-	250,000	250,000	SEF
Sewer Root Control Contract	50,000	-	50,000	50,000	SEF
Sewer TV Contract	50,000	-	50,000	-	SEF
Snow Removal Equipment for Bike Paths	-	-	-	-	General
Snowplow Contracting Services	260,000	-	260,000	260,000	General
Stormwater TV & Maintenance Services	180,000	-	180,000	180,000	SWEF
Street Overlay Contract	5,200,000	(615,000)	4,585,000	6,205,000	CIF
TV Inspection Equipment for Stormwater & Sewer Lines	-	210,000	210,000	-	SWEF SEF
PUBLIC WORKS – TRAFFIC ENG	\$ 3,354,696	\$ 1,483,228	\$ 4,837,924	\$ 3,822,002	
✓ Corridor Travel Time Monitoring	102,800	407,200	510,000	-	Grant
✓ Electricity for Signals, Signs & Street Lights	1,907,896	-	1,907,896	1,907,896	General
Grant Ranch Blvd & Crestline Avenue Intersection	275,000	75,000	350,000	-	CIF
Long-Life Pavement Marking	240,000	(40,000)	200,000	200,000	CIF
✓ Street Light repairs and Maintenance	319,000	146,000	465,000	319,000	General
Traffic Safety Improvements		-	-	205,000	CIF
Traffic Signal Construction and Maintenance	410,000	145,028	555,028	215,106	CIF/General
Traffic Signal Reconstruction Annual Program	-	-	-	975,000	CIF
Traffic Signal Reconstruction on Kipling @ 8th Place & Federal Center Gate #1	-	750,000	750,000	-	Grant/CIF
Union Corridor Area Transportation Study	100,000	-	100,000	-	CIF



SCHEDULE OF PURCHASES \$50,000 AND GREATER
2017 - 2018 AUTHORIZATION SUMMARY

DESCRIPTION	2017 Original Authorization	2017 Adjustment to Authorization	2017 Total Authorization	2018 Original Authorization	FUND*
NON-DEPARTMENTAL	\$ 26,389,345	\$ 3,881,432	\$ 30,270,777	\$ 26,770,777	
Benefits Consultant	152,000	-	152,000	152,000	General
✓ City Manager's Severance Fund	120,000	118,777	238,777	238,777	General
Dental Insurance	800,000	56,000	856,000	911,000	General
Duty Death & Disability Fund	145,000	-	145,000	145,000	General
Employer Pension Contributions	6,693,345	306,655	7,000,000	7,245,000	All
Life Insurance, Employee Premiums	246,000	-	246,000	246,000	General
Long-term Disability Insurance	290,000	100,000	390,000	390,000	General
Medical Insurance	12,200,000	1,500,000	13,700,000	14,000,000	General
Medical Insurance (Retiree)	160,000	-	160,000	160,000	General
✓ NFP Contributions	100,000	-	100,000	-	General
Previous City Manager's Trust	210,000	-	210,000	210,000	General
Retiree Health	320,000	-	320,000	320,000	General
Risk Third Party Administrator	400,000	-	400,000	-	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
NON-DEPARTMENTAL(Continued)					
Insurance Claims (Liability, Property Casualty, Workers' Compensation)	3,500,000	1,800,000	5,300,000	1,700,000	PCF
Insurance Premiums (Liability, Property Casualty, Workers' Compensation, etc)	675,000	-	675,000	675,000	PDF WCF
TOTAL PURCHASES \$50,000 AND GREATER	\$ 72,953,569	\$ 29,564,680	\$ 102,629,549	\$ 77,400,629	\$ -

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

MD = Medical & Dental Self-Insurance

OS = Open Space Fund

PCF = Property/Casualty Self-Insurance Fund

SEF = Sewer Enterprise Fund

SWEF = Stormwater Enterprise Fund

WCF = Workers' Compensation Self-Insurance Fund

WEP = Water Enterprise Fund

✓ Sole Source

The schedule above is required by City Council.



SCHEDULE OF TRANSFERS

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
FROM:				
TO:				
TRANSFER PURPOSE				
General Fund	\$ 5,594,100	\$ 7,345,100	\$ 7,413,200	\$ 1,650,100
Capital Improvement Fund	\$ 3,820,000	\$ 1,995,000	\$ 1,995,000	\$ 120,000
Civic Center Plaza		-	-	
Neighborhood Improvement Program	120,000	120,000	120,000	120,000
Construction, Maintenance, & Oper	3,000,000	-	-	
Slash Facility	700,000	-	-	
Safety Center Improvements		1,000,000	1,000,000	
IT Department Remodel		500,000	500,000	
Intersection Modification		275,000	275,000	
Union Corridor Transport Study		100,000	100,000	
Heritage, Culture, and The Arts Fund	\$ 1,174,100	\$ 1,230,100	\$ 1,298,200	\$ 1,280,100
City Participation	1,174,100	1,230,100	1,298,200	1,280,100
Open Space Fund	\$ 500,000	\$ 3,120,000	\$ 3,120,000	\$ -
Playground Replacements		-	-	-
Acquisition of Sunset Park	500,000			
Lasley Park Improvements		1,200,000	1,200,000	
Park Path & Trail Pavement		1,200,000	1,200,000	
Carmody Rec Center Splash Park		270,000	270,000	
Ampitheater Shell Replacement		450,000	450,000	
Equipment Replacement Fund	\$ 100,000	\$ 1,000,000	\$ 1,000,000	\$ 250,000
Citywide WiFi/Fiber Connectivity	100,000	-	-	-
Police Mobile Digital Computers	-	750,000	750,000	-
Core Firewalls	-	250,000	250,000	-
IT Infrastructure Sustainability Program	-	-	-	250,000



SCHEDULE OF TRANSFERS

	2016 Actual	2017 Budget	2017 Revised	2018 Budget
FROM:				
TO:				
TRANSFER PURPOSE				
Capital Improvement Fund	\$ 42,131	\$ 45,000	\$ 306,896	\$ 2,165,000
Equipment Replacement Fund	\$ -	\$ -	\$ 270,000	\$ 1,020,000
City Facility Fiber Optics			270,000	
Lakewood Rides Van				65,000
Marshal's Transport Van				61,000
Police Patrol Vehicles & Equipment (7)				350,000
IT Infrastructure Sustainability Program				250,000
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
Heritage, Culture, and The Arts Fund	\$ 42,131	\$ 45,000	\$ 36,896	\$ 45,000
Public Art	42,131	45,000	36,896	45,000
Open Space Fund	\$ -	\$ -	\$ -	\$ 1,100,000
Glennon Heights Pool Updates				600,000
Washington Heights Improvements				500,000
Economic Development Fund	\$ -	\$ -	\$ -	\$ 2,000,000
Lakewood Reinvestment Authority*	\$ -	\$ -	\$ -	\$ 2,000,000
TOTAL TRANSFERS	\$ 5,636,231	\$ 7,390,100	\$ 7,720,096	\$ 5,815,100

*The Lakewood Reinvestment Authority is a separate legal entity not presented in this budget document.

O-2017-13

AN ORDINANCE

ADOPTING A REVISED BUDGET FOR THE YEAR 2017 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, 2018, AND ENDING ON DECEMBER 31, 2018, ESTIMATING THE AMOUNT OF MONEY NECESSARY TO BE RAISED BY LEVYING TAXES FOR THE YEAR 2017, TO DEFRAY THE COSTS OF MUNICIPAL GOVERNMENT OF THE CITY OF LAKEWOOD, COLORADO, FOR THE FISCAL YEAR BEGINNING JANUARY 1, 2018 AND ENDING DECEMBER 31, 2018, 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 2017 and the annual budget for the City of Lakewood, Colorado, for the fiscal year beginning January 1, 2018 and ending December 31, 2018, has prepared said budgets and has submitted them to City Council pursuant to the Lakewood Home Rule Charter; and

WHEREAS, after reviewing the requirements for anticipated expenditures as well as anticipated revenues from other sources for 2018, the City Council has determined that for the year 2017, the proper mill levy, which shall be collected in 2018 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 temporarily reduced from 4.711 mills, so as to effectuate a refund to taxpayers in the amount of \$5,823,934; and

WHEREAS, the final certification of assessed valuation will not be received from the county assessor before this budget shall be adopted pursuant to City Charter and thereby the amount of the mill levy will be temporarily reduced to such a mill levy whereby the refund to taxpayers will be \$5,823,934; and

WHEREAS, the City Council, upon notice duly advertised, held Public Hearings on said budget and mill levy on October 9, 2017, and October 30, 2017, pursuant to the Lakewood Home Rule Charter; and

WHEREAS, the City Council also desires to authorize the City Manager to transfer unassigned funds between and among departments and funds as deemed appropriate, pursuant to Section 12.7 of the Lakewood Home Rule Charter; and

NOW, THEREFORE, BE IT ORDAINED by the City Council of the City of Lakewood, Colorado, that:

SECTION 1. There is hereby appropriated from the revenue derived from taxation and from all other sources during the years 2017 and 2018, 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	2017 Beginning Balance *	2017 Revised Financial Sources	2017 Revised Financial Uses	2017 Ending Balance	2018 Financial Sources	2018 Financial Uses	2018 Ending Balance
General	\$ 36,055,905	\$ 112,896,809	\$ 125,490,324	\$ 23,462,390	\$ 118,752,396	\$ 125,207,658	\$ 17,007,128
Special Revenue Funds	15,108,657	30,278,147	34,046,576	11,340,228	20,154,529	21,301,372	10,193,385
Conservation Trust	1,285,971	1,313,546	2,018,600	580,917	1,364,077	870,600	1,074,394
Economic Development	7,615,299	1,576,920	2,039,701	7,152,518	1,576,920	4,062,253	4,667,185
Grants	(779,247)	14,527,755	13,503,200	245,308	7,594,276	7,568,298	271,286
Heritage, Culture, Arts	687,579	3,417,715	3,628,451	476,843	3,361,937	3,451,375	387,405
Open Space	6,299,055	9,442,211	12,856,624	2,884,642	6,257,319	5,348,846	3,793,115
Capital Projects Funds	30,485,339	24,165,278	38,861,109	15,789,508	20,808,917	26,696,480	9,901,945
Capital Improvement	26,196,130	20,679,186	35,533,581	11,341,735	17,294,186	22,155,480	6,480,441
Equipment Replacement	4,289,209	3,486,092	3,327,528	4,447,773	3,514,731	4,541,000	3,421,504
Enterprise Funds	34,791,863	15,707,666	21,721,553	28,777,976	15,754,266	18,627,173	25,905,069
Golf Course Enterprise	9,541,450	4,969,366	5,164,519	9,346,297	5,169,366	5,275,081	9,240,582
Sewer Enterprise	9,664,282	4,909,600	7,608,809	6,965,073	4,716,200	6,328,830	5,352,443
Stormwater Enterprise	13,367,190	4,674,500	6,086,830	11,954,860	4,674,500	5,724,001	10,905,359
Water Enterprise	2,218,941	1,154,200	2,861,395	511,746	1,194,200	1,299,261	406,685
Internal Service Funds	11,223,125	14,970,238	16,453,358	9,740,005	14,199,918	16,044,475	7,895,448
Medical/Dental							
Self-Insurance	5,225,930	11,567,238	12,632,077	4,161,091	12,796,918	12,781,309	4,176,700
Property & Casualty							
Self-Insurance	1,637,482	1,775,000	2,166,739	1,245,743	425,000	1,602,442	68,301
Retirees Health Program	3,372,409	345,000	220,000	3,497,409	345,000	220,000	3,622,409
Worker's Compensation							
Self-Insurance	987,304	1,283,000	1,434,542	835,762	633,000	1,440,724	28,038
Total All Funds	\$ 127,664,889	\$ 198,018,138	\$ 236,572,920	\$ 89,110,107	\$ 189,670,026	\$ 207,877,158	\$ 70,902,975

* 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 2017 and the budget for the City of Lakewood, Colorado for the fiscal year beginning January 1, 2018 and ending December 31, 2018 as heretofore proposed to the City Council by the City Manager, be and the same are hereby adopted and approved as the Revised 2017/2018 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 2017/ 2018 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, 2018 and ending on December 31, 2018, 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 2017, and is temporarily reduced to a mill levy that effectuates a refund of \$5,823,934.

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 to be temporarily reduced to an amount that effectuates a refund in the amount of \$5,823,934 as herein set forth.

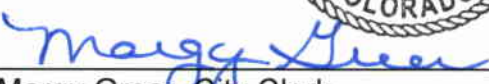
SECTION 6. Pursuant to Section 12.7 of the Lakewood Home Rule Charter, the City Council hereby authorizes the City Manager to transfer any unencumbered appropriation balance, or portion thereof, from unassigned funds between and among departments or funds as deemed appropriate.

SECTION 7. This Ordinance shall take effect thirty (30) days after final publication.

I hereby attest and certify that the within and foregoing ordinance was introduced and read on first reading/public hearing at a regular meeting of the Lakewood City Council on the 9th day of October, 2017; published by title in the Denver Post and in full on the City of Lakewood's website, www.lakewood.org, on the 12th day of October, 2017; set for a second public hearing on the 30th day of October, 2017, read, finally passed and adopted by the City Council on the 30th day of October, 2017 and, signed and approved by the Mayor on the 31st day of October, 2017.

ATTEST:




Margy Greer, City Clerk


Adam Paul, Mayor

APPROVED AS TO FORM:


Tim Cox, City Attorney



ACRONYMS

ACH	Automated Clearing House
ACIC	Advisory Commission for an Inclusive Community
ADA	Americans with Disabilities Act
APCO	Association of Public Communications Officials
ARRA	American Recovery and Reinvestment Act
BCLP	Bear Creek Lake Park
BRE	Business Retention & Expansion
CAD	Computer-Aided Dispatch
CADD	Computer-Aided Design and Drafting
CAFR	Comprehensive Annual Financial Report
CAPER	Consolidated Annual Performance and Evaluation Report
CBI	Colorado Bureau of Investigation
CCC	Clements Community Center
CCIC	Colorado Crime Information Center
CDBG	Community Development Block Grant
CDOT	Colorado Department of Transportation
CEG	Continuing Education Group
CIF	Capital Improvement Fund
CIPP	Capital Improvement and Preservation Plan
CJIS	Criminal Justice Information System
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



ACRONYMS (continued)

DUI	Driving Under the Influence
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)



ACRONYMS (continued)

HIPAA	Health Insurance Portability & Accountability Act
HOME	Home Investment Partnerships Program
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



ACRONYMS (continued)

PIF	Public Improvement Fee
POST	Peace Officer Standards and Training
PPACA	Patient Protection & Affordable Care Act
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.
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 barbeques, restrooms, and bike trails.
Bond	Most often, a written promise to pay a specified sum of money (called the face value or principal amount), at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified fixed rate.
Budget	The City’s operational and functional plan balancing expenditures for a fiscal year with the expected income or revenue for the fiscal year. A budget identifies the various programs, goals, activities, expectations, and results/benefits.
Budget Message	A summary and general discussion of the proposed budget, accompanying the budget document. The budget message is presented in writing by the City Manager, who is the individual under the Lakewood City Charter responsible for proposing the annual budget.
Capital 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.
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.



GLOSSARY (continued)

Capital Outlay	The expenditure category that results in the acquisition of, or addition to, fixed assets, including equipment, fixtures, motor vehicles, etc. with an individual cost of \$5,000 or greater, land and buildings of \$50,000, and infrastructure of \$100,000, and an estimated useful life in excess of one year.
Capital Projects Funds	Capital Projects Funds are created to account for resources used for the acquisition, construction, and maintenance of major capital facilities other than those financed by proprietary funds and trust funds. These funds are established to maintain a separate accounting of specific capital projects as directed by City Council.
Cash Reserve	An amount 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.
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.



GLOSSARY (continued)

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.
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.
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.



GLOSSARY (continued)

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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