



**Lakewood**  
Full of Possibilities.



# 2019

## ANNUAL BUDGET

City of Lakewood | 480 South Allison Parkway | Lakewood, Colorado | 80226





# **CITY OF LAKEWOOD, COLORADO ANNUAL BUDGET 2019**





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Lakewood  
Colorado**

For the Fiscal Year Beginning

**January 1, 2018**

*Christopher P. Morill*

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **City of Lakewood, Colorado** for its annual budget for the fiscal year beginning **January 1, 2018**. 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

## **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	Scott Hefty
Planning	Roger Wadnal
Police	Jacquelyn Winbush
Public Works	Vince Casteel

## **CAPITAL IMPROVEMENT AND PRESERVATION PLAN COORDINATORS**

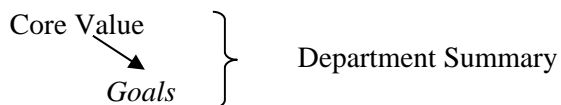
Community Resources	Ross Williams
Information Technology	Tom Charkut
Public Works	Vince Casteel



## USING THE BUDGET DOCUMENT

Each year, the City Manager and staff prepare an Annual Budget that serves as the funding plan for policies, goals, and service-levels as determined by the City Council. This document is a comprehensive decision-making tool that provides detail for the 2018 Revised Budget and the 2019 Budget. This budget document includes audited, current year adopted budget, revised budget, next year's budget data, and forecasted (estimated) data beyond the budget year.

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



The table below indicates which departments are responsible for the implementation of the 2019 Core Values. The Operating Summary section of this document details the Department's specific activities supporting the Core Community Values.

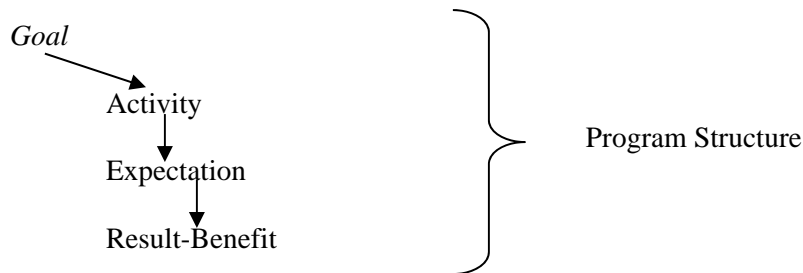
**Matrix of Community Core Values by Department**

Department	Safe Community	Open and Honest Communication	Fiscal Responsibility	Education and Information	Quality Transportation Options	Quality Economic Development	Physical & Technological Infrastructure	Quality Living Environment	Community Sustainability
City Manager's Office	X	X	X	X	X	X	X	X	X
City Attorney's Office	X	X	X	X		X		X	
City Clerk's Office	X	X					X	X	X
Community Resources		X		X			X	X	
Employee Relations			X	X			X		
Finance		X	X	X					
Information Technology			X				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 2018 Revised Budget and/or significant budgetary variances in the 2019 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
- ❖ 2019 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
- ❖ 2017-2019 Summary of Estimated Financial Sources and Uses (all fund types)
- ❖ City Revenues Summary
- ❖ Revenue Overview
- ❖ Federal, State, and Local Grant Revenues
- ❖ Budget Summary by Fund, by Department, and by Program
- ❖ Functional Units by Fund
- ❖ All Funds Summary of Expenditures
- ❖ General Fund Summary of Expenditures
- ❖ Staffing Overview
- ❖ Staffing Summary by Department and by Fund Type
- ❖ Long-Term and Short-Term Goals Linked to Core Community Values
- ❖ Debt Service and Financial Obligations

### **Fund Summaries**

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





## **BUDGET GUIDE (CONTINUED)**

### **Strategic Plan**

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

### **Operating Summaries**

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

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

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

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

### **Appendix**

The Appendix section provides additional information as follows:

- ❖ Schedule of Purchases \$50,000 or greater
- ❖ Schedule of Transfers
- ❖ 2018 Revised / 2019 Budget Appropriation Ordinance and Mill Levy Ordinance
- ❖ Acronyms
- ❖ Glossary of Terms



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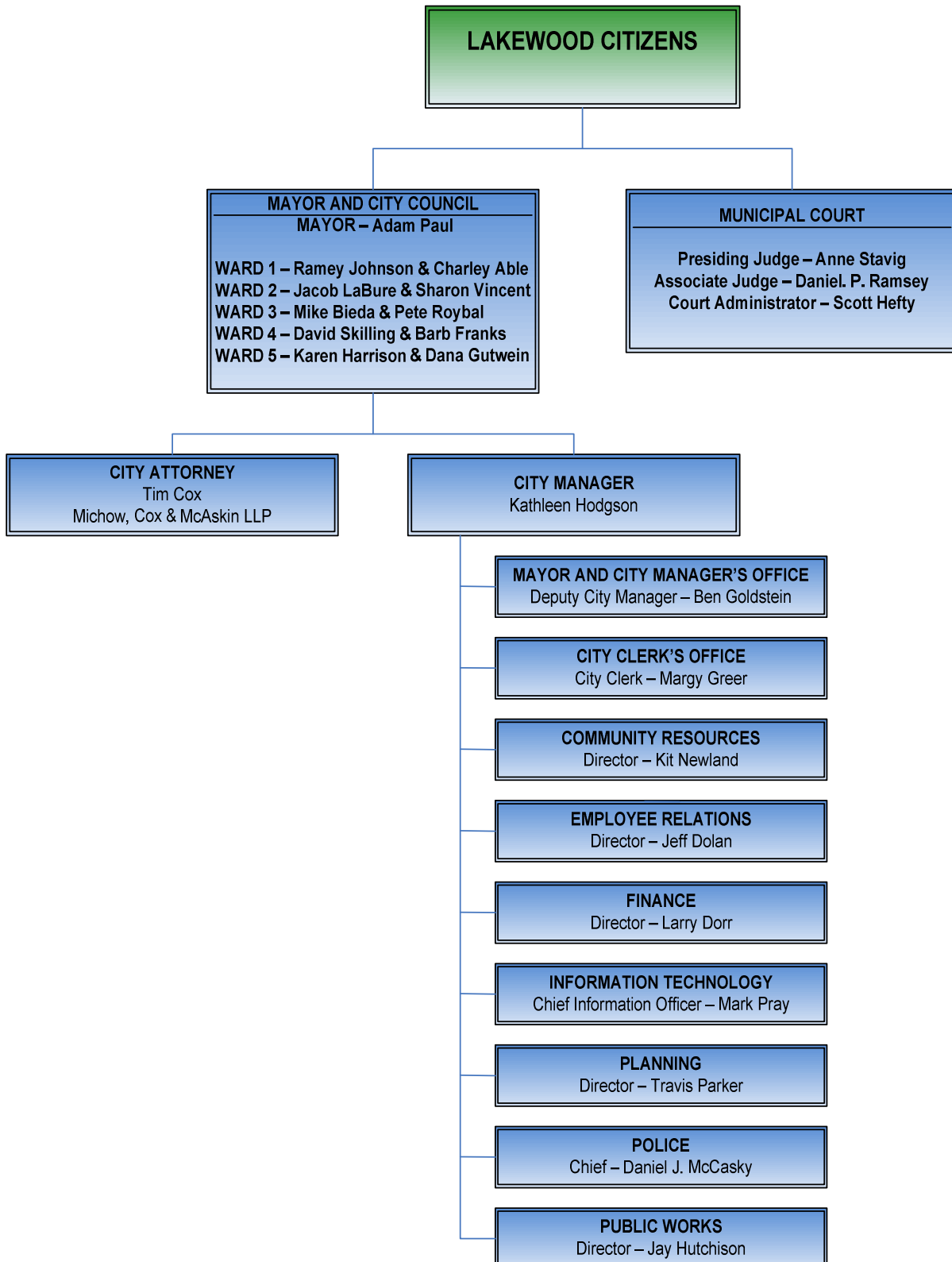
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# INTRODUCTION



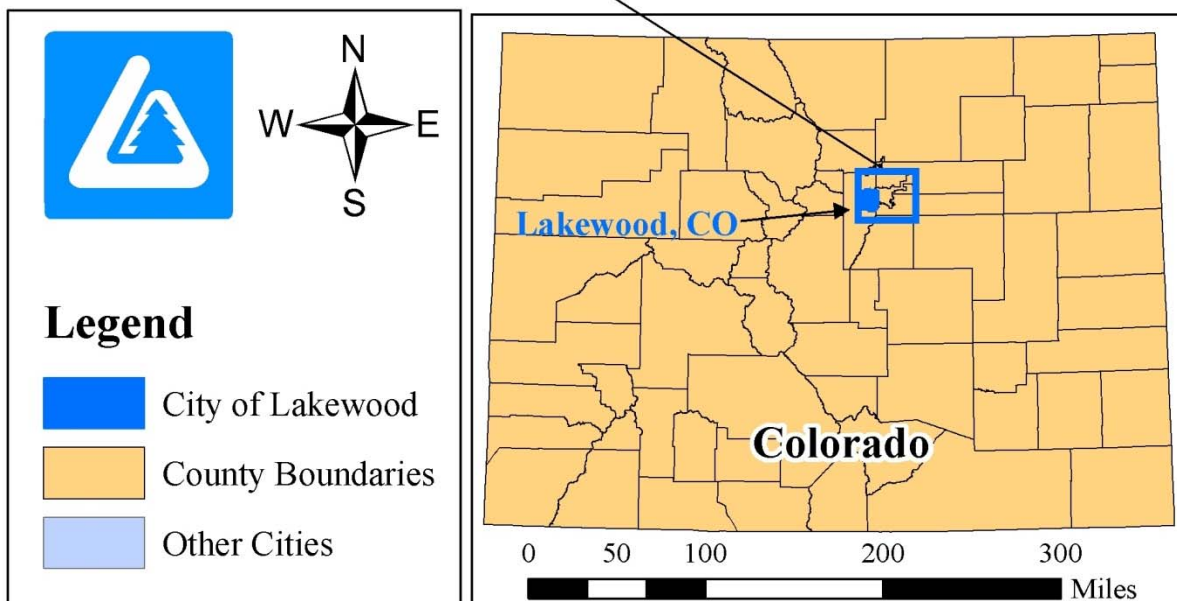
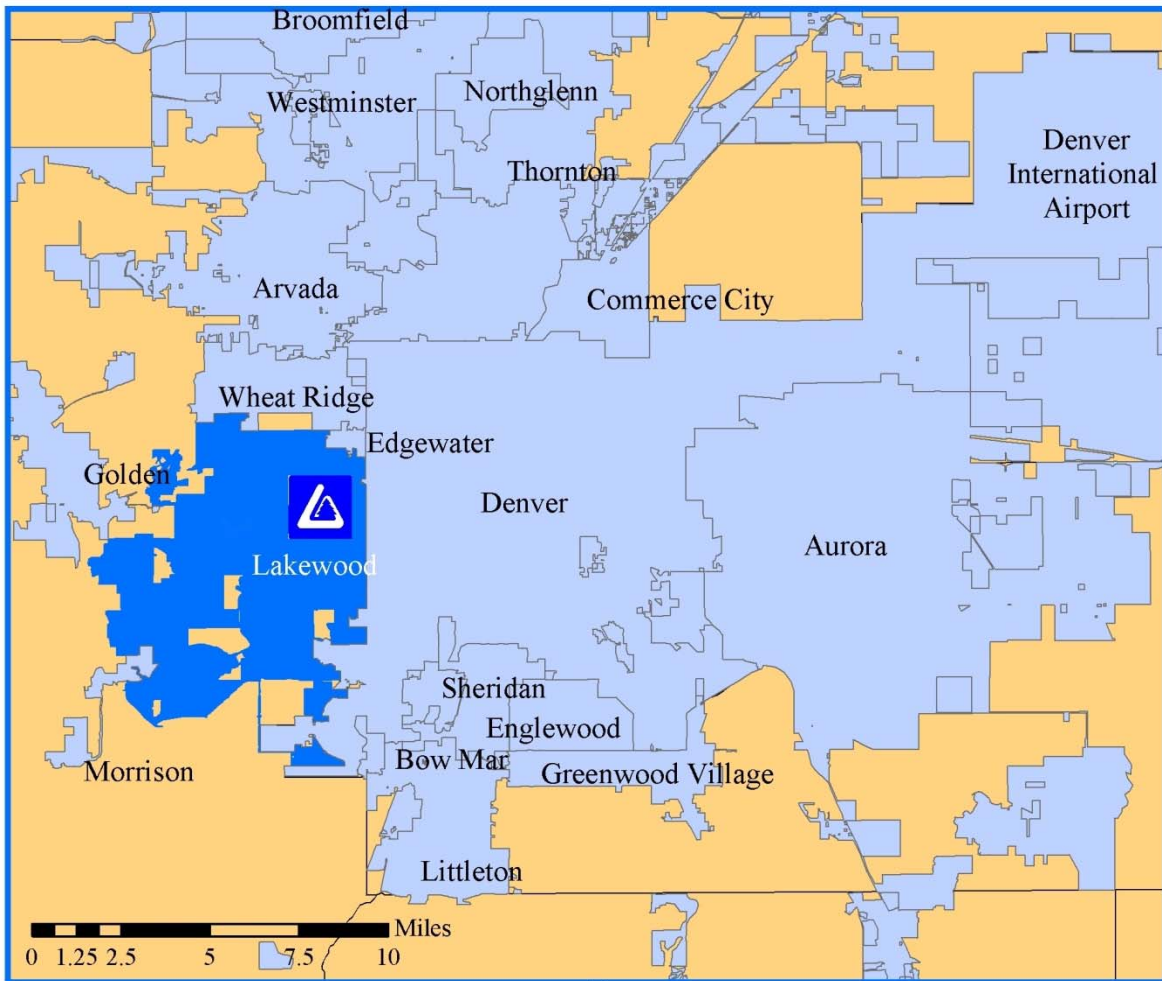
# CITY OF LAKEWOOD, COLORADO ORGANIZATION CHART







## State and Metro Area





## CITY OF LAKEWOOD ELECTED OFFICIALS:



Adam Paul  
(303) 987-7040  
[apaul@lakewood.org](mailto: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](mailto:rjohnson@lakewood.org)



Charley Able  
(303) 233-7275  
[cable@lakewood.org](mailto:cable@lakewood.org)

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

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

### WARD 2



Jacob LaBure  
(720) 515-7685  
[jlature@lakewood.org](mailto:jlature@lakewood.org)



Sharon Vincent  
(303) 987-7040  
[svincent@lakewood.org](mailto:svincent@lakewood.org)

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

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



WARD 3



Mike Bieda  
(303) 987-7740  
[mbieda@lakewood.org](mailto:mbieda@lakewood.org)



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

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

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

WARD 4



David Skilling  
(303) 987-7748  
[dskillings@lakewood.org](mailto:dskillings@lakewood.org)



Barb Franks  
(720) 515-6501  
[bfranks@lakewood.org](mailto:bfranks@lakewood.org)

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

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

WARD 5



Karen Harrison  
(303) 987-7767  
[kharrison@lakewood.org](mailto:kharrison@lakewood.org)



Dana Gutwein  
(303) 987-7040  
[dgutwein@lakewood.org](mailto:dgutwein@lakewood.org)

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

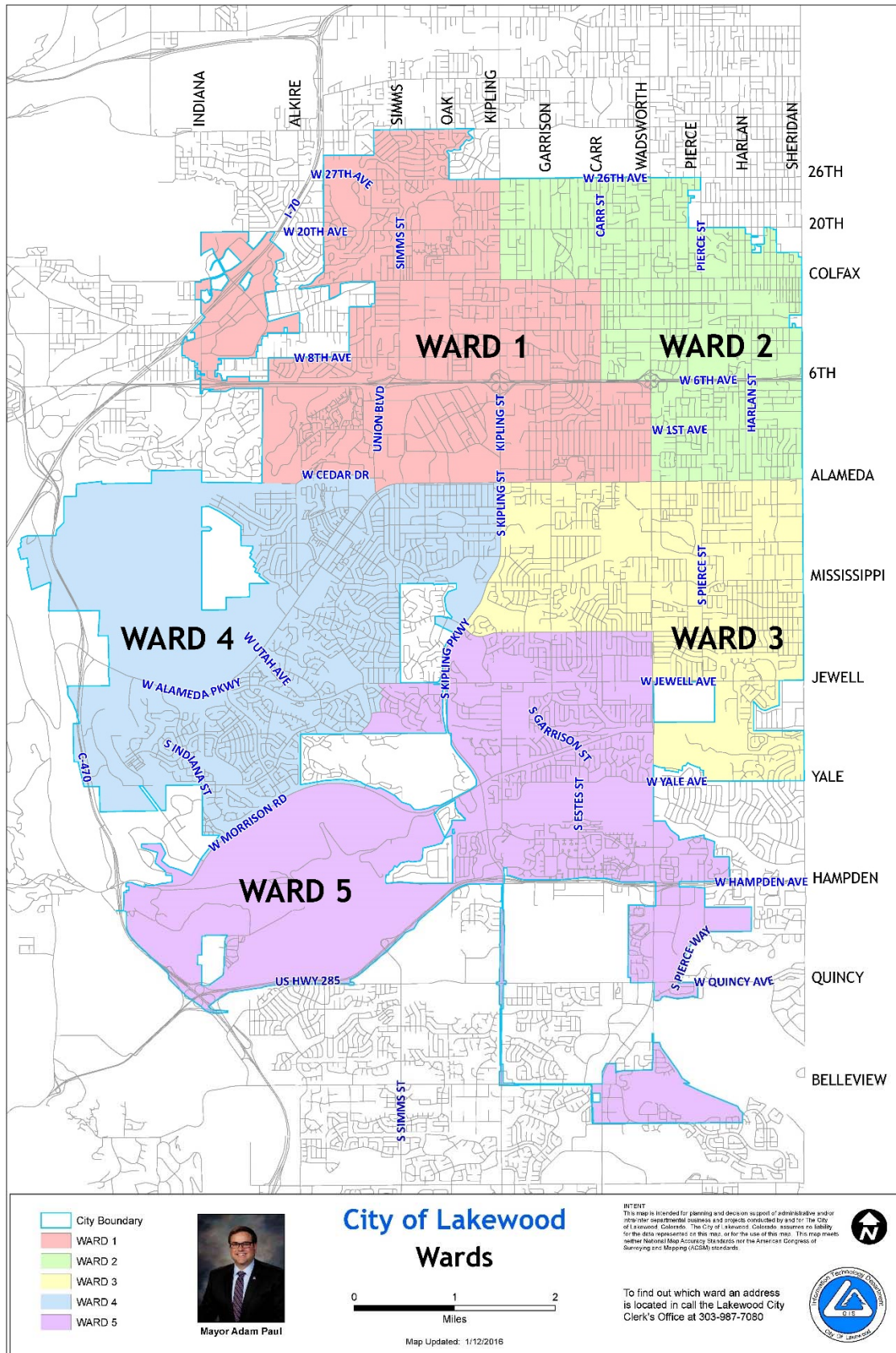
**Council member Dana Gutwein** was elected to a four-year term in November 2015.

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





## City of Lakewood Ward Map







## BUDGET & AUDIT BOARD

City Council adopted Ordinance O-2018-12 establishing the Budget & Audit Board effective July 9, 2018. This ordinance and the establishment of the board supersedes resolution 2005-48 and the former Budget & Audit Committee. The new Board consists of three Council Members and three citizens who are selected at large by the Screening Committee and appointed by Council. The board meets as necessary and is charged with serving as an oversight committee reviewing financial statements, budget forecasts and to provide feedback on budgetary compliance with City policies. Citizen members serve three-year terms and may serve no more than two terms.

### City Council Members:



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



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



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

### Citizen Representatives:



Jon Ludwigson  
Acting Director  
U.S. Government  
Accountability Office

Term Ending December 31, 2020



Donald Tallman  
Executive Director  
Colorado Railroad Museum

Term Ending December 31, 2019

Vacant

Term Ending December 31, 2021

### Authority, Expectations, and Tasks of the Board:

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



## CITY MANAGER'S BUDGET MESSAGE

September 7, 2018

### Honorable Mayor and Members of City Council

The past year has been full of many wonderful and exciting endeavors as well as complex challenges, as the community continued to recover from the May 2017 hail storm. The storm had, and continues to have, impacts on the City's budget. The City chose to approach this challenging situation as an opportunity and worked hard to continue to deliver high quality services to all those affected by the storm. In addition to the significant allocation of resources for continued recovery from the storm, the City also pursued many new and innovative programs and offerings for the community, which have been highlighted below. The items highlighted are not only innovative but also inclusive, as they carry on a Lakewood tradition of working to engage and serve all members of the community.

One of those innovative initiatives was partnering with the community to create ways to explore art outside while providing recreational opportunities and helping to reinvent the economy of Lakewood's oldest neighborhoods. The ArtLine includes 70 new pieces of artwork found along the four-mile route delineated with its hallmark green stripe. The ArtLine is also bringing art to those who have historically lacked opportunities to experience it, which is one of the most profound aspects of this free interactive outdoor art gallery.

The City is always working to utilize technology in pioneering ways to improve service to the community. In 2018, the City launched LakewoodSpeaks, the Planning Department's online portal for public participation in land-use cases, and LakewoodTogether, the City's digital engagement platform. Both of these allow residents to participate in important City discussions when it is convenient for them and from the comfort of their homes. LakewoodSpeaks has resulted in Planning Commission cases receiving participation from residents in a way that exactly matches the age distribution of the actual population in the City, which means it has drawn a much more age-diverse and inclusive audience than the traditional in-person public hearings. LakewoodTogether has garnered the participation of thousands of residents across numerous City projects, providing the City and council ideas and insights from a vastly wider audience.

The City has been innovative through its participation in the regional Jeffcom Communications Center, providing more efficient emergency services to Lakewood and thousands of other

Jefferson County residents. Additionally, through a continued commitment to provide the necessary funding to ensure the safety of our community, the Lakewood Police Department continues to lead the way through the establishment of the Family Crimes Team and newly created Community Action Team, focusing on long-standing community issues such as homelessness.

In 2017, Lakewood opened a universal playground that provides a place for children of all abilities to play together. The City also saw success with the inaugural Big Boom Bash event in celebration of Independence Day and had more than 8,000 participants. Through additional allocations of resources, the City was also able to expand the Lakewood Possibilities Fund, which provides financial assistance for residents to participate in our Community Resources programs.

The past year also provided some incredible opportunities for the City to invest in its future and honor its past. Through a historic \$7 million acquisition, the City preserved nearly 60 acres of the former Taylor property for an open space park. This purchase protects these lands for generations to come and creates significant open space in the urban heart of the City. The City also works with property owners on the historical designation of the Hospice of Saint John and the O’Kane Farm.

As the City looks toward 2019, and the 50<sup>th</sup> anniversary of Lakewood's incorporation, it is important that the community take time to celebrate all that has been accomplished in the last 50 years and continue to find creative ways to approach the challenges and opportunities of the next 50 years.

Throughout 2019, the community will see investment in new and exciting programs and services and a continued focus on maintaining existing assets. The proposed 2019 Annual Budget builds on innovation, inclusion and all the values and priorities of City Council and the community while maintaining a sound financial position.



## GENERAL FUND

### Revenue

Lakewood's sales and use tax revenue, which is the largest source of income for the City, generated \$80.4 million in 2017, an increase of 6.4% over the prior year. This increase is largely due to the significant revenues collected from building material tax, building permits, and motor vehicle use tax resulting from the May 2017 hailstorm. This event has been the most significant hailstorm to hit the City. The residents, businesses and community members responded with resiliency. While it caused a \$4 million drop in revenue from the largest sales tax generator in the City, Colorado Mills Mall has used its closure as an opportunity to refresh the mall's appearance, attract new



restaurants and shops and add a hotel while ensuring that longtime favorites such as H&M, Coach, Victoria's Secret, Forever 21, Michael Kors and others reopen. This bodes well for the mall's ongoing stability.

Excluding revenue from Colorado Mills, the City's sales tax increased by 3.9 percent in 2017, demonstrating a robust economy. Based on this overall economic strength, the budget is built on a projected 4 percent growth in overall sales tax revenues in 2019.

## **TABOR**

The City's revenue growth in 2017 was limited by the Taxpayer's Bill of Rights (TABOR) to growth of 3.57 percent, prompting a refund of \$12,536,504. As noted in the following table, the pending refund represents a substantial increase from prior years. In February 2018 at its annual planning session, City Council determined that identifying strategies to pay for community needs was a priority, and evaluating the community's interest in lifting TABOR limits on the City's revenue. An important element of TABOR includes giving residents the opportunity to determine whether or not to alter or eliminate the TABOR limits for their City government. Based on the council's priorities for the year, City Council decided to engage in a community conversation about a potential question for the November 2018 ballot about TABOR and the community's priorities. After a robust and meaningful discussion with residents, council decided to ask voters whether to allow the City to keep and spend the \$12.5 million and any future revenues above the TABOR limits for police, parks and open space and transportation improvements. The proposed question for the November 2018 ballot also requires the City Council to review and approve a separate budget for the \$12.5 million and any future revenues above the TABOR limits. To accomplish this, staff will prepare a second separate budget setting forth contingent appropriations. The two budgets have been submitted for the council's review and approval. Should the TABOR ballot question be approved by voters, this second separate budget will become automatically approved.

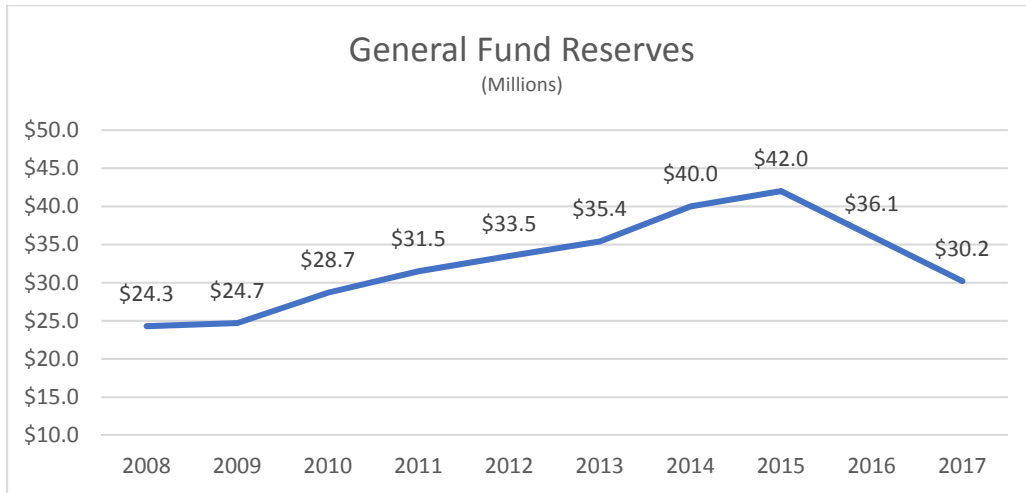
Year	TABOR Refund
2008	\$240,642
2009	\$67,800
2013	\$1,277,365
2014	\$5,200,119
2015	\$4,535,650
2016	\$5,823,934
2017	\$12,536,504
<b>Total Refund</b>	<b>\$29,682,014</b>

## **Expenditures**

The 2019 Budget proposes using reserve funds, which essentially serve as the City's savings account. City Council has previously approved budgets that used some of the reserves to pay



for operations, or to complete projects important to the community. In 2016 and 2017, council directed staff to complete projects by appropriating \$13 million in reserve funds, which resulted in improvements to facilities, parks, public safety and technology. Additionally, for 2018 and 2019 the budget authorizes the use of reserves to pay for operations. Historically, we have been able to achieve savings throughout each year that have precluded the use of reserves for operations. The City's reserves history is presented below.



Public safety is a critical priority for residents, and this budget proposes increases to general fund spending that will add two police agents and four community service officers (CSO) to the Police Department, along with the necessary vehicles and equipment to support these new positions. Expanding the presence of CSOs is an innovative approach to policing in today's world. These nonsworn CSOs increase the efficient delivery of services to residents by handling frequent and challenging noncriminal and nonviolent calls. By responding to these calls, the CSOs allow sworn police agents to focus on the emergency situations for which they are trained. CSO positions also create a potential pipeline for agent recruits, which is an important consideration in the competitive hiring market in which the organization operates.



This budget also proposes appropriations to support Lakewood's Municipal Court in light of recent changes to Colorado statute. The budget specifically addresses funding needs for court interpreters, public defenders and guardian ad litem services, along with additional equipment to support the staff.

Other proposed increases to general fund spending include the state's voter-approved mandate to increase the minimum wage for the third consecutive year, the expansion of the LakewoodSpeaks digital public hearing platform, and improvements in Lakewood's total compensation strategy as we strive to attract and retain workforce talent for the execution of City Council's priorities.

## CAPITAL INITIATIVES

The five-year (2019-2023) Capital Improvement and Preservation Plan (CIPP) authorizes new capital projects along with recurring capital maintenance expenses that support the City's infrastructure. The availability of matching funds such as federal highway and federal Community Development Block Grant (CDBG) funds are a factor in project timing so that general fund and capital improvement fund resources can be leveraged to a greater degree.

New projects proposed in the CIPP are as follows:

### **Basic Improvements to Taylor Property - \$300,000**

In February 2018, Lakewood acquired approximately 60 acres of the former Taylor estate to be forever preserved as an open space park. A site planning effort is underway, and this initial \$300,000 in funds, along with an allocation of existing Open Space Funds, will be used to make basic improvements in advance of a broader effort to activate the site, that will include the installation of trails, paths, shelters and seating areas for the public to enjoy. The total buildout is expected to cost in excess of \$1,000,000.



Taylor Park

### **Additional Park Amenities in North Lakewood - \$400,000**

A priority of this council is to expand parkland throughout Lakewood. The City recently entered into an agreement with Denver Water to lease .75 acres of property at West 20<sup>th</sup> Avenue and Quail Street for the installation of a small park for an initial period of 10 years. Additionally, the City has evaluated the future use of the Meadowlark Cottage complex at West Bayaud Avenue and South Cody Street and determined that the best use for this site would be a small neighborhood park. These funds will help create meaningful and enjoyable park spaces to enhance the quality of life for those in north Lakewood.

### **40 West ArtLine Phase 2 - \$50,000**

The 40 West ArtLine is a four-mile walking and biking arts experience that winds its way through historic Lakewood neighborhoods along West Colfax Avenue and the W Line light rail. In the first phase of the project, 70 new public art installations were installed. Phase 2 will fund maintenance support for the artwork, implementation of additional art elements and improvements for pedestrians and bicyclists along the route.



ArtLine

### **City Technology - \$1,010,000**

It is necessary to invest in technological infrastructure to remain a high functioning municipality in today's world. These funds will facilitate a radio system migration within the Metro Area Radio Cooperative, replace mobile radios in City vehicles that have reached the end of their useful lives, update the organization's enterprise resource program, expand the City's asset management system, design and implement an information security program and convert long-archived City records to Laserfiche for appropriate retention.

The Capital Improvement Fund (CIF), and its sales and use tax are the largest revenue source for the CIPP. The CIF continues to fund a number of recurring expenses that support the City's infrastructure, and the 2019 budget provides for \$13.4 million in annual programs. This includes street resurfacing, vehicle replacements, traffic safety programs and building improvements. The details of each project are provided in the CIPP section of the budget.

## ALL FUNDS OVERVIEW

This 2019 budget appropriates expenditures in the amount of \$205,522,097 for municipal services, a decrease from the 2018 revised budget of 15.1 percent. This variance is attributed to large one-time expenditures in 2018, such as the Taylor acquisition. This variance was also created by the timing of certain capital projects. In addition, City's long-term debt continues to decrease. In 2018 and 2019, the City will pay off \$9.7 million in debt. The total debt amounts to a very small percent of the City's overall expenses, demonstrating the City's overall financial health.

## CITY COUNCIL'S CORE COMMUNITY VALUES AT WORK

A number of successes have been accomplished in the past year that advance council's core community values, some of which are highlighted below.

### 1. Safe Community

The City participates in metrowide task forces that bring together the resources of local, state and federal law enforcement agencies to form a statewide response to crime. These include the West Metro Drug Task Force and the Metropolitan Auto Theft Task Force, both of which realized increases in successful outcomes in 2017 through these collaborations. Additionally, through outreach and compliance programs, the City reached its dog license compliance goal for the first time, and a partnership with Jefferson County Center for Mental Health was established to provide opportunities to residents seeking police and mental health services. Finally, the Police Department successfully achieved its 10<sup>th</sup> reaccreditation award as well as a gold standard of excellence from the Commission on Accreditation for Law Enforcement Agencies.

### 2. Open and Honest Communication

The City coordinated responses to 4,223 residents through the service request process, Request Lakewood. Those residents completed 1,157 surveys, 83 percent of whom indicated that the response met or exceeded their expectations. The City launched LakewoodTogether and LakewoodSpeaks, online platforms designed to help residents participate in City discussions conveniently and according to their schedules and preferences.



### 3. Fiscal Responsibility

Among a number of activities supporting this core community value, the City continued to achieve savings and efficiencies in its third year of a self-insured medical plan. It also enhanced wellness-related programs by linking programs to the medical plan, improved

Medicare compliance claims, enhanced comprehensive enterprise-wide safety and risk audits, and extended the service life of many vehicles.

#### **4. Education and Information**

This past year, the City expanded the reach of the Lakewood Possibilities Fund, a scholarship program to ensure that all residents, regardless of income, can participate in the City's arts, parks and recreational offerings. Bilingual brochures were distributed to over 4,500 Title I elementary school children, and partnerships were formed with school family liaisons to ensure information reaches residents in need. Additionally, the City increased digital distribution of publications, enhanced its social media program to reach more residents and used video in innovative ways to educate residents with key messages.

#### **5. Quality Transportation Options**

A significant road improvement project, the widening of Wadsworth Boulevard from 10<sup>th</sup> Avenue to Highland Drive, was completed in coordination with the Colorado Department of Transportation. Additionally, the City completed the Union Area Transportation Study and an update of the Bicycle System Master Plan.

#### **6. Quality Economic Development**

This past year the City launched a pilot Commercial Reinvestment and Facade Grant Program, assisted businesses with recovery efforts following the 2017 hail event, completed a Housing Study and continued to position Lakewood as a strategic location for businesses through local and regional partnerships and outreach.

#### **7. Physical and Technological Infrastructure**

Investments to the City's infrastructure are paying off. Data shows that the Lakewood Link pool renovation, completed in 2017, has significantly increased both safety and participation, with lifeguard rescues decreasing 92 percent and participation increasing by 8,000 visitors over the prior year. Additionally, 227 lane miles of roadway were improved, and trail connections were completed. The City's records management system also was upgraded, and the public safety radio network was modernized to align with current standards.



Lakewood Link Pool

#### **8. Quality Living Environment**

Lakewood continues to be a highly desirable place to live, work and play. This past year, the City implemented the second annual Mayor's Inspiration Awards; assisted 17 nonprofit organizations that deliver services to residents with funding through the Lakewood Community Grant Program; became a partner with Lakewood Bicycle Advisory Team and Eaton Senior Communities to launch Cycling Without Age; provided Lakewood's children with nutritious meals and snacks during the school year and over the summer break; and launched the Lakewood Development Dialogue.



## 9. Community Sustainability

Earlier this year, council funded an innovative energy performance initiative through a collaboration with the Governor's Energy Office that pays for facility improvements through energy savings. Work is underway and will be completed this fall, helping the City meet its sustainability goals and improving the experience for visitors. In 2017, the City updated its arts, parks and recreation master plan titled Imagine Lakewood!



BigBelly Receptacles

More than 3,000 residents participated in the process to envision the future of arts, parks and play in Lakewood, and work is well underway to implement the plan's 42 actions. The City added 101 solar-compacting trash and recycling receptacles to parks and included consistent messaging on units to encourage both waste diversion and the proper disposal of material. More than 3 million pounds of recyclable material was collected at the Quail Street Recycling Center. Household electronics were collected and safely disposed at events throughout the year.

## Significant State Legislative Activities

The City Council Legislative Committee, with the assistance of the deputy city manager, reviewed 199 of the 784 proposed statewide bills introduced between January and May of the 2018 Legislative Session. The committee, which consists of one member of City Council from each of the five wards, took positions on 67 bills. The committee took a neutral position on 12 bills and supported 30 bills, of which 19 passed. The committee opposed 25 bills, 9 of which passed. Several of the opposed bills that passed were modified to include the concerns of the Council Legislative Committee.

## Conclusion

This is an exciting time to live in the City of Lakewood with so many opportunities for residents of all ages to enjoy amazing programs and services. The City continues to make investments in new amenities, like the acquisition of the Taylor property, or reinvestments in existing services, such as Police, with the addition of the Family Crimes Team and newly created Community Action Team. The City is proud to provide these and thousands of other services to the community with a continued focus on exceptional value and quality.

## ACKNOWLEDGEMENTS AND THANKS

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

With gratitude,



Kathleen E. Hodgson  
City Manager

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

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

September 7, 2018

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 \$6.5 million in reserves in 2018 and \$7.3 million in reserves in 2019 in order to maintain general operations. At present, the City has the need to use reserves to provide for programs and infrastructure as outlined in the City Manager's Budget Message. Given the current level of reserves, and the needs of the community, this is a special circumstance that appropriately warrants the use of fund balance. Since the adoption of the 2005 budget policies, the General Fund balance has increased from \$8.8 million (11.9%) to \$30.2 million (25.4%) at year end 2017; with the funding of this 2019 Budget the General Fund balance at year end 2019 will be \$16.4 million (12.6%).

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.



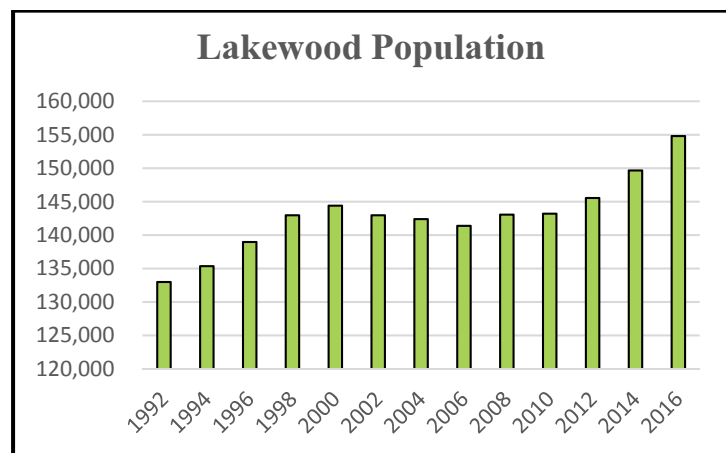


## DEMOGRAPHICS

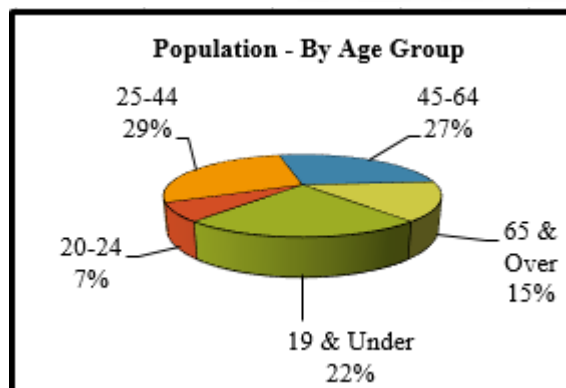
### Lakewood Population Forecasts and Growth Rate

	2000	2010	2020	2030	2040	2050	% Change 2000-2010
<b>Lakewood</b>	<b>144,390</b>	<b>143,209</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>-0.82%</b>
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, 2012-2016 American Community Survey







### Diversity



White	70.23%
Black or African American	1.26%
American Indian and Alaska Native	0.71%
Asian	3.02%
Some Other Race	0.17%
More Than One Race	1.99%
Hispanic or Latino	22.57%
Not Hispanic or Latino	77.43%

Source: U.S. Census Bureau, 2012-2016  
American Community Survey

### Educational Attainment

Population 25 Years and Older	Number	Percent
High School Graduate	25,794	23.27%
Some College, No Degree	24,108	21.75%
Associate's Degree	8,342	7.53%
Bachelor's Degree	29,594	26.70%
Graduate or Professional Degree	14,409	13.00%
Percent High School Graduate or Higher		92.25%
Percent Bachelor's Degree or Higher		39.7%



Source: U.S. Census Bureau, 2016 American Community Survey

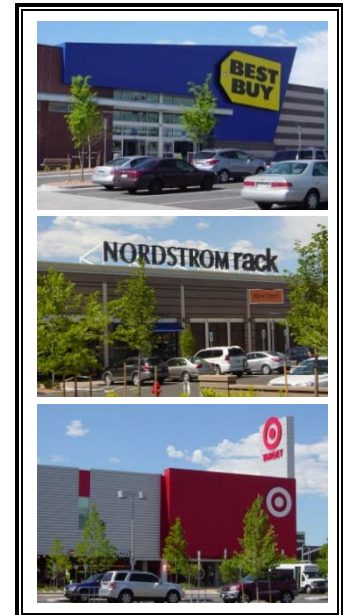




### Employment by Industry

Industry	Number	Percent
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, 2012-2016 American Community Survey



### Major Employers in Lakewood (2017) With 250 Employees or More

Company	Product/Service	Employment
Denver Federal Center	Federal Government	8,000
Jefferson County R-1 School District	Education	4,010
Terumo BCT	Medical Devices	2,320
St. Anthony Medical Campus	Medical	2,200
FirstBank of Colorado	Financial Services	1,261
State of Colorado	State Government	1,084
HomeAdvisor, Inc	Online Referral	1,070
City of Lakewood	Municipal Government	900
Integer Group	Marketing	435
Colorado Christian University	Education	431
Red Rocks Community College	Education	430
West Metro Fire Rescue	Fire Department	408
Kaiser Permanente	Medical	275
Tall Grass	Energy	271
Ludvik Electric	Electrical Contractor	260

Source: City of Lakewood, Economic Development, April 2018





## ECONOMICS

### Principal Property Taxpayers

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

Source: Jefferson County Assessor's Office



### **MILL LEVIES: 2017 TAXES PAYABLE IN 2018**

*Jefferson County*  
22.420 mills

*Jefferson County Schools*  
42.878 mills

*West Metro Fire District*  
12.382 mills

*Urban Drainage/  
Flood Control Dist.*  
0.500 mills

**CITY OF LAKEWOOD**  
4.711 mills\*

\*Temporarily reduced to 2.148 Mills to reflect a  
Tabor Refund



### Council for Community and Economic Research Cost of Living Index, 2017

<i>City</i>	<i>Com- posite Index</i>	<i>Grocery</i>	<i>Housing</i>	<i>Utilities</i>	<i>Transportation</i>	<i>Health Care</i>	<i>Misc. Goods &amp; Services</i>
Phoenix, AZ	96.0	99.9	95.0	109.2	95.5	97.7	91.4
Houston, TX	96.9	84.8	99.9	112.9	97.9	91.5	95.2
Atlanta, GA	99.0	97.8	101.2	87.9	97.4	107.3	100.2
Salt Lake City, UT	100.6	110.1	97.7	91.0	95.0	99.2	103.7
Dallas, TX	106.3	114.8	105.7	107.7	96.5	106.3	105.6
Denver, CO	111.5	96.0	135.8	85.7	97.9	105.7	109.6
Chicago, IL	124.1	107.3	159.7	94.6	127.1	102.0	112.5
Portland, OR	130.0	111.2	180.8	89.1	113.1	110.8	114.8
Boston, MA	146.5	105.9	206.5	120.0	115.3	137.4	130.5
Seattle, WA	153.0	127.8	211.6	110.8	133.2	122.0	136.5
San Francisco, CA	195.7	129.5	366.0	126.0	127.7	127.1	130.2

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	\$58,227
Jefferson County	\$72,017
Denver Metro Area	\$68,173
Colorado	\$62,520
United States	\$55,322

Source: U.S. Census Bureau, 2012-2016 American Community Survey

### Housing Costs in Lakewood:

Median Home Value (owner-occupied):	\$273,200
Median Monthly Gross Rental Rate:	\$1,067

Source: U.S. Census Bureau, 2012-2016 American Community Survey

## MORE ABOUT LAKEWOOD...

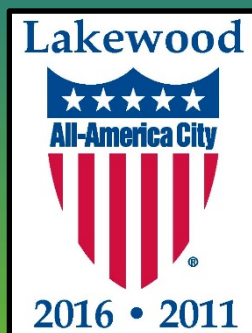
Altitude:	5,375 feet above sea level
Precipitation*:	16.49 inches per year
Snowfall*:	53.6 inches per year
Area in Square Miles:	44.21
Miles of Streets:	543
Number of Street Lights:	7,909
Number of Parks:	101 parks with 7,181 acres
Number of Schools:	40
Number of Students K-12:	19,902
Fire Districts:	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

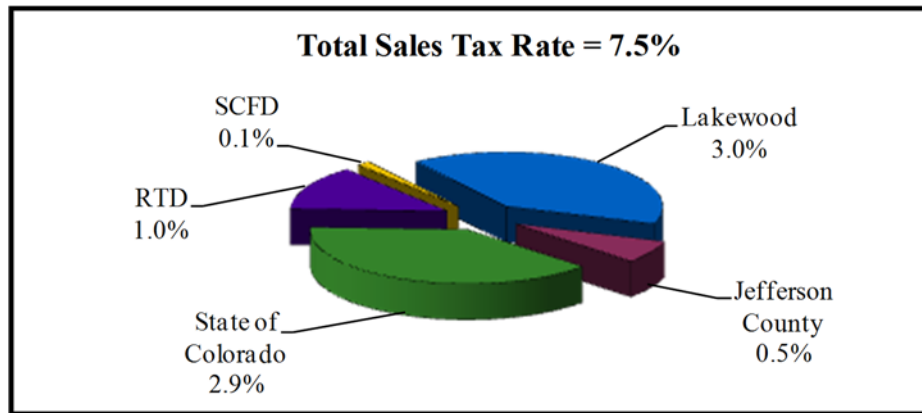
### County Libraries within Lakewood:

	Visits	Circulation
Belmar Branch	505,086	1,062,140
Lakewood Branch	319,619	593,785

Source: Jefferson County Library, Board of Trustees, YTD 4th Quarter 2017







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

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

City	Sales Tax Rate
Arvada	3.46
Aurora	3.75
Boulder	3.86
Brighton	3.75
Broomfield	4.15
Castle Rock	4.00
Centennial	2.50
Cherry Hills Village	3.50
Colorado Springs	3.12
Commerce City	4.50
Denver	3.65
Edgewater	3.50
Englewood	3.50
Federal Heights	4.00
Fort Collins	3.85
Glendale	3.75
Golden	3.00

City	Sales Tax Rate
Greeley	4.11
Greenwood Village	3.00
Lafayette	3.50
Lakewood	3.00
Littleton	3.00
Lone Tree	1.8125
Longmont	3.53
Louisville	3.65
Loveland	3.00
Morrison	3.75
Northglenn	4.00
Parker	3.00
Sheridan	3.50
Superior	3.46
Thornton	3.75
Westminster	3.85
Wheat Ridge	3.50

Source: Colorado Department of Revenue



## **FORM OF GOVERNMENT**

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

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

## **SCOPE OF SERVICES**

The City of Lakewood provides the following major services:

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

## **EMPLOYEES AND BENEFITS**

The City currently has over 870 authorized regular full-time positions (exempt and non-exempt) for 2018. 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 and provisional civilian employees participate in the Lakewood Employees Money Purchase Pension Plan, which is administered through Great West Life. The City contributes 11.2% of the salary to the plan and the employees are required to contribute 9.2% of their salary. Voluntary contributions are also allowed under the plan.

Also, as of July 1, 1991, all temporary and seasonal employees are required to participate in a pension program. The City of Lakewood's program is administered by Empower Retirement. Variable employees must contribute 7.5% of their base salary on a pre-tax basis. Beginning in April 2018, the City began contributing 1% of salary to the plan for all regular full-time, regular part-time, and provisional employees.

Sworn police personnel participate in the Lakewood Police Pension Fund, which is administered through ICMA-RC. The City's contribution to this pension plan is 11.2% of base salary. The mandatory employee contribution is 9.2% 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.



## **2019 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.



## **2019 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.



## **2019 BUDGET AND FINANCIAL POLICIES (CONTINUED)**

### **Budget Recommendation**

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

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

### **Public Hearings**

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

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

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

### **Changes to Adopted Budget**

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

### **Supplemental Appropriation**

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

### **Unanticipated Revenue**

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



## **2019 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.



## **2019 BUDGET AND FINANCIAL POLICIES (CONTINUED)**

### **Budget Preparation**

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

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

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

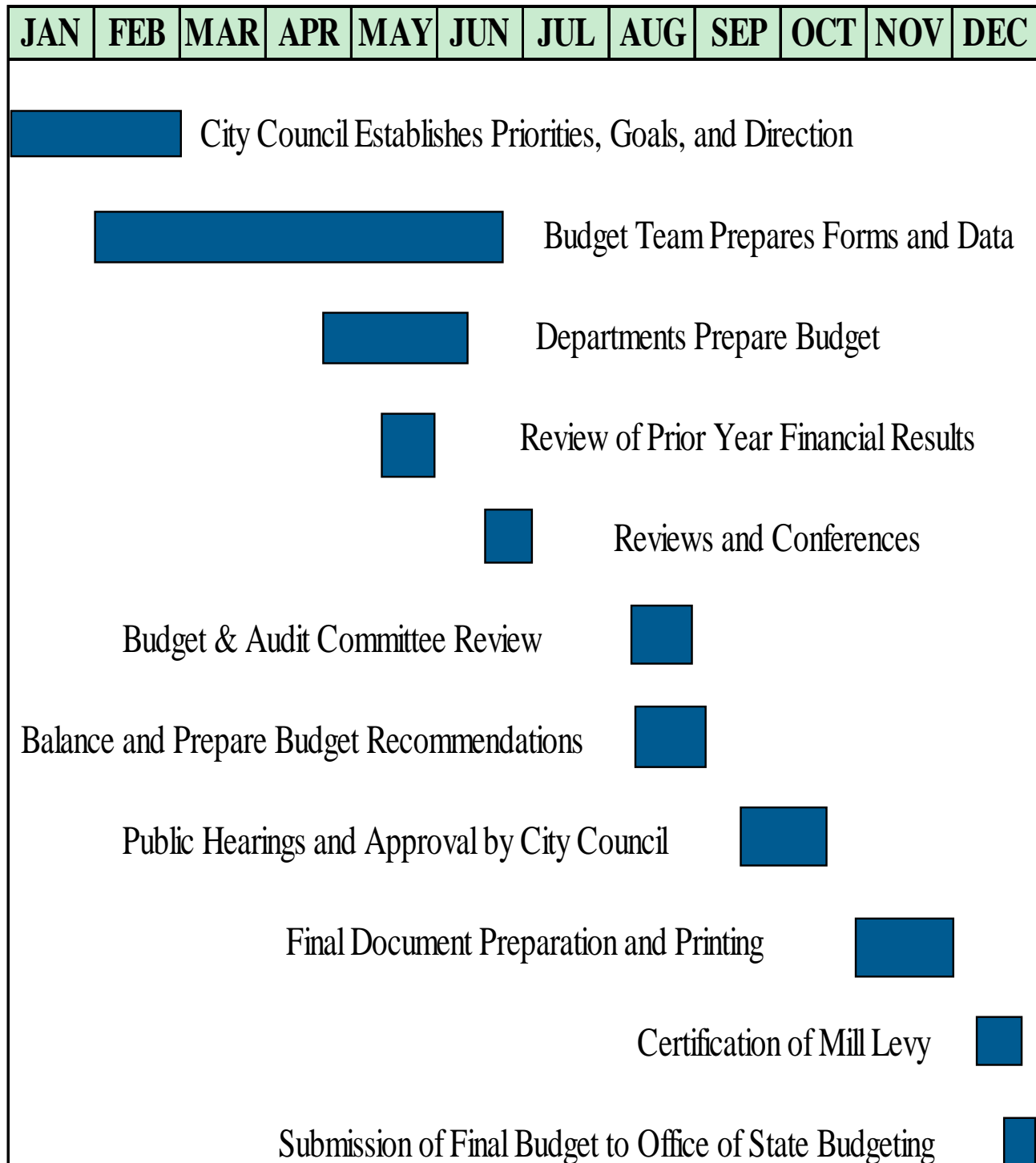




## **2019 BUDGET AND FINANCIAL POLICIES (CONTINUED)**

### **BUDGET PREPARATION SCHEDULE**

The following schedule outlines the timeframe for budget preparation:



**2019 BUDGET AND FINANCIAL POLICIES (CONTINUED)****SCHEDULE FOR PREPARATION OF THE 2019 ANNUAL BUDGET**

<b>2018 DATE</b>	<b>RESPONSIBLE PARTY</b>	<b>REQUIRED ACTIVITY</b>	<b>REQUIREMENT REFERENCE</b>
Feb 17	City Council	City Council Annual Planning Session	
Feb 15-Mar 15	Finance	Compile Budget and Staffing Manual	
Mar 23– Apr 30	Employee Relations & Finance	Salary and Benefit Data calculated	
May 14 – Jun 13	All Departments	Department's Line Item Detail (expenditures and revenues) completed	
Jun 14 – Jul 13	All Departments	Department's Narratives completed	
Jul 10 – Aug 30	Finance	Consolidation and Compilation of Proposed Budget Document	
Jul 30	Budget & Audit Committee	Review of the Revenue and Expenditure Budget and Forecasts prior to City Council's Study Session	
Sep 17	City Manager / City Council	City Council Study Session to review Proposed 2019 Budget data	City Charter Article XII, 12-2
Sep 19	All Departments	Updates from Study Session Due to Finance Department	
Sep 19 – Oct 5	Finance	Compile Final 2019 Budget Document	Colorado Revised Statute Section 29- 1-103
Oct 08	City Manager / Finance / City Council	First Reading and Public Hearing on the Proposed 2019 Budget and 2018 Mill Levy Ordinance	City Charter Article XII, 12-4
Oct 22	City Manager / Finance / City Council	Second Reading and Public Hearing on the Proposed 2019 Budget and 2018 Mill Levy Ordinance	City Charter Article XII, 12-4
Dec 3	Finance	Certify 2018 Tax Mill Levy with Jefferson County	Colorado Revised Statute Section 29- 1-301
Dec 14	Finance	Submit the 2019 Budget Document to GFOA for Award Program and Certify the 2018 Budget to State of Colorado	Colorado Revised Statute Section 29- 1-103



## **2019 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.



## **2019 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.



## **2019 BUDGET AND FINANCIAL POLICIES (CONTINUED)**

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

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

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

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

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

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

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

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

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

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



## **2019 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.





## **2019 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:



## **2019 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.



## **2019 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.



## **2019 BUDGET AND FINANCIAL POLICIES (CONTINUED)**

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

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

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

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

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

### **Arbitrage Policy**

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

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



## **2019 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:



## **2019 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





## **2019 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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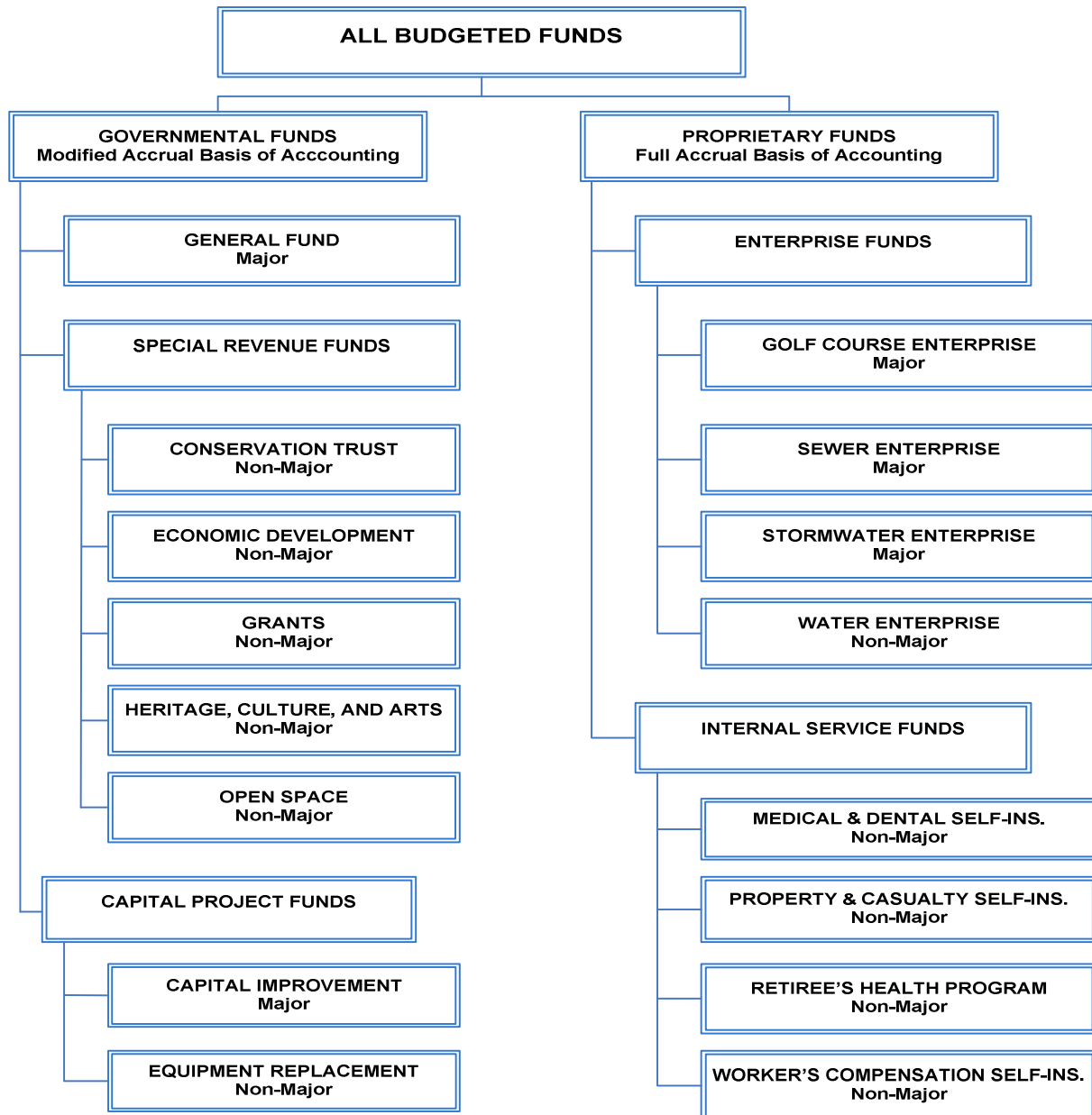


# **BUDGET OVERVIEW**



# CITY FUNDS

Fund Organization for the 2019 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**

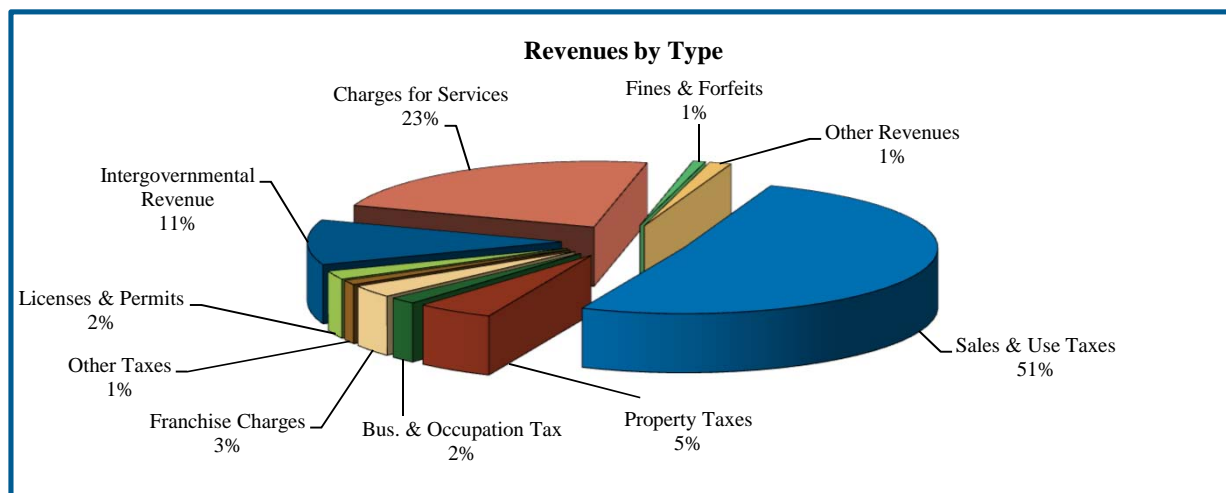
	Total All Funds			
	2017 Actual	2018 Budget	2018 Revised	2019 Budget
<b>REVENUES</b>				
Property Tax	\$ 9,150,515	\$ 9,152,158	\$ 9,600,614	\$ 9,600,614
Sales Tax	73,968,047	80,514,372	77,772,006	82,423,615
General Use Tax	4,596,780	3,972,319	4,061,606	4,146,846
Building Material Use Tax	8,762,119	4,716,999	4,716,999	3,794,436
Motor Vehicle Use Tax	8,285,951	7,007,320	7,007,320	7,155,723
Specific Ownership Tax	474,759	298,613	474,759	486,628
Tobacco Products Tax	321,768	330,969	321,040	313,014
Business & Occupation Tax	3,299,605	3,144,875	3,144,875	3,223,497
Franchise Charges & Other Taxes	6,300,349	6,437,071	6,300,349	6,457,858
Hotel Accommodation Tax	1,772,462	1,428,000	1,428,000	1,428,000
Licenses & Permits	6,395,758	3,830,043	4,140,731	3,990,860
Intergovernmental Revenue	23,337,474	21,408,005	31,571,545	23,168,647
Charges for Services	45,400,924	43,708,764	44,011,959	45,788,861
Fines & Forfeits	1,200,775	1,454,000	1,454,000	1,454,000
Investment Income	1,349,133	1,050,443	1,057,322	1,027,381
TABOR Refund	(12,536,504)	(4,209,000)	(6,283,739)	(4,419,315)
All Other Revenues	4,247,713	1,609,975	1,546,686	2,335,721
Total Revenues	186,327,628	185,854,926	192,326,071	192,376,384
<b>EXPENDITURES</b>				
Mayor and City Council	501,018	558,896	547,316	555,018
City Manager's Office	3,062,885	4,787,086	4,695,305	4,828,430
City Attorney's Office	1,893,860	1,799,897	1,789,540	1,852,263
City Clerk's Office	981,147	1,095,261	1,074,681	1,125,473
Community Resources	39,489,072	38,726,026	58,342,225	40,126,784
Employee Relations	1,450,641	1,706,511	1,686,896	1,809,270
Finance	3,504,004	4,447,549	4,205,907	4,330,640
Information Technology	6,131,951	8,480,167	9,299,847	8,725,788
Municipal Court	3,335,115	3,718,166	3,764,549	3,969,755
Planning	2,795,832	4,158,954	4,644,211	4,324,211
Police	49,971,120	55,420,835	53,325,422	57,181,860
Public Works	39,603,442	51,040,914	66,571,085	50,553,479
Non-Departmental	23,872,479	26,121,796	32,044,937	26,139,125
Total Expenditures	176,592,566	202,062,058	241,991,924	205,522,097
<b>OTHER FINANCING SOURCES (USES)</b>				
Capital Lease	-	-	1,510,000	-
Operating Transfers In	7,720,096	3,815,100	9,749,582	4,400,100
Operating Transfers Out	(7,720,096)	(5,815,100)	(11,749,582)	(4,400,100)
Total Other Financing Sources (Uses)	-	(2,000,000)	(490,000)	-
Excess (Deficiency) of Financial Sources over Financial Uses	9,735,062	(18,207,132)	(50,155,852)	(13,145,713)
<b>FUND BALANCES/NET POSITION, BEGINNING OF YEAR</b>	127,664,888	89,110,106	137,399,950	87,244,098
<b>FUND BALANCES/NET POSITION, END OF YEAR</b>	\$ 137,399,950	\$ 70,902,974	\$ 87,244,098	\$ 74,098,385



**CITY REVENUES SUMMARY  
BY ALL FUND TYPES  
2019 BUDGET**

Revenues	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Property Tax	\$ 9,600,614	\$ -	\$ -	\$ -	\$ -	\$ 9,600,614
Sales Tax	69,713,764	-	12,709,851	-	-	82,423,615
General Use Tax	3,494,852	-	651,994	-	-	4,146,846
Building Material Use Tax	3,174,936	-	619,500	-	-	3,794,436
Motor Vehicle Use Tax	6,084,530	-	1,071,193	-	-	7,155,723
Specific Ownership Tax	486,628	-	-	-	-	486,628
Tobacco Products Tax	313,014	-	-	-	-	313,014
Business & Occupation Tax	3,223,497	-	-	-	-	3,223,497
Franchise Chrgs/Other Taxes	6,457,858	-	-	-	-	6,457,858
Hotel Accomodation Tax	-	1,428,000	-	-	-	1,428,000
Licenses & Permits	3,990,860	-	-	-	-	3,990,860
Intergovernmental Revenue	5,677,091	15,427,782	2,063,773	-	-	23,168,647
Charges for Services	12,209,788	1,537,635	2,100,523	15,507,171	14,433,744	45,788,861
Fines & Forfeits	1,454,000	-	-	-	-	1,454,000
Investment Income	517,457	109,235	217,489	80,200	103,000	1,027,381
TABOR Refund	(4,419,315)	-	-	-	-	(4,419,315)
All Other Revenues	619,271	64,950	203,500	525,000	923,000	2,335,721
<b>Total Revenues</b>	<b>\$ 122,598,845</b>	<b>\$ 18,567,602</b>	<b>\$ 19,637,823</b>	<b>\$ 16,112,371</b>	<b>\$ 15,459,744</b>	<b>\$ 192,376,384</b>

<b>% of All Funds</b>	<b>63.7%</b>	<b>9.7%</b>	<b>10.2%</b>	<b>8.4%</b>	<b>8.0%</b>
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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 2018 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 2018 and 2019 used in forecasting:

<b>Year</b>	<b>2018</b>	<b>2019</b>
<b>Colorado Legislative Council</b>	3.1%	2.9%
<b>Governor's Office of State Planning &amp; Budgeting</b>	3.0%	2.8%

The 2018 revised revenue budget for all funds increased by 3.2% over the 2018 original budget primarily due to forecasted increases in grant revenues.

For 2019, revenues are forecasted to decrease by 0.3% over the 2018 revised budget as we experience normalized levels of grant revenue and anticipated increases in sales tax due to inflation and the normalization of revenues from Colorado Mills Mall.

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

<b>Year</b>	<b>2018R</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Revenue Increase / (Decrease)	3.1%	(0.4%)	(.3%)	2.0%	2.3%	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 \$12,536,504 for 2017 has been calculated and remains as an outstanding liability for the City pending the outcome of a November 2018 election. Estimated TABOR refunds for 2018-2023 have been calculated based on the revenue projections for those years and will be recalculated if the November 2018 ballot question is voted up.



## **REVENUE OVERVIEW (CONTINUED)**

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

The following graph depicts revenues for the prior four years of historical data, the estimate for the current year, and the estimated revenues for the 2019 Budget. Intergovernmental revenues continue to be the most volatile of the revenue types.



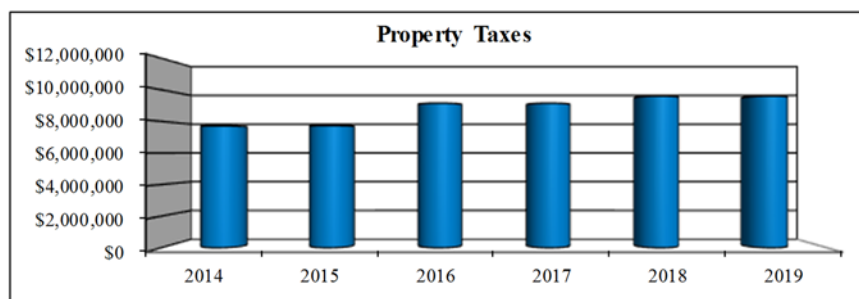
Year	All Revenues	% Chg
2014	\$154,820,039	
2015	\$164,990,675	6.57%
2016	\$179,865,007	9.02%
2017	\$186,327,628	3.59%
2018	\$192,326,071	3.22%
2019	\$192,376,384	0.03%

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

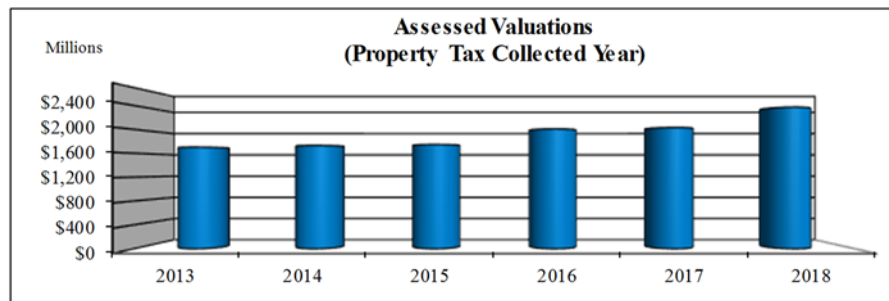
**Property Tax** - property taxes are levied on December 31, and attached as an enforceable lien on property as of January 1. Taxes are due January 1 and are payable February 28 and June 15, if paid in installments, or April 30 if paid with a single payment. Taxes are delinquent, if not paid, as of August 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 2019 will remain at 4.711 mills. A mill is one-tenth of one cent. In other words, one mill represents \$1 for every \$1,000 in assessed property value. The mill levy is multiplied by the assessed valuation of a property to calculate the property tax. The City of Lakewood's mill levy has been 4.711 since 1991, with the exception of temporary levy reductions for 1997, 2015, 2016, and 2017 when the City exceeded revenue limits established by TABOR. Pending the results of a TABOR election in November 2018, the 2018 and 2019 Mill levies may also be reduced.

Property taxes are forecasted for 2018 and 2019 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 2020 through 2023 using historical data and current economic events. Any revenues subject to the TABOR limitation will be refunded to Lakewood citizens. Estimated Revenues for 2019 are \$9,600,614.



Year	Property Taxes	% Chg
2014	\$7,715,596	
2015	\$7,737,330	0.28%
2016	\$9,152,158	18.29%
2017	\$9,150,515	-0.02%
2018	\$9,600,614	4.92%
2019	\$9,600,614	0.00%

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

Year	Valuations	% Chg
2013	\$1,701,819,508	
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%
2018	\$2,372,109,412	16.80%

**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 39.7% of the City's 2019 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 2018 revised budget. Revenues are forecasted to increase 5.1% from 2017 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. Most of the mall was closed until November 2017. A few stores remain closed, but are anticipated to open soon. Because of the reduction in the sales tax base for an extended period of time, sales tax growth in 2018 is diminished significantly. Colorado Mills Mall is expected to return to full operation in 2019, thus, a growth rate of 5.98% was used for 2019. A 2.0% increase was used for 2020 through 2023. Estimated revenues for 2019 are \$82,423,615.



Year	Sales Taxes	% Chg
2014	\$69,312,424	
2015	\$72,920,929	5.21%
2016	\$75,341,671	3.32%
2017	\$73,968,047	-1.82%
2018	\$77,772,006	5.14%
2019	\$82,423,615	5.98%

**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)**

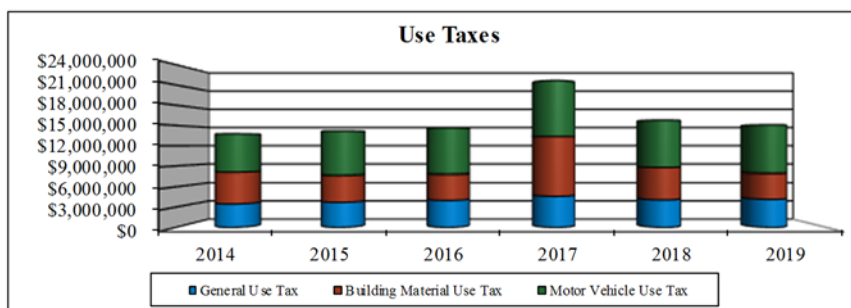
Lakewood use tax totals 3 cents on every dollar and is distributed in the same manner as the sales tax. Use taxes for 2019 make up 7.9% of the City's revenues.

*General Use Tax* for 2018 is forecasted to decrease from the 2017 actual revenues collected. General Use Tax for 2019 to 2023 is forecasted to remain unchanged.

*Building Materials Use Tax* is expected to decrease 46.2% for 2018 revised over the 2017 actual based on current year-to-date activity. 2019 building material use tax is expected to decrease 19.6% as it normalizes following the May 2017 Hail storm. The building material use tax for 2020 to 2023 is forecasted to fully normalize.

*Motor Vehicle Use Tax* for 2018 is forecasted to decrease 15.4% from the 2017 actual revenue based on current year-to-date activity as it normalizes following the May 2017 hailstorm. Motor vehicle use tax for 2019 to 2023 is forecasted to remain unchanged.

Estimated revenues of the combined 3 use taxes above for 2019 are \$15,097,004.



Year	Use Taxes	% Chg
2014	\$13,761,385	
2015	\$14,192,914	3.14%
2016	\$14,651,197	3.23%
2017	\$21,644,850	47.73%
2018	\$15,785,924	-27.07%
2019	\$15,097,004	-4.36%

***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 2018 revised remains unchanged from levels actually received in 2017 based on current year activity. Specific ownership tax for 2019 to 2023 is forecasted to remain unchanged. The Specific Ownership Tax estimated for 2019 is \$486,628.



## **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 2018 is forecasted to be less than the 2017 actuals based on recent activity. The 2019 forecast is also forecasted to decrease 2.5%. Collections for 2020 through 2023 are expected to remain unchanged. The 2019 budgeted revenues are estimated to be \$313,014.

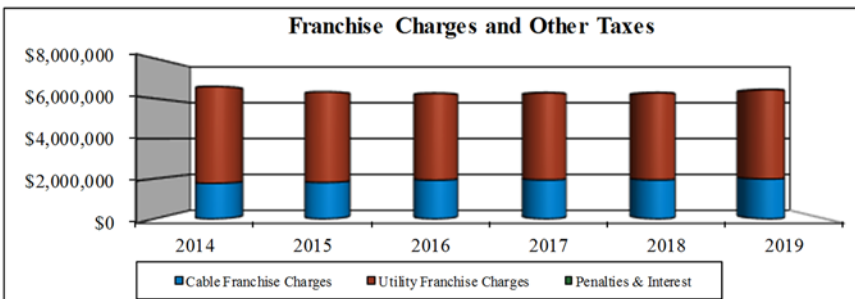
***Business and Occupation Tax*** - The business and occupation tax is levied upon a business for providing basic local telecommunications service. The City adopted an ordinance in 1996 establishing the tax levy which is adjusted each year thereafter based on the percentage change in the U.S. Bureau 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 2018 is forecasted to decrease 4.7% from 2017 actual collections based on current year activity. The forecast for 2019 through 2023 remains unchanged. Revenues for 2019 are estimated to be \$3,223,497.

***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 2018 are forecasted to increase 2.5% over 2017 actuals based on current collections. The forecast for 2019 through 2023 remains unchanged. Revenues for 2019 are estimated to be \$1,984,558.

***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 2018 is forecasted to increase 2.5% from 2017 actuals given current collections. The forecast for 2019 through 2023 remains unchanged. Revenues for 2019 are estimated to be \$4,461,309.

**REVENUE OVERVIEW (CONTINUED)**

Franchise		
Year	Charges	% Chg
2014	\$6,604,324	
2015	\$6,335,645	-4.07%
2016	\$6,272,421	-1.00%
2017	\$6,300,349	0.45%
2018	\$6,300,349	0.00%
2019	\$6,457,858	2.50%

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

Hotel accommodation tax for 2018 is forecasted to remain unchanged from 2017 collections. Forecast for 2019-2023 are expected to remain unchanged. Revenues for 2019 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.



Charges for		
Year	Services	% Chg
2014	\$3,963,592	
2015	\$3,770,886	-4.86%
2016	\$4,173,666	10.68%
2017	\$6,395,758	53.24%
2018	\$4,140,731	-35.26%
2019	\$3,990,860	-3.62%

**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 2018 through 2023 are forecasted to decrease 25.6% from 2017 actual collections and then, in future years, normalize from the levels seen as a result of the hailstorm. Estimated revenues for 2019 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.





## **REVENUE OVERVIEW (CONTINUED)**

### ***Licenses & Permits (Continued)***

***Building Permit Fees (Continued)***- Building permit fees for 2018 are forecasted to decrease 25.2% from 2017 actual collections and then normalize from a temporary increase in 2017 as a result of the May 2017 hailstorm. Estimated revenues for 2019 are \$2,515,120. Forecast from 2020-2023 is expected to remain unchanged.

***Public Way Permits*** – Public Way Permits are forecasted to decrease 8.7% for 2018 from the 2017 actual collections. This revenue is forecasted to remain unchanged from 2019 through 2023. Estimated revenues for 2019 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 2018 to decrease by 10.1% compared to the 2017 receipts due to lottery activity normalizing. Revenues for 2019-2023 are forecasted to remain unchanged from the 2019 estimate of \$1,350,000.

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

County road & bridge for 2018 is forecasted to increase 4.9% over 2017 revenues primarily based on year-to-date activity and the County levy. Revenues for 2019-2023 are forecasted to remain unchanged from the 2018 estimate of \$1,357,903.

***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 2018 is forecasted to increase 32.5% from the 2017 actual revenues collected. This increase is reflective of Senate Bill 18-001, which includes an increased distribution of \$1,383,739 for infrastructure improvements. The forecast for 2019 also reflects an estimated distribution of \$420,000. From 2019 to 2023 this revenue is forecasted to normalize and remain unchanged. The 2019 Highway user's tax is estimated to be \$4,452,473.



## **REVENUE OVERVIEW (CONTINUED)**

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

FASTER fees forecasted for 2018 reflect a 7.5% decrease from 2017 actuals based on current year activity and remain unchanged for 2019 through 2023 forecasts. Estimated revenues for 2019 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 2018 is forecasted to decrease 11.7% over 2017 actuals. A 1.5 percent increase is forecasted for 2019 with no change for 2020 through 2023 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 2019 is \$4,452,473.

***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 2018 are expected to increase 0.6% over 2017 actuals and are forecasted to remain unchanged for 2019 through 2023. The City anticipates \$563,533 for motor vehicle registration fees for 2019.

***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 2018 has increase by 22.4% over the original 2018 budget due to the carryover of previously unspent funds. It is anticipated that it will decrease 18.4% for 2019 also due to carryovers and remain at that level through 2023. The amount available for 2018 spending is \$2,162,280 (which includes carry over) and 2019 is \$1,763,706.



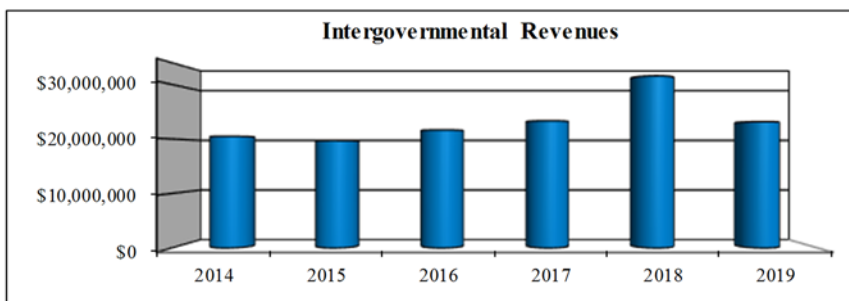
## REVENUE OVERVIEW (CONTINUED)

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

The Head Start Grant for 2018 revised is forecasted to increase 2.9% over the 2017 actual revenue received. It is forecast to remain unchanged through 2023. Estimated revenues for 2019 are \$1,140,127.

**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 2019 is \$2,100,000.

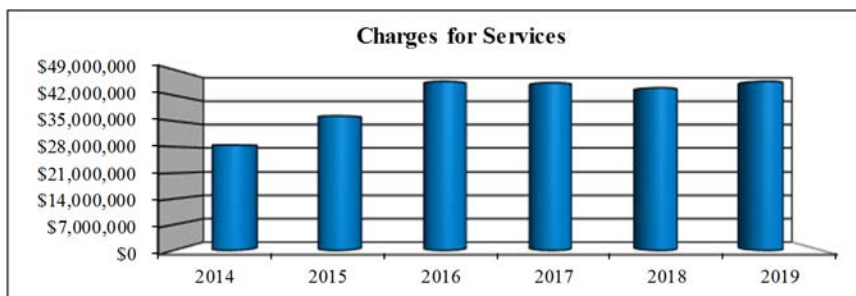
**Additional Grants** – The City is awarded numerous federal, state, and local grants that are used to supplement the City's core activities specifically for infrastructure and programming. These additional grants for 2019 amount to \$2,729,277.



Intergovernmental		
Year	Revenues	% Chg
2014	\$20,493,091	
2015	\$19,686,768	-3.93%
2016	\$21,662,439	10.04%
2017	\$23,337,474	7.73%
2018	\$31,571,545	35.28%
2019	\$23,168,647	-26.62%

**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 2018 based on the current year's activity and relevant business events. A decrease of 3.1% is forecasted for 2018. Estimated revenues for 2019 are \$45,788,861. For our strategic forecast for 2020 through 2023 we expect revenues to grow with general inflation.



Charges for		
Year	Services	% Chg
2014	\$28,485,709	
2015	\$36,396,923	27.77%
2016	\$45,766,653	25.74%
2017	\$45,400,924	-0.80%
2018	\$44,011,959	-3.06%
2019	\$45,788,861	4.04%



## **REVENUE OVERVIEW (CONTINUED)**

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

Fines and forfeits are forecasted for 2018 based on current year activity and are forecasted to increase 21.1% over 2017 actuals. They are forecasted to remain flat in years 2019 through 2023. For 2019, \$1,454,000 is budgeted as revenue from fines and forfeits.

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

Investment Income is forecasted based on historical and anticipated yields for the two-year Treasury bond. The City considers the ten-year average of the two-year Treasury bond constant maturity index. The expected yield is then applied to the applicable reserves. Estimated investment income for 2019 is \$1,027,381.

***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 2018 through 2023. Estimated revenues for 2019 are \$2,335,721.



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## Federal, State, and Local Grant Revenues

Grant Title	2018 Revised	2019 Budget	Source
BIKE PATHS ALAMEDA & W RAIL	1,845,778	-	Federal
COMMUNITY DEVELOPMENT BLOCK GRANT	2,162,280	1,763,706	Federal
CHILD & ADULT CARE FOOD PROGRAM	112,000	112,000	Federal
CRIME VICTIM SERVICES	-	32,895	Federal
EARLY HEAD START	172,622	181,117	Federal
EMERGENCY MGMT PERF GRANTS	128,692	50,000	Federal
EPA BROWNFIELDS GRANT	450,000	450,000	Federal
FEMA - BCLP	7,840	-	Federal
HEAD START PROGRAM	1,101,762	1,140,127	Federal
HIDTA GRANT	233,425	356,180	Federal
HIGH VISIBILITY ENFORCEMENT	50,000	50,000	Federal
JUVENILE ASSISTANCE GRANT 2015	18,857	-	Federal
JUVENILE ASSISTANCE GRANT 2016	20,562	-	Federal
JUVENILE ASSISTANCE GRANT 2017	91,000	-	Federal
KIPLING MEDIAN NORTH OF HAMPDEN	520,000	-	Federal
KIPLING SIGNALS @ 8TH PL & FED CTR GATE	700,000	-	Federal
MISC. POLICE GRANTS	55,000	5,000	Federal
PENDING GRANTS-PW	1,000,000	1,000,000	Federal
POLICE MOBILE DATA COMPUTERS	284,928	-	Federal
SAFE NEIGHBORHOODS	4,271	-	Federal
SEATBELT ENFORCEMENT GRANT	8,700	4,400	Federal
SHERIDAN BLVD SIDEWALKS	1,000,000	-	Federal
SPEED ENFORCEMENT	-	58,000	Federal
WEST CORRIDOR TMA	20,000	231,597	Federal
<b>Subtotal of Federal Grant Revenues</b>	<b>\$ 9,987,716</b>	<b>\$ 5,435,021</b>	



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

<b>Grant Title</b>	<b>2018 Revised</b>	<b>2019 Budget</b>	<b>Source</b>
AUTO THEFT TASK FORCE	2,238,506	2,100,000	State
FASTER GRANTS	860,000	-	State
PLANNING MISC GRANTS	6,063	-	State
TONY GRAMPSAS YOUTH SERVICES	55,107	55,865	State
<b>Subtotal of State Grant Revenues</b>	<b>\$ 3,159,675</b>	<b>\$ 2,155,865</b>	

911 AUTHORITY LOCAL GRANT PROJECTS	23,124	-	Lakewood
AUTO THEFT TASK FORCE	75,600	79,000	Lakewood
BIKE PATHS ALAMEDA & W RAIL	724,794	-	Lakewood
CRIME VICTIMS SERVICES	-	8,224	Lakewood
FASTER GRANTS	150,000	-	Lakewood
KIPLING MEDIAN NORTH OF HAMPDEN	100,000	-	Lakewood
KIPLING SIGNALS @ 8TH PL & FED CTR GATE	100,000	-	Lakewood
MISC. POLICE GRANTS	12,500	-	Lakewood
POLICE MOBILE DATA COMPUTERS	163,763	-	Lakewood
SHERIDAN BLVD SIDEWALKS	200,000	-	Lakewood
TRAFFIC KIPLING & COLFAX CORRID	100,000	-	Lakewood
WEST CORRIDOR TMA	35,000	55,000	Lakewood
<b>Subtotal of Local Grant Revenues</b>	<b>\$ 1,684,781</b>	<b>\$ 142,224</b>	

<b>Total All Grant Revenues</b>	<b>\$ 14,832,173</b>	<b>\$ 7,733,110</b>	
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*Notes:**Refer to Glossary for acronym definitions**Grants can require City matched funding.*



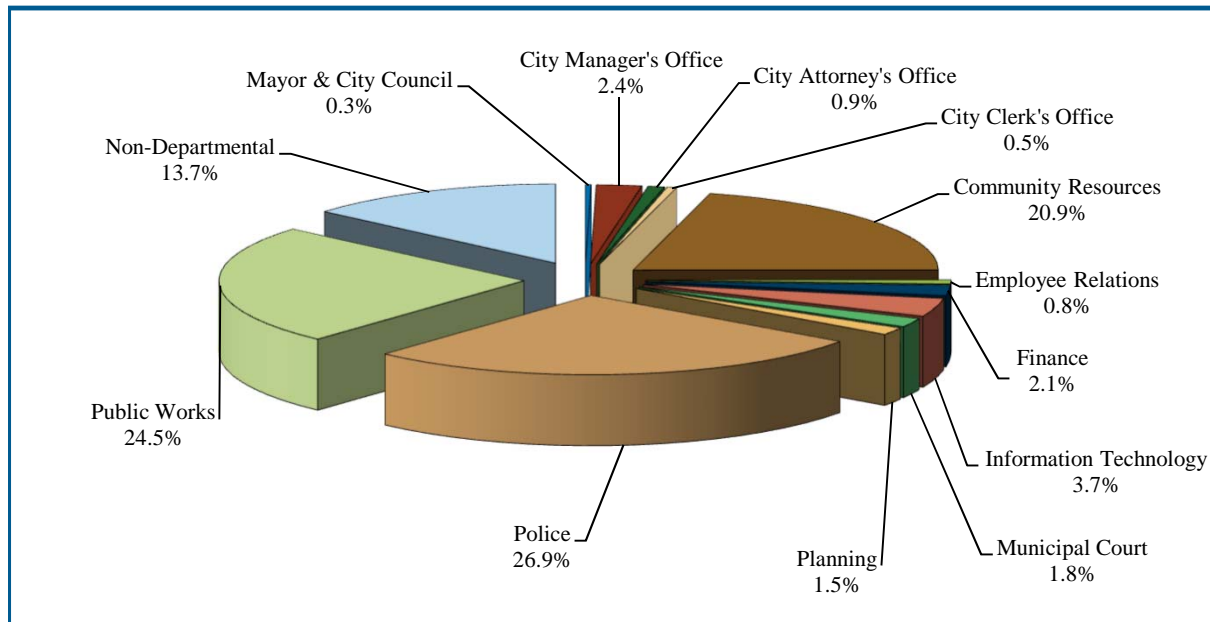
**CITY BUDGET SUMMARY**  
**BY ALL FUND TYPES, BY DEPARTMENT, AND BY PROGRAM**  
**2019 BUDGET**

City Department By Program	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
<b>Mayor and City Council</b>	<b>\$ 555,018</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 555,018</b>
<b>City Manager's Office</b>	<b>2,654,422</b>	<b>1,994,008</b>	<b>180,000</b>	<b>-</b>	<b>-</b>	<b>4,828,430</b>
City Management	914,166	-	-	-	-	914,166
Communications	1,274,822	-	180,000	-	-	1,454,822
Economic Development	-	1,994,008	-	-	-	1,994,008
Strategic Initiatives	465,434	-	-	-	-	465,434
<b>City Attorney's Office</b>	<b>1,852,263</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,852,263</b>
<b>City Clerk's Office</b>	<b>1,125,473</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,125,473</b>
<b>Community Resources</b>	<b>21,632,958</b>	<b>12,562,445</b>	<b>670,000</b>	<b>5,261,381</b>	<b>-</b>	<b>40,126,784</b>
Community Resources Admin	1,197,543	-	-	-	-	1,197,543
Family Services	2,396,211	1,483,244	-	-	-	3,879,454
Golf Course Operations	-	-	-	5,261,381	-	5,261,381
Heritage, Culture & the Arts	-	3,642,764	-	-	-	3,642,764
Planning, Construction, & Mtce	4,889,954	3,649,098	665,000	-	-	9,204,052
Recreation	8,151,508	55,865	-	-	-	8,207,373
Park Operations	4,997,742	3,731,474	5,000	-	-	8,734,216
<b>Employee Relations</b>	<b>1,809,270</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,809,270</b>
<b>Finance</b>	<b>4,230,528</b>	<b>33,463</b>	<b>66,649</b>	<b>-</b>	<b>-</b>	<b>4,330,640</b>
Finance Administration	521,608	-	-	-	-	521,608
Accounting	1,052,801	33,463	-	-	-	1,086,264
Property & Purchasing Services	1,336,623	-	66,649	-	-	1,403,272
Revenue	1,319,495	-	-	-	-	1,319,495
<b>Information Technology</b>	<b>7,423,788</b>	<b>-</b>	<b>1,302,000</b>	<b>-</b>	<b>-</b>	<b>8,725,788</b>
<b>Municipal Court</b>	<b>3,969,755</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,969,755</b>
Municipal Court Admin	389,002	-	-	-	-	389,002
Court Marshal	790,354	-	-	-	-	790,354
Judicial	657,655	-	-	-	-	657,655
Probation Services	868,872	-	-	-	-	868,872
Violations Bureau	1,263,871	-	-	-	-	1,263,871
<b>Planning</b>	<b>2,152,771</b>	<b>1,981,441</b>	<b>190,000</b>	<b>-</b>	<b>-</b>	<b>4,324,211</b>



**CITY BUDGET SUMMARY**  
**BY ALL FUND TYPES, BY DEPARTMENT, AND BY PROGRAM**  
**2019 BUDGET**

City Department By Program	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
<b>Police</b>	<b>54,419,675</b>	<b>2,762,185</b>	-	-	-	<b>57,181,860</b>
Office of the Chief	7,642,229	5,000	-	-	-	7,647,229
Investigations	12,291,396	2,575,923	-	-	-	14,867,319
Patrol Services	25,247,025	112,400	-	-	-	25,359,425
Support Services	9,239,025	68,862	-	-	-	9,307,887
<b>Public Works</b>	<b>18,192,115</b>	<b>1,450,000</b>	<b>17,178,331</b>	<b>13,733,034</b>	-	<b>50,553,479</b>
Public Works Administration	399,676	1,000,000	171,887	-	-	1,571,562
Engineering	4,721,973	450,000	858,826	-	-	6,030,799
Fleet Management	4,493,660	-	4,960,863	-	-	9,454,523
Public Works Maintenance	4,049,495	-	9,309,510	-	-	13,359,006
Sewer Utility	-	-	-	6,481,026	-	6,481,026
Stormwater Management Utility	-	-	-	5,895,755	-	5,895,755
Traffic Engineering	4,527,311	-	1,877,244	-	-	6,404,556
Water Utility	-	-	-	1,356,252	-	1,356,252
<b>Non-Departmental</b>	<b>7,351,357</b>	-	<b>2,275,908</b>	<b>81,669</b>	<b>16,430,191</b>	<b>26,139,125</b>
Citywide Employee Benefits	2,402,591	-	-	81,669	220,000	2,704,260
Debt Obligations/Special Proj	3,748,766	-	2,275,908	-	-	6,024,674
Self-Insurance Funding	1,200,000	-	-	-	16,210,191	17,410,191
<b>Total by Fund</b>	<b>\$127,369,393</b>	<b>\$20,783,541</b>	<b>\$21,862,888</b>	<b>\$19,076,084</b>	<b>\$16,430,191</b>	<b>\$205,522,097</b>





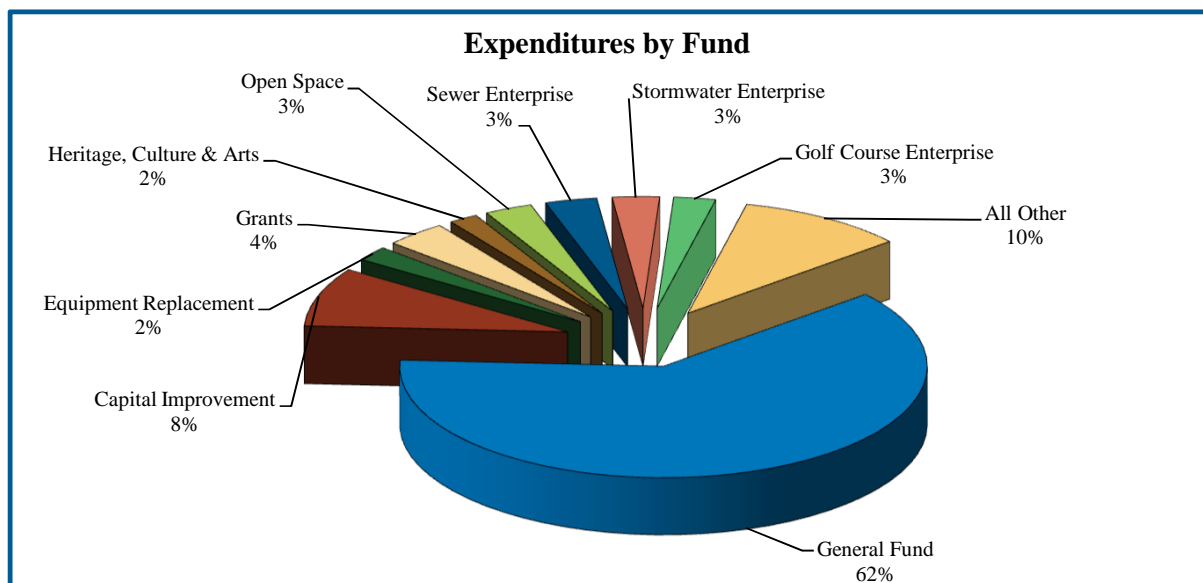
**FUNCTIONAL UNITS BY FUND  
2019 BUDGET**

<b>Department</b>	<b>Mayor and City Council</b>	<b>City Manager's Office</b>	<b>City Attorney's Office</b>	<b>City Clerk's Office</b>	<b>Community Resources</b>	<b>Employee Relations</b>
<b>Fund</b>						
General	\$ 555,018	\$ 2,654,422	\$ 1,852,263	\$ 1,125,473	\$ 21,632,958	\$ 1,809,270
Capital Improvement	-	-	-	-	670,000	-
Conservation Trust	-	-	-	-	1,395,600	-
Economic Development	-	1,994,008	-	-	-	-
Equipment Replacement	-	180,000	-	-	-	-
Golf Course Enterprise	-	-	-	-	5,261,381	-
Grants	-	-	-	-	1,539,109	-
Heritage, Culture & Arts	-	-	-	-	3,642,764	-
Medical/Dental Self-Insurance	-	-	-	-	-	-
Open Space	-	-	-	-	5,984,972	-
Property & Casualty Self-Ins	-	-	-	-	-	-
Retirees Health	-	-	-	-	-	-
Sewer Enterprise	-	-	-	-	-	-
Stormwater Enterprise	-	-	-	-	-	-
Water Enterprise	-	-	-	-	-	-
Workers' Comp. Self-Ins	-	-	-	-	-	-
<b>Total</b>	<b>\$ 555,018</b>	<b>\$ 4,828,430</b>	<b>\$ 1,852,263</b>	<b>\$ 1,125,473</b>	<b>\$ 40,126,784</b>	<b>\$ 1,809,270</b>



### FUNCTIONAL UNITS BY FUND 2019 BUDGET

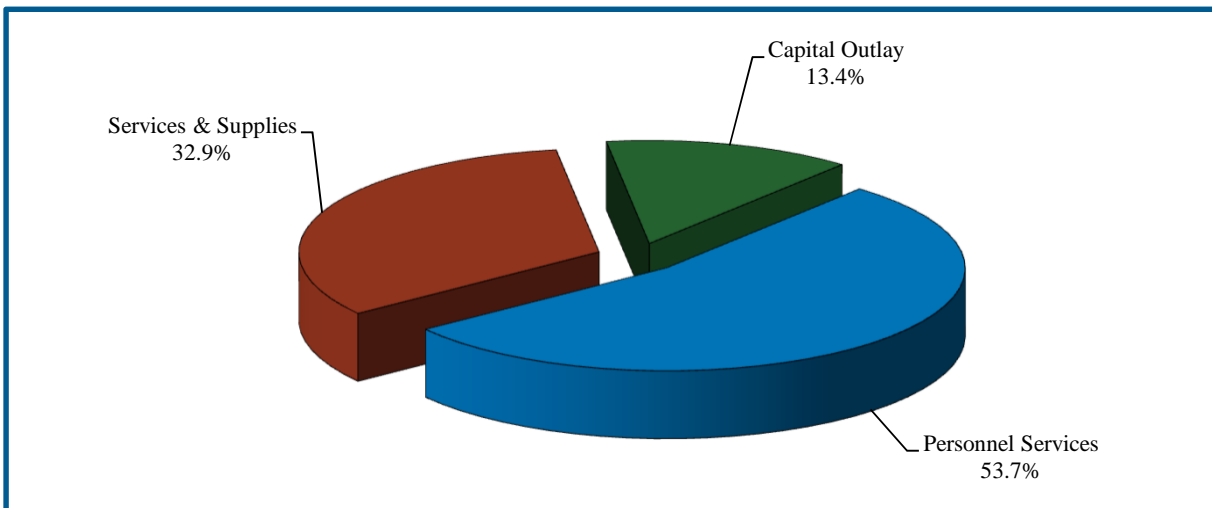
Finance	Information Technology	Municipal Court	Planning	Police	Public Works	Non-Departmental	Total
\$ 4,230,528	\$ 7,423,788	\$ 3,969,755	\$ 2,152,771	\$ 54,419,675	\$ 18,192,115	\$ 7,351,357	\$ 127,369,393
66,649	-	-	190,000	-	14,338,331	2,275,908	17,540,888
-	-	-	-	-	-	-	1,395,600
-	-	-	-	-	-	-	1,994,008
-	1,302,000	-	-	-	2,840,000	-	4,322,000
-	-	-	-	-	-	21,305	5,282,686
33,463	-	-	1,981,441	2,762,185	1,450,000	-	7,766,197
-	-	-	-	-	-	-	3,642,764
-	-	-	-	-	-	13,351,607	13,351,607
-	-	-	-	-	-	-	5,984,972
-	-	-	-	-	-	1,640,178	1,640,178
-	-	-	-	-	-	220,000	220,000
-	-	-	-	-	6,481,026	15,218	6,496,244
-	-	-	-	-	5,895,755	42,609	5,938,364
-	-	-	-	-	1,356,252	2,537	1,358,789
-	-	-	-	-	-	1,218,406	1,218,406
\$ 4,330,640	\$ 8,725,788	\$ 3,969,755	\$ 4,324,211	\$ 57,181,860	\$ 50,553,479	\$ 26,139,125	\$ 205,522,097





**ALL FUNDS - SUMMARY OF EXPENDITURES BY CLASSIFICATION  
2019 BUDGET**

	PERSONNEL SERVICES	SERVICES & SUPPLIES	CAPITAL OUTLAY	TOTAL
MAYOR AND CITY COUNCIL	\$ 321,092	\$ 233,926	\$ -	\$ 555,018
CITY MANAGER'S OFFICE	2,716,030	2,014,400	98,000	4,828,430
CITY ATTORNEY'S OFFICE	1,320,931	531,332	-	1,852,263
CITY CLERK'S OFFICE	977,924	147,549	-	1,125,473
COMMUNITY RESOURCES	24,358,117	12,413,301	3,355,366	40,126,784
EMPLOYEE RELATIONS	1,348,346	460,924	-	1,809,270
FINANCE	3,235,876	1,094,564	200	4,330,640
INFORMATION TECHNOLOGY	4,709,403	3,166,385	850,000	8,725,788
MUNICIPAL COURT	3,583,295	386,460	-	3,969,755
PLANNING	2,033,979	1,775,732	514,500	4,324,211
POLICE	49,108,092	8,010,768	63,000	57,181,860
PUBLIC WORKS	12,925,565	16,517,081	21,110,834	50,553,479
NON-DEPARTMENTAL	3,102,724	21,141,493	1,894,908	26,139,125
TOTALS	\$ 109,741,375	\$ 67,893,914	\$ 27,886,808	\$ 205,522,097

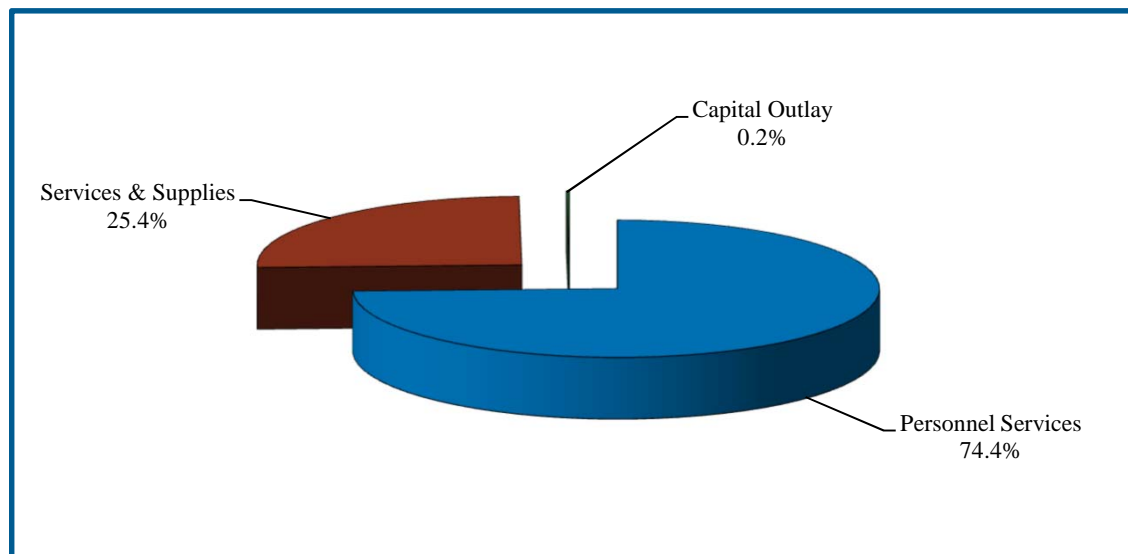






**SUMMARY OF EXPENDITURES BY CLASSIFICATION AND BY DEPARTMENT  
GENERAL FUND ONLY  
2019 BUDGET**

	PERSONNEL SERVICES	SERVICES & SUPPLIES	CAPITAL OUTLAY	TOTAL
MAYOR AND CITY COUNCIL	\$ 321,092	\$ 233,926	\$ -	\$ 555,018
CITY MANAGER'S OFFICE	2,107,622	526,800	20,000	2,654,422
CITY ATTORNEY'S OFFICE	1,320,931	531,332	-	1,852,263
CITY CLERK'S OFFICE	977,924	147,549	-	1,125,473
COMMUNITY RESOURCES	14,764,779	6,698,895	169,284	21,632,958
EMPLOYEE RELATIONS	1,348,346	460,924	-	1,809,270
FINANCE	3,135,764	1,094,564	200	4,230,528
INFORMATION TECHNOLOGY	4,709,403	2,714,385	-	7,423,788
MUNICIPAL COURT	3,583,295	386,460	-	3,969,755
PLANNING	1,873,865	275,406	3,500	2,152,771
POLICE	48,128,110	6,238,565	53,000	54,419,675
PUBLIC WORKS	9,647,902	8,482,351	61,862	18,192,115
NON-DEPARTMENTAL	2,355,591	4,995,766	-	7,351,357
TOTAL GENERAL FUND	\$ 94,274,625	\$ 32,786,922	\$ 307,846	\$ 127,369,393



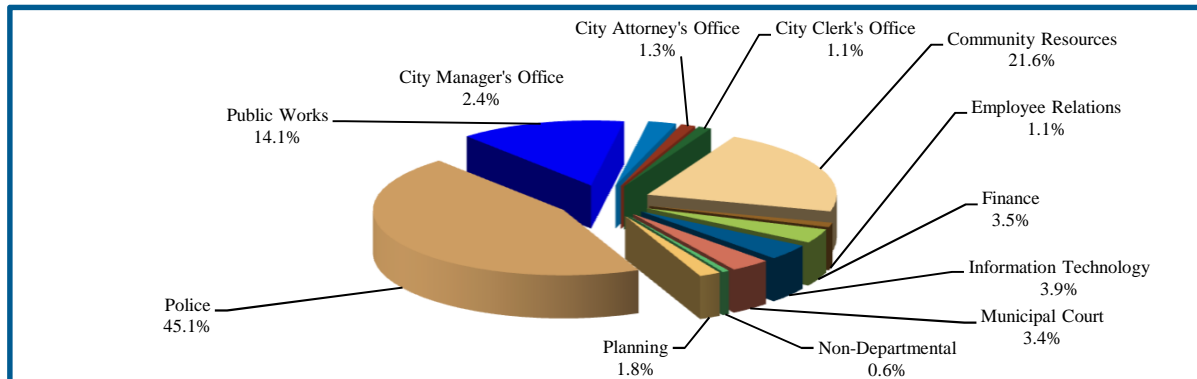
Note: The above schedule does not include any operating transfers out.



## 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).

**2019 Staffing by Department**  
Percent of Total



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

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

Departments <sup>(1)</sup>	2017 Revised	2018 Budget	2018 Revised	2019 Budget
Mayor & City Council	-	-	-	-
City Manager's Office <sup>(2)</sup>	21.21	20.75	20.75	20.75
City Attorney's Office	11.00	11.00	11.00	11.00
City Clerk's Office	10.00	10.00	10.00	10.00
Community Resources	185.54	186.00	187.65	188.00
Employee Relations	9.80	9.80	9.80	9.80
Finance	32.75	32.75	31.04	30.69
Information Technology	33.00	34.00	34.00	34.00
Municipal Court	30.00	30.00	30.00	30.00
Non-Departmental	5.20	5.20	5.20	5.20
Planning	16.00	16.00	16.00	16.00
Police	418.00	423.00	393.17	393.00
Public Works	121.15	122.15	122.21	123.21
<b>Total Full-Time Positions (FTE):</b>	<b>893.65</b>	<b>900.65</b>	<b>870.82</b>	<b>871.65</b>
<b>Part-Time Hours</b>	<b>475,804</b>	<b>490,153</b>	<b>502,386</b>	<b>487,672</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>1,122.40</b>	<b>1,136.30</b>	<b>1,112.35</b>	<b>1,106.11</b>
<b>Police Recruits</b>	<b>40.00</b>	<b>40.00</b>	<b>29.00</b>	<b>20.00</b>

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

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



**STAFFING SUMMARY**  
**BY FUND TYPE, BY DEPARTMENT,**  
**BY FULL-TIME EMPLOYEES (STATED AS FTE), AND PART-TIME HOURS**  
**2019 BUDGET**

<b>Financial Sources</b>	<b>General Fund</b>	<b>Special Revenue Funds</b>	<b>Capital Projects Funds</b>	<b>Proprietary Funds</b>	<b>Total</b>
Mayor & City Council					
Full-Time Employees					-
Part-Time Hours					-
City Manager's Office					
Full-Time Employees	16.00	4.75			20.75
Part-Time Hours	2,324	1,123			3,447
City Attorney's Office					
Full-Time Employees	11.00				11.00
Part-Time Hours	1,040				1,040
City Clerk's Office					
Full-Time Employees	10.00				10.00
Part-Time Hours	1,810				1,810
Community Resources					
Full-Time Employees	117.26	51.74		19.00	188.00
Part-Time Hours	234,015	115,365		73,084	422,464
Employee Relations					
Full-Time Employees	9.80			5.20	15.00
Part-Time Hours	1,456			691	2,147
Finance					
Full-Time Employees	29.79	0.30	0.60		30.69
Part-Time Hours	6,945				6,945
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	389.00	4.00			393.00
Part-Time Hours	18,194	1,040.00			19,234
Public Works					
Full-Time Employees	94.01		7.25	21.95	123.21
Part-Time Hours	14,857		1,501	1,560	17,918
<b>Total Full-Time Employees (Stated as FTE)</b>	755.86	61.79	7.85	46.15	871.65
<b>Total Part-Time Hours</b>	292,315	118,521	1,501	75,335	487,672
<b>Total FTE Employees</b>	896.39	118.77	8.58	82.37	1,106.11



## 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 2020-2023	SHORT-TERM GOALS 2018-2019	IMPLEMENTATION DEPARTMENT
SAFE COMMUNITY		
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 in 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
Increase use of social media and networking sites in an effort to increase investigative leads, solve crimes, identify threats, and educate the public. Explore the use of social media and networking, and Channel 8 to release crime analysis trending and hot spot data to the public. Crime prevention tips will be provided to prevent further victimization.	Utilize advancements in technology to improve customer service, expand community communication and relationships and increase police department transparency.	Police
Annual recertification of Lakewood in FEMA's community rating system to maintain discounts for property owners purchasing flood insurance	2019 verification of Lakewood in FEMA's community rating system to maintain discounts for property owners purchasing flood insurance	Public Works
Continue to maintain high level of visibility of street markings	Continue replacing crosswalks and stop bars at state highway traffic signals	Public Works
Conduct Facility Assessments of Civic Center Plaza which identify and correct future risks.	Facilities - ensure facilities are upgraded to provide safety and security measures for employees and visitors.	Employee Relations
OPEN AND HONEST COMMUNICATION		
Develop an accepted community-wide engagement platform through Lakewood Together publications.	Increase number of projects on LakewoodTogether for Community input.	City Manager's Office
Ensure City Council and Staff have ready access to legal advice and information.	Inform City Council of legal issues affecting public policy decisions. Inform Staff of legal issues impacting their work.	City Attorney's Office



## LINKING LONG-TERM AND SHORT-TERM GOALS

LONG-TERM GOALS 2020-2023	SHORT-TERM GOALS 2018-2019	IMPLEMENTATION DEPARTMENT
OPEN AND HONEST COMMUNICATION (Continued)		
Practice open, respectful and direct communication recognizing that various methods are necessary. Actively solicit and value input from community and customers.	Expand the use of LakewoodTogether; Lakewood's tool to gather feedback and public engagement online.	Community Resources
Continue to engage interested stakeholders in long-term city-wide efforts	Continue to involve neighborhood stakeholders in land development process.	Planning
Market department efforts effectively to all levels of the organization.	Partner with communication in City Managers Office to market programs on Lakewood at Work and Inside Lakewood.	Employee Relations
FISCAL RESPONSIBILITY		
Align the City budget with City Council vision and priorities.	Present a comprehensive and balanced budget to Lakewood City Council.	Finance City Manager's Office
Educate Staff as to best legal practices, including procurement, contracting, document drafting, enforcement and procedures.	Continue training regarding proper procurement and contracting procedures. Continue providing timely review of documents and advice regarding enforcement.	City Attorney's Office
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
EDUCATION AND INFORMATION		
Rebuild the City's website, lakewood.org, to be mobile friendly & Improve the visitor experience.	Complete procurement process for replacement website vendor and being migration of content.	City Manager's Office
Assess the department's publications to ensure the best content is delivered to the broadest audience to increase reach and accessibility to our programs and facilities.	Empower Lakewood residents to make the most of their parks, cultural and recreational opportunities through effective marketing and communication.	Community Resources
Provide online resource guides and webpages in support of energy and water conservation, waste reduction and recycling, local food production and distribution and other related topics. Build upon existing outreach campaigns and leverage partnerships with local utilities and special districts.	Provide robust resources and services to the community to support implementation of the 2015 Sustainability Plan.	Planning



## LINKING LONG-TERM AND SHORT-TERM GOALS

LONG-TERM GOALS 2020-2023	SHORT-TERM GOALS 2018-2019	IMPLEMENTATION DEPARTMENT
<b>QUALITY TRANSPORTATION OPTIONS</b>		
Investigate opportunities for allowing and managing dockless bike share programs	Implement Bicycle System Master Plan as opportunities arise	Public Works
Rouff Street extension over 6th Avenue	Reduce Union Blvd congestion	Public Works
Provide support to various projects that promote mode shift from single-occupancy vehicles to shared use mobility options, and pedestrian and bicycle transportation including; the bicycle master plan update, wayfinding, bicycle and pedestrian safety campaigns, infrastructure assessments, and employee commuting programs.	Collaborate with Transportation Division of Public Works and Community Resources department to enhance multi-modal facilities across the city in support of the Comprehensive Plan and sustainability goals.	Planning
Support the City's long term transportation goals as they relate to the Department of Community Resources.	Continue working on improving park path systems concentrating on issues identified in the master planning process such as trail conflicts and infrastructure.	Community Resources
<b>QUALITY ECONOMIC DEVELOPMENT</b>		
Attract and Retain innovative quality primary employers	Conduct 80 business visits and 3 business roundtables per year.	City Manager's Office
Develop options to transition troubled properties to more productive uses that enhance the community	Propose strategies for City Council's consideration regarding transition of troubled properties	City Manager's Office
Implement Lakewood Comprehensive Plan and standards for development of land near the light rail stations	Market Colfax and West Corridor to development community/businesses - "Embrace the Fax"	Planning
<b>PHYSICAL &amp; TECHNOLOGICAL INFRASTRUCTURE</b>		
Improve the City's ability to respond to Public Records Requests by converting its microfilm library to digital images in LaserFiche	Work to convert microfilm to digital images in LaserFiche	City Clerk's Office
Build a secure IT infrastructure that is scalable and flexible.	-Sustain technology infrastructure -Provide on-going support of current operational capabilities -Improve secure mobile & remote access to appropriate City personnel	Information Technology
Expand the use of new technology and update court operations.	Work with software vendor, Journal Technologies, to design and implement a system friendly and efficient for the court staff and for the public.	Municipal Court





## LINKING LONG-TERM AND SHORT-TERM GOALS

LONG-TERM GOALS 2020-2023	SHORT-TERM GOALS 2018-2019	IMPLEMENTATION DEPARTMENT
<b>PHYSICAL &amp; TECHNOLOGICAL INFRASTRUCTURE (Continued)</b>		
With the aging mobile data terminals in the Patrol Division fleet, there is a need to replaced the MDC's with models that utilize current technology. This will require training of both patrol and investigations.	Work with Information Technology Department to began replacement of all MDC's in patrol vehicles.	Police
<b>QUALITY LIVING ENVIRONMENT</b>		
Implement service refinements as suggested from results of 2018 Citizen Survey.	Conduct 2018 Citizen Survey	City Manager's Office
Meet the needs of the community by offering a variety of high quality and engaging programs, services and initiatives. (Imagine Lakewood! Goal 1)	Continue to grow the reach and impact of the Lakewood Possibilities Fund; the department's scholarship program.	Community Resources
Reduce blight in CDBG targeted areas.	Continue to enhance the appearance of neighborhoods within the Neighborhood Revitalization Strategy area. A primary benefit to low- and moderate-income persons, projects include alleyway and address installation, graffiti removal and neighborhood cleanups.	Police
Seek to increase private sector financial participation in the Rooney Road Recycling Center	Advertise the presence of the Rooney Road Recycling Center more widely	Public Works
<b>COMMUNITY SUSTAINABILITY</b>		
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 of costs and monitor the technology for Light Emitting Diode (LED) street light conversions	Replace High Pressure Sodium street lights with LED street lights at new or rebuilt signal locations	Public Works
Identify and open a new organics waste recycling center	Feasibility study for a new municipal organics recycling operation	Public Works



## **DEBT SERVICE AND FINANCIAL OBLIGATIONS**

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

The City's bond ratings are reviewed 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:

<b>S&amp;P Review</b>	<b>Obligation</b>	<b>Rating</b>
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, 2017, the City has no general obligation debt outstanding. The City currently does not have any general obligation debt and does not intend to issue any at this time. The City's debt is within the legal debt limit as demonstrated by the table below:

Assessed Value	\$2,372,109,412
Actual Value	\$22,072,857,954
Debt Limit: 3 Percent of Actual Value	\$662,185,739
Less: Assets in Debt Service	\$0
Legal Debt Margin	\$662,185,739
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, 2017. As of December 31, 2017, the City has a long term note outstanding of \$1,304,000, capital leases outstanding of \$2,370,920, and certificates of participation outstanding of \$20,960,000.

The following table is a list of notes/lease purchases as of December 31, 2017:

<b>Long-Term Debt / Lease Payments</b>	<b>Balance</b>
2007 Section 108 Notes Payable	\$1,304,000
Police Facility Capital Lease	1,657,156
Community Solar Garden Capital Lease	712,387
<b>Total</b>	<b>\$3,673,543</b>

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, 2017:

<b>Long-Term Debt / Lease Payments</b>	<b>Balance</b>
Certificates of Participation, 2006A	\$14,230,000
Certificates of Participation, 2006B	6,730,000
<b>Total</b>	<b>\$20,960,000</b>

*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 2018 through to maturity from the primary sources.

<b>Primary Source/Fund</b>	<b>Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
<b>General</b>	2018	2,634,966	530,218	3,165,184
	2019	2,743,964	415,443	3,159,407
	2020	2,863,049	297,216	3,160,264
	2021	1,036,531	190,394	1,226,925
	2022	1,958,360	114,513	2,072,873
	2023	254,184	58,484	303,230
	2024	254,184	47,376	301,560
	2025	145,819	35,811	181,630
	2026	152,366	29,264	181,630
	2027	159,208	22,423	181,630
	2028	166,356	15,274	181,630
	2029	173,825	7,805	181,630
<b>General Total</b>		<b>\$ 12,533,373</b>	<b>\$ 1,764,221</b>	<b>\$14,297,594</b>
<b>Capital Improvement</b>	2018	349,056	36,944	386,000
	2019	361,984	24,016	386,000
	2020	376,528	9,472	386,000
<b>Capital Improvement Total</b>		<b>\$ 1,087,568</b>	<b>\$ 70,432</b>	<b>\$ 1,158,000</b>
<b>Conservation Trust</b>	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	281,836	30,705	312,541
<b>Conservation Trust Total</b>		<b>\$ 2,326,536</b>	<b>\$ 487,140</b>	<b>\$ 2,813,676</b>

**INFORMATION ON FINANCIAL OBLIGATIONS (CONTINUED)**

<b>Primary Source/Fund (cont.)</b>	<b>Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
<b>Equipment Replacement</b>	2018	72,360	7,640	80,000
	2019	75,040	4,960	80,000
	2020	78,055	1,945	80,000
<b>Equipment Replacement Total</b>		<b>\$ 225,455</b>	<b>\$ 14,545</b>	<b>\$ 240,000</b>
<b>Golf Course Enterprise</b>	2018	618,000	198,000	816,000
	2019	649,500	166,312	815,812
	2020	682,500	133,012	815,512
	2021	717,000	98,024	815,024
	2022	367,612	40,050	407,662
<b>Golf Course Enterprise Total</b>		<b>\$ 3,034,612</b>	<b>\$ 635,398</b>	<b>\$3,670,010</b>
<b>Grants</b>	2018	305,000	63,663	368,663
	2019	320,000	49,572	369,572
	2020	335,000	33,988	368,988
	2021	344,000	17,372	361,372
<b>Grants Total</b>		<b>\$ 1,304,000</b>	<b>\$ 164,595</b>	<b>\$1,468,595</b>
<b>Open Space</b>	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	159,299	17,355	711,555
<b>Open Space Total</b>		<b>\$ 1,314,999</b>	<b>\$ 275,341</b>	<b>\$ 1,590,340</b>

**INFORMATION ON FINANCIAL OBLIGATIONS (CONTINUED)**

Primary Source/Fund (cont.)	Year	Principal	Interest	Total
<b>Total All Funds by Year</b>	2018	4,720,982	1,074,065	5,795,047
	2019	4,929,888	859,878	5,789,766
	2020	5,154,132	635,248	5,789,380
	2021	2,957,931	423,421	3,381,352
	2022	2,767,107	202,623	2,969,730
	2023	244,745	58,484	303,229
	2024	254,184	47,376	301,560
	2025	145,819	35,811	181,630
	2026	152,366	29,264	181,630
	2027	159,208	22,423	181,631
	2028	166,356	15,274	181,630
	2029	173,825	7,805	181,630
<b>Grand Total</b>		<b>\$21,826,543</b>	<b>\$3,411,672</b>	<b>\$25,238,215</b>

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



**INFORMATION ON FINANCIAL OBLIGATIONS (CONTINUED)**

The following table is a list of principal and interest payments of the city listed by Financial Obligation for 2018 through to maturity.

<b>Financial Obligations</b>	<b>Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
<b>2006A Certificate of Participation</b>	2018	2,060,000	660,000	2,720,000
	2019	2,165,000	554,375	2,719,375
	2020	2,275,000	443,375	2,718,375
	2021	2,390,000	326,750	2,716,750
	2022	5,340,000	133,500	5,473,500
<b>2006A Certificate of Participation Total</b>		<b>\$14,230,000</b>	<b>\$2,118,000</b>	<b>\$16,348,000</b>
<b>2006B Certificate of Participation</b>	2018	2,160,000	243,154	2,403,154
	2019	2,240,000	157,589	2,397,589
	2020	2,330,000	68,787	2,398,787
<b>2006B Certificate of Participation Total</b>		<b>\$6,730,000</b>	<b>\$ 469,530</b>	<b>\$ 7,199,530</b>
<b>2007 Section 108 Notes Payable</b>	2018	305,000	63,663	368,663
	2019	320,000	49,572	369,572
	2020	335,000	33,988	368,988
	2021	344,000	17,372	361,372
<b>2007 Section 108 Notes Payable Total</b>		<b>\$ 1,304,000</b>	<b>\$ 164,595</b>	<b>\$ 1,468,595</b>
<b>Police Facility Capital Lease</b>	2018	107,224	74,406	181,630
	2019	112,038	69,592	181,630
	2020	117,069	64,561	181,630
	2021	122,325	59,305	181,630
	2022	127,817	53,813	181,630
	2023	133,556	48,074	181,630
	2024	139,553	42,077	181,630
	2025	145,819	35,811	181,630
	2026	152,366	29,264	181,630
	2027	159,208	22,423	181,631
	2028	166,356	15,274	181,630
	2029	173,825	7,805	181,630
<b>Police Facility Capital Lease Total</b>		<b>\$ 1,657,156</b>	<b>\$ 522,405</b>	<b>\$2,179,561</b>

**INFORMATION ON FINANCIAL OBLIGATIONS (CONTINUED)**

<b>Financial Obligations (cont.)</b>	<b>Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
<b>Community Solar Garden Capital Lease</b>	2018	88,758	32,842	121,600
	2019	92,850	28,750	121,600
	2020	97,063	24,537	121,600
	2021	101,606	19,994	121,600
	2022	106,290	15,310	121,600
	2023	111,189	10,410	121,600
	2024	114,631	5,299	119,930
<b>Community Solar Garden Capital Lease Total</b>		<b>\$712,387</b>	<b>\$137,142</b>	<b>\$849,529</b>
<b>Total All Financial Obligations by Year</b>	2018	4,720,982	1,074,065	5,795,047
	2019	4,929,888	859,878	5,789,766
	2020	5,154,132	635,248	5,789,380
	2021	2,957,931	423,421	3,381,352
	2022	5,574,107	202,623	5,776,730
	2023	244,745	58,484	303,229
	2024	254,184	47,376	301,560
	2025	145,819	35,811	181,630
	2026	152,366	29,264	181,630
	2027	159,208	22,423	181,631
	2028	166,356	15,274	181,630
	2029	173,825	7,805	181,630
<b>Grand Total</b>		<b>\$24,633,543</b>	<b>\$3,411,672</b>	<b>\$28,045,215</b>



## **INFORMATION ON FINANCIAL OBLIGATIONS (CONTINUED)**

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

### **Certificates of Participation, Series 2006A**

On March 15, 2006, the Lakewood Public Building Authority (LPBA) issued certificates of participation in the amount of \$26,180,000 to advance refund a portion of the LPBA's outstanding Series 2000 certificates of participation. The Series 2006A certificates of participation bear interest at 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.

### **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, 2017, was \$377,391. The note is guaranteed by the United States Department of Housing and Urban Development under Section 108 of the Housing and Community Development Act of 1974.



**INFORMATION ON FINANCIAL OBLIGATIONS (CONTINUED)**

**Police Facility**

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

**Community Solar Garden**

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

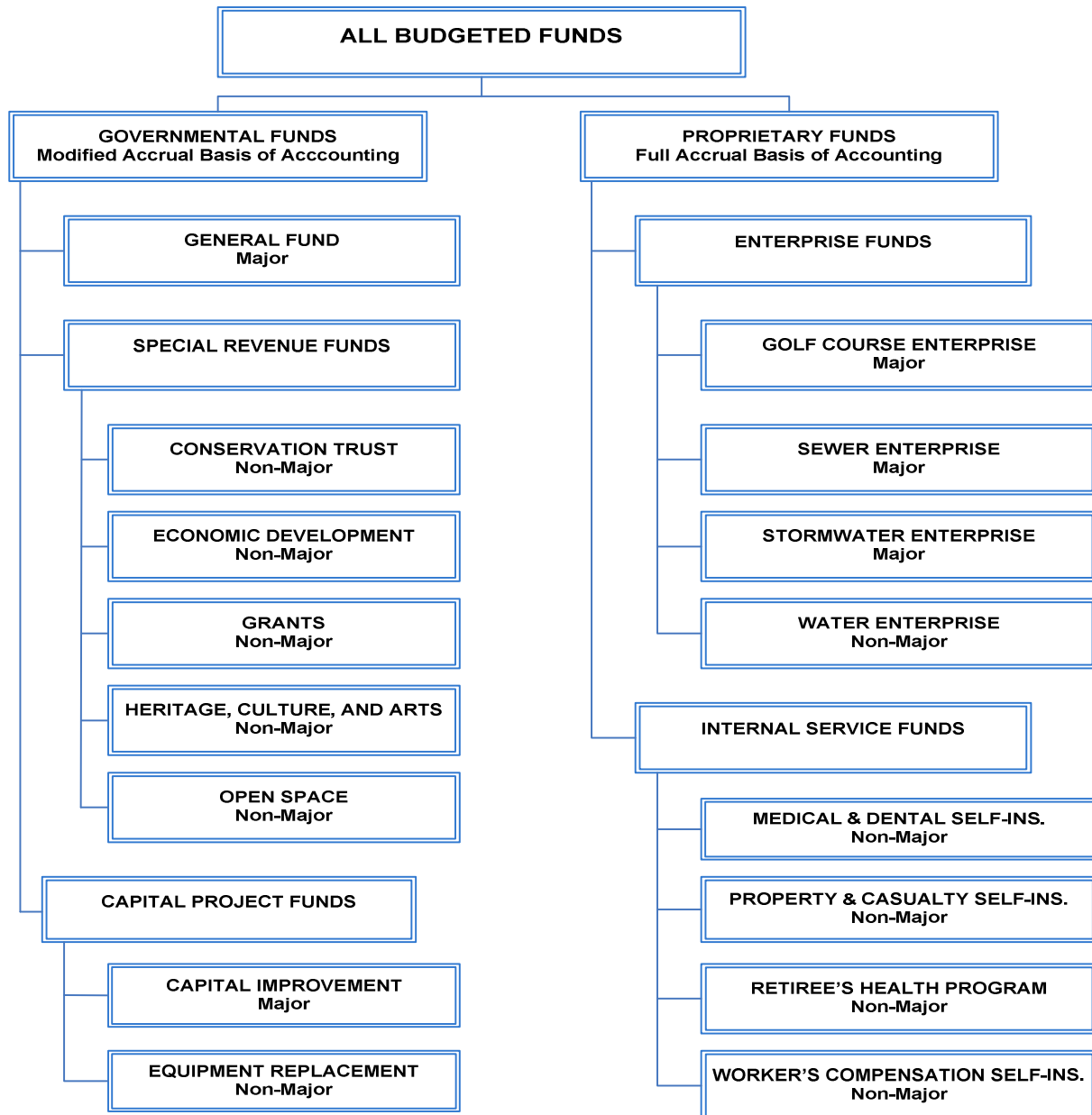


# **FUND SUMMARIES**



# CITY FUNDS

Fund Organization for the 2019 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 2018 Revised Budget and the 2019 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:

<b>Fund</b>	<b>2017 Audited Revenue &amp; Transfers In</b>	<b>2018 Revised Revenue &amp; Transfers In</b>	<b>2019 Budgeted Revenue &amp; Transfers In</b>	<b>2019 Budgeted over (under) 2018 Revised</b>
General	\$ 112,946,925	\$ 117,691,729	\$ 122,598,845	\$ 4,907,116
Capital Improvement	19,787,371	19,634,565	18,192,300	(1,442,265)
Conservation Trust	1,520,609	1,528,216	1,366,644	(161,572)
Economic Development	1,990,734	1,576,920	1,576,920	-
Equipment Replacement	3,387,589	3,514,731	3,640,523	125,792
Grants	6,788,107	14,832,837	7,733,110	(7,099,727)
Heritage, Culture, and Arts	2,992,905	3,646,402	3,515,998	(130,404)
Open Space	10,589,403	12,008,995	6,580,030	(5,428,965)
Total of Revenues & Transfers In	<u>\$ 160,003,644</u>	<u>\$ 174,434,394</u>	<u>\$ 165,204,369</u>	<u>\$ (9,230,025)</u>

- ❖ The City utilized the Colorado Legislative Council's Economics Staff's "Economic and Revenue Forecast" dated June of 2018 as the primary source for forecasted Denver-Aurora-Lakewood Consumer Price Index (CPI). In conjunction with the Economics Staff's report, other methodologies used were historical trends, judgmental analysis, current year activities, and unique adjustments (i.e. new retail outlets, new fees, data from a specific source, etc.). Additionally, the City considers reports published by economists in the Colorado State Office of Planning and Budgeting.
- ❖ The General Fund and the Capital Improvement Fund sales and use tax revenues are projected for 2018 through 2023 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.
- ❖ Base sales tax for 2018 is forecasted to increase 3% over 2017 actuals primarily based on current year activity through June. Sales Tax revenues collected from Colorado Mills have been adjusted down from the 2018 Original Budget based on year to date collections. A 4% growth rate was used to forecast 2019 revenues and a 2.0% increase was used for 2020 through 2023.

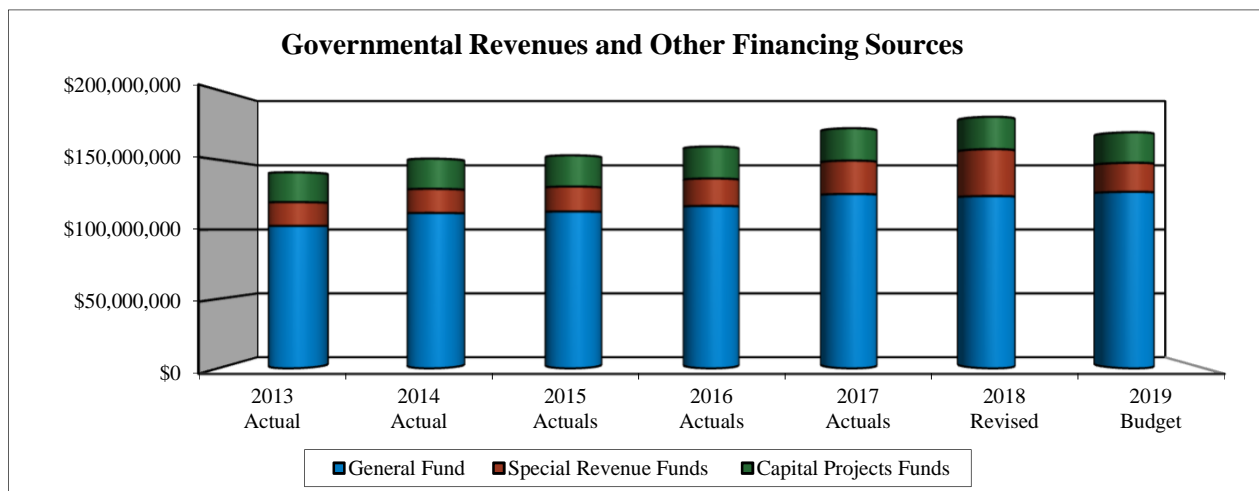


## NOTES AND ASSUMPTIONS

### GOVERNMENTAL FUNDS (continued)

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

- ❖ For 2018, the City's general use tax is forecast to decrease slightly from 2017 actual collections based on current year to date collections. General use tax is expected to remain unchanged for 2019 through 2023. Motor Vehicle Use Tax for 2018 is forecasted to decrease 14% from 2017 actuals, while the budget for 2019 through 2023 is expected to remain unchanged. Building Use Tax is expected to decrease 44% from the actual revenues collected in 2017, based on current year-to-date activity, and due largely to the temporary increase in 2017 as a result of the May 2017 hailstorm. It is forecasted to remain unchanged from 2019 through 2023.
- ❖ Revenues are built from the lowest accounting level up to the fund summaries. This detail will be incorporated into the financial data and reports upon approval from the City Council. This level of detail provides the end user with a method of tracking revenues.
- ❖ Overall revenues for governmental funds are forecasted to decrease 1.5% in 2019 due mainly to an anticipated decrease in grant and open space revenues.



#### Expenditures and Transfers Out:

Fund	2017 Audited Expenditures & Transfers Out	2018 Revised Expenditures & Transfers Out	2019 Budgeted Expenditures & Transfers Out	2019 Budgeted over (under) 2018 Revised
General	\$ 118,851,076	\$ 124,144,119	\$ 129,899,493	\$ 5,755,373
Capital Improvement	19,086,979	39,560,960	18,675,888	(20,885,072)
Conservation Trust	1,977,817	1,409,600	1,395,600	(14,000)
Economic Development	733,622	3,963,737	1,994,008	(1,969,729)
Equipment Replacement	2,209,302	5,291,000	4,322,000	(969,000)
Grants	6,140,950	14,568,296	7,766,197	(6,802,099)
Heritage, Culture, and Arts	3,052,445	4,036,892	3,642,764	(394,128)
Open Space	5,663,014	19,777,680	6,719,972	(13,057,708)
Total of Expenditures & Transfers Out	<u>\$ 157,715,204</u>	<u>\$ 212,752,285</u>	<u>\$ 174,415,922</u>	<u>\$ (38,336,363)</u>

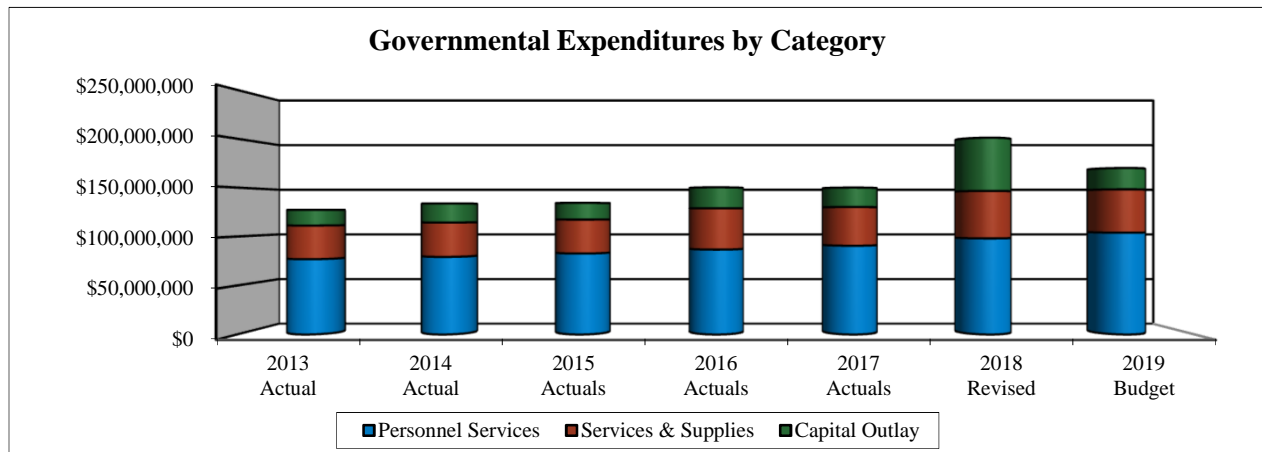


## NOTES AND ASSUMPTIONS

### 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 2019 at 4.0% for all civilian staff and sworn police agents and at 3.0% for all staff for years 2020 through 2023. Medical benefit costs were increased by 12.0% for 2019 and 8% for 2020 through 2023. Dental benefit costs reflect an anticipated increase of 5% for 2018, and a 8% increase for years 2020 through 2023.
- ❖ In addition to salary and benefit increases, the Police Department experienced ordinary police agent attrition that triggers a need for a police recruit class. It is anticipated that based on attrition factors the City will have recruits in each upcoming class, which will take place every six months. This will have a stabilizing effect on police recruiting and staffing. As a result of growing community needs the Police Department will add 2 new agents and 4 Community Service Officers 2019.
- ❖ Services & Supplies and Capital Outlay are to remain unchanged in aggregate from year to year except for an approved budget exception or as part of the Capital Improvement and Preservation Plan (CIPP). Budget exceptions are proposed for any increases in expenditures or operating transfers from the General Fund. All other Governmental Funds are reconciled for carry overs unspent from prior years, changes to currently approved projects, and addition of new projects based on individual fund capacity to fund these projects. All of the budget exceptions and fund reconciliations are reviewed by the City's Leadership team to determine whether the additional request is consistent with organizational goals and if funding is available for proposal to City Council. Additional information concerning capital projects can be found under the Capital Improvement and Preservation Plan section of the budget document.



- ❖ Grants available for spending in 2018 revised are 137% more than the amount actually spent in 2017. Grants anticipated for 2019 are down 47% compared to 2018 revised; however, some of the grant amounts available for spending in 2018 will carry over into 2019.

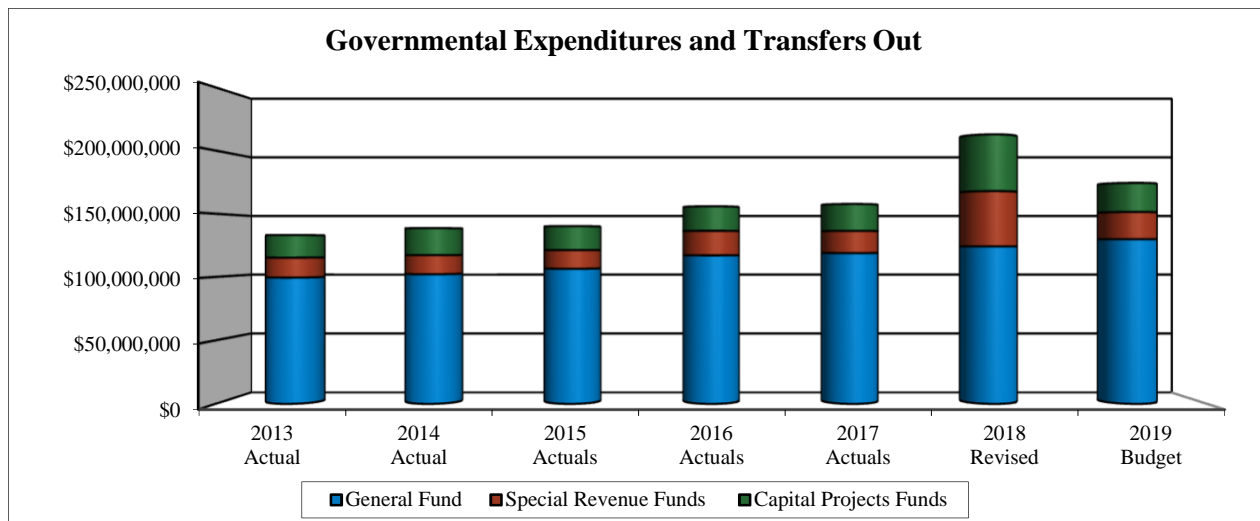


## NOTES AND ASSUMPTIONS

### GOVERNMENTAL FUNDS (continued)

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

- ❖ The General Fund will transfer \$120,000 in 2018 into the Capital Improvement Fund for neighborhood improvement programs. Heritage, Culture and The Arts will receive a transfer from the General Fund for program assistance of \$1,282,100 in 2018 and \$1,360,100 in 2019. The Equipment Replacement Fund will receive a transfer from the General Fund to support the City's IT Infrastructure Sustainability Program in the amount of \$250,000. Additionally, the Economic Development Fund will transfer \$2,000,000 to the Lakewood Reinvestment Authority (a separate entity).
- ❖ The Capital Improvement Fund will transfer out \$7,182,482 in 2018. The Heritage, Culture, and The Arts Fund for public art will receive \$62,482. The Equipment Replacement Fund will receive \$1,020,000 for police vehicles & equipment, a marshal's transport van, a Lakewood Rides Van, a Fleet System Upgrade, Laserfiche Functionality, a Police Digital Evidence (DIMS) System upgrade, and additional funding for the City's IT Infrastructure Sustainability Program. Additionally, the Open Space Fund will receive a transfer of \$6,100,000 in 2018 from the Capital Improvement Fund to fund the Taylor Property Acquisition, the Glennon Heights Pool Update, and Washington Heights Improvements.



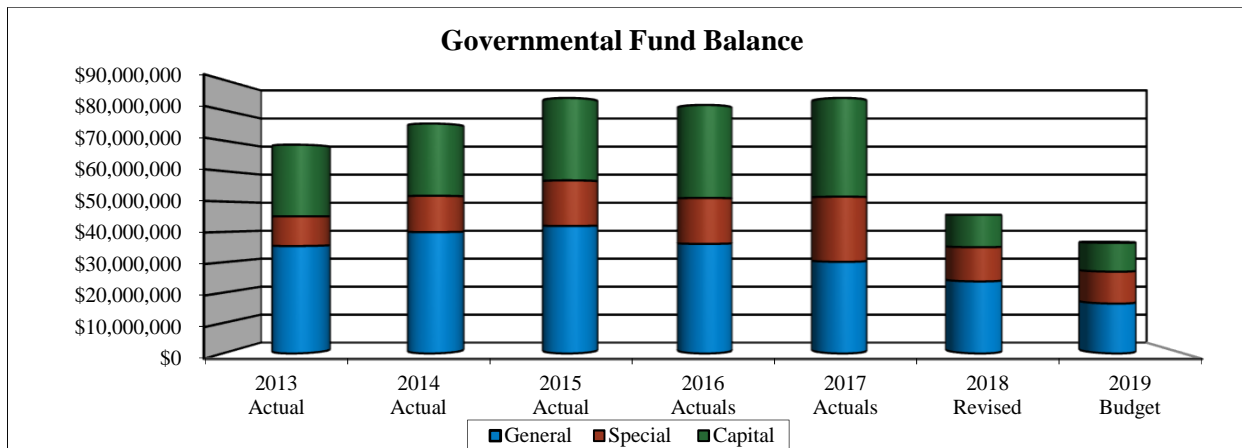
#### Changes in Fund Balance:

Fund	2017 Fund Balance Actual	2018 Fund Balance Revised	2019 Fund Balance Budget	2019 Budgeted over (under) 2018 Revised
General	\$ 30,151,759	\$ 23,699,368	\$ 16,398,720	\$ (7,300,648)
Capital Improvement	26,896,522	6,970,126	6,486,537	(483,589)
Conservation Trust	828,763	947,379	918,423	(28,956)
Economic Development	8,872,410	6,485,593	6,068,505	(417,088)
Equipment Replacement	5,467,496	3,691,227	3,009,750	(681,477)
Grants	(132,095)	132,446	99,359	(33,087)
Heritage, Culture, and Arts	628,034	237,544	110,778	(126,766)
Open Space	11,225,450	3,456,765	3,316,823	(139,942)
<b>Total of Fund Balances</b>	<b>\$ 83,938,339</b>	<b>\$ 45,620,449</b>	<b>\$ 36,408,896</b>	<b>\$ (9,211,553)</b>
<i>Percent Change from Prior Year</i>		-45.65%	-20.2%	

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

<b>Fund</b>	<b>2018 Budgeted Beginning Fund Balance</b>	<b>2019 Budgeted Revenues &amp; Transfers In</b>	<b>2019 Budgeted Expenditures &amp; Transfers Out</b>	<b>2019 Budgeted Ending Fund Balance</b>
General	\$ 23,699,368	\$ 122,598,845	\$ 129,899,493	\$ 16,398,720
Capital Improvement	6,970,126	18,192,300	18,675,888	6,486,537
Conservation Trust	947,379	1,366,644	1,395,600	918,423
Economic Development	6,485,593	1,576,920	1,994,008	6,068,505
Equipment Replacement	3,691,227	3,640,523	4,322,000	3,009,750
Grants	132,446	7,733,110	7,766,197	99,359
Heritage, Culture, and Arts	237,544	3,515,998	3,642,764	110,778
Open Space	3,456,765	6,580,030	6,719,972	3,316,823
<b>Total of Fund Balances</b>	<b>\$ 45,620,449</b>	<b>\$ 165,204,369</b>	<b>\$ 174,415,922</b>	<b>\$ 36,408,896</b>

- ❖ The Fund Balance for the Governmental Funds shows a decrease of \$38,117,265 or 45.41% for 2018 under 2017 and a decrease of \$8,999,960 or 19.6% for 2019. The fund Balance for most Governmental Funds are expected to decrease in 2018. Similarly, in 2019 all Governmental fund balances are expected to decrease.
- ❖ General Fund expenditures are expected to increase overall by 4.28% for 2018 versus 2017 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 2019, the General Fund expects to remain at the same level.
- ❖ Special Revenues, which are restricted funds, show an increase in expenditures for 2018 of approximately 132.5% percent primarily associated with various projects not completed in 2017 and the dollars carried over into 2018. Expenditures for 2019 versus 2018 are expected to decrease by approximately 49.1%. Fund Balance for 2019 shows a decrease of 6.6%.
- ❖ Capital Projects show an increase in 2018 of approximately 79.5% and a decrease of approximately 41.2% in capital spending for 2019. 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 67.1% in 2018 and decrease by 10.9% in 2019.





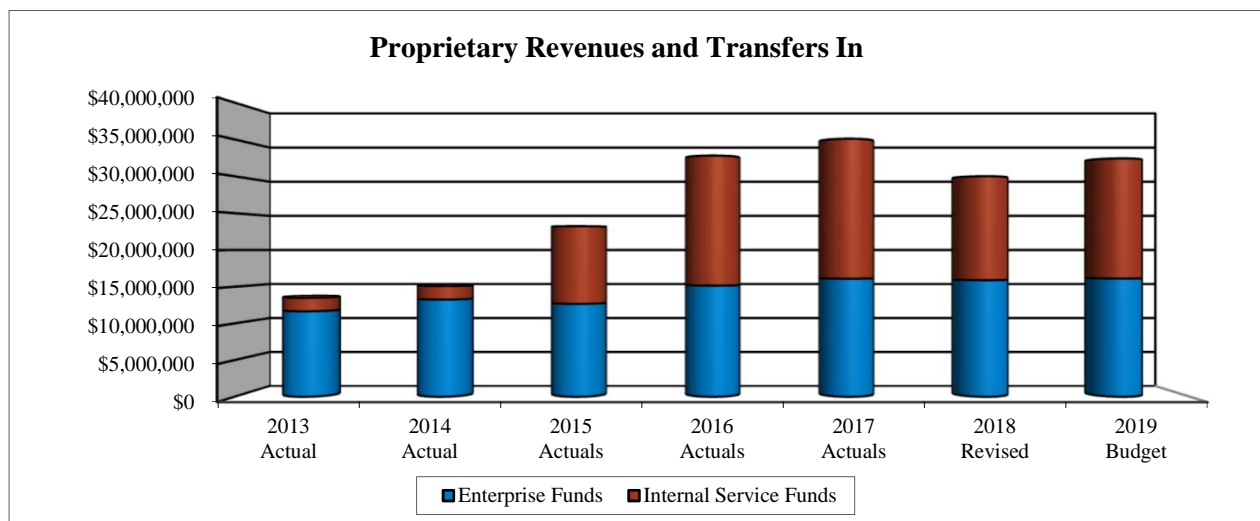
## NOTES AND ASSUMPTIONS

## PROPRIETARY FUNDS

Revenues and Transfers In:

Fund	2017 Audited Revenue & Transfers In	2018 Revised Revenue & Transfers In	2019 Budgeted Revenue & Transfers In	2019 Budgeted over (under) 2018 Revised
Golf Course Enterprise	\$ 4,883,404	\$ 5,169,366	\$ 5,169,366	\$ -
Sewer Enterprise	5,213,742	4,731,200	4,840,340	109,140
Stormwater Enterprise	4,756,402	4,775,000	4,913,465	138,465
Water Enterprise	1,235,894	1,214,200	1,189,200	(25,000)
Medical/Dental Self-Insurance	11,638,936	11,978,493	13,303,744	1,325,251
Property & Casualty Self-Ins	4,664,624	625,000	1,498,000	873,000
Retiree's Health Program	369,803	25,000	25,000	-
Worker's Compensation Self-Ins	1,281,276	633,000	633,000	-
Total of Revenues & Transfers In	<u>\$ 34,044,080</u>	<u>\$ 29,151,259</u>	<u>\$ 31,572,115</u>	<u>\$ 2,420,856</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.





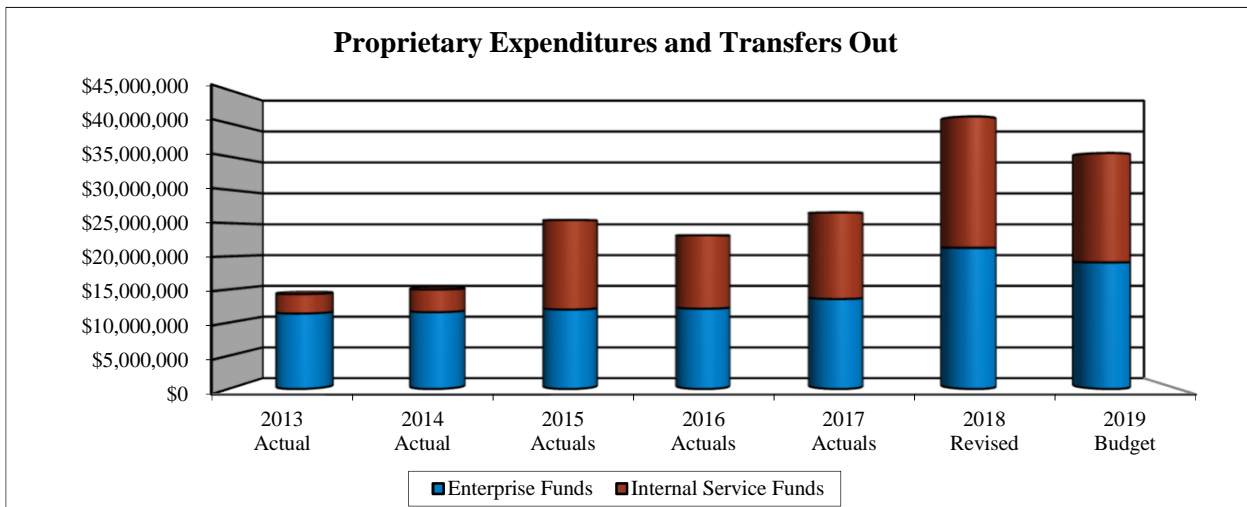
## NOTES AND ASSUMPTIONS

## PROPRIETARY FUNDS (continued)

Expenditures and Transfers Out:

<b>Fund</b>	<b>2017 Audited Expenditures &amp; Transfers Out</b>	<b>2018 Revised Expenditures &amp; Transfers Out</b>	<b>2019 Budgeted Expenditures &amp; Transfers Out</b>	<b>2019 Budgeted over (under) 2017 Revised</b>
Golf Course Enterprise	\$ 5,098,965	\$ 5,155,859	\$ 5,282,686	\$ 126,827
Sewer Enterprise	4,891,623	7,166,811	6,496,244	(670,567)
Stormwater Enterprise	2,317,783	6,747,320	5,938,364	(808,956)
Water Enterprise	1,257,878	2,211,605	1,358,789	(852,816)
Medical/Dental Self-Insurance	10,114,606	13,342,918	13,351,607	8,690
Property & Casualty Self-Ins	1,836,998	4,935,270	1,640,178	(3,295,092)
Retiree's Health Program	26,046	220,000	220,000	-
Worker's Compensation Self-Ins	1,053,554	1,209,438	1,218,406	8,968
Total of Expenditures & Transfers Out	<u>\$ 26,597,452</u>	<u>\$ 40,989,221</u>	<u>\$ 35,506,275</u>	<u>\$ (5,482,946)</u>

- ❖ Expenditures are built from the lowest accounting level up to the fund summaries. This detail will be incorporated into the financial data and reports, upon approval from the City Council. This level of detail provides the end user a method to track program expenditures.
- ❖ Salary increases for 2018 averaged at 3.0% within the Proprietary Funds. Salary increases are projected for 2019 at 4.0% and 3.0% for years 2020 through 2023. Medical benefit costs were increased by 12% percent in 2019, and 5% for 2020 through 2023. Dental benefits are anticipated to increase 5% in 2019 and a 5.0% increase was projected for years 2020 through 2023.

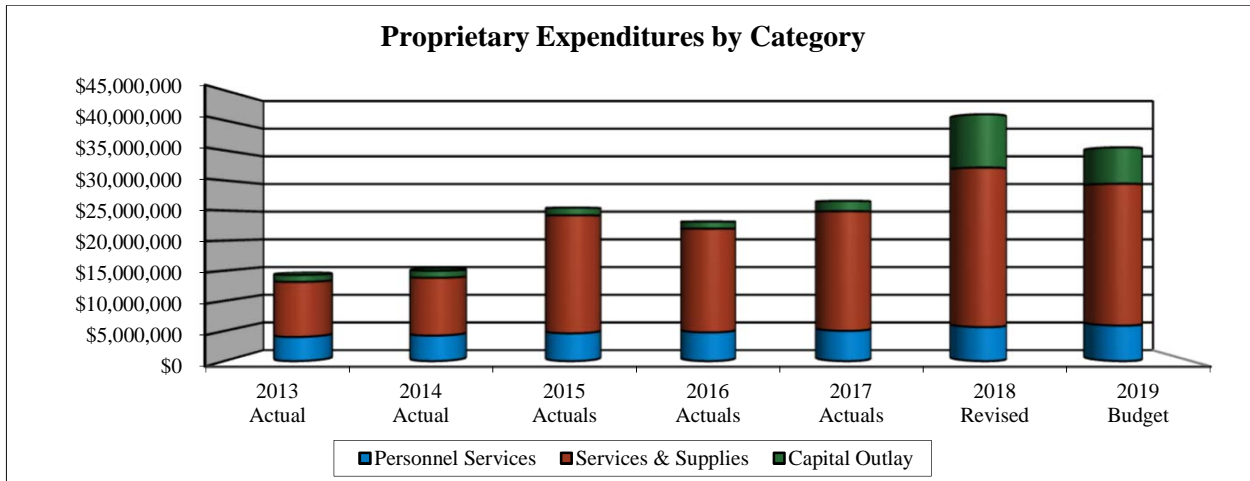






## NOTES AND ASSUMPTIONS

## PROPRIETARY FUNDS (continued)

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

Fund	2017 Fund Balance Actual	2018 Fund Balance Revised	2019 Fund Balance Budget	2019 Budgeted over (under) 2018 Revised
Golf Course Enterprise	\$ 9,325,888	\$ 9,339,394	\$ 9,226,074	\$ (113,320)
Sewer Enterprise	9,986,398	7,550,787	5,894,883	(1,655,904)
Stormwater Enterprise	15,805,808	13,833,487	12,808,588	(1,024,899)
Water Enterprise	2,196,959	1,199,553	1,029,964	(169,589)
Medical/Dental Self-Insurance	6,750,259	5,385,834	5,337,971	(47,863)
Property & Casualty Self-Ins	4,465,108	154,838	12,660	(142,178)
Retiree's Health Program	3,716,167	3,521,167	3,326,167	(195,000)
Worker's Compensation Self-Ins	1,215,026	638,588	53,182	(585,406)
Total of Fund Balances	\$ 53,461,611	\$ 41,623,649	\$ 37,689,489	\$ (3,934,160)

Fund	2018 Budgeted Beginning Fund Balance	2019 Budgeted Revenues & Transfers In	2019 Budgeted Expenditures & Transfers Out	2019 Budgeted Ending Fund Balance
Golf Course Enterprise	\$ 9,339,394	\$ 5,169,366	\$ 5,282,686	\$ 9,226,074
Sewer Enterprise	7,550,787	4,840,340	6,496,244	5,894,883
Stormwater Enterprise	13,833,487	4,913,465	5,938,364	12,808,588
Water Enterprise	1,199,553	1,189,200	1,358,789	1,029,964
Medical/Dental Self-Insurance	5,385,834	13,303,744	13,351,607	5,337,971
Property & Casualty Self-Ins	154,838	1,498,000	1,640,178	12,660
Retiree's Health Program	3,521,167	25,000	220,000	3,326,167
Worker's Compensation Self-Ins	638,588	633,000	1,218,406	53,182
Total of Fund Balances	\$ 41,623,649	\$ 31,572,115	\$ 35,506,275	\$ 37,689,489

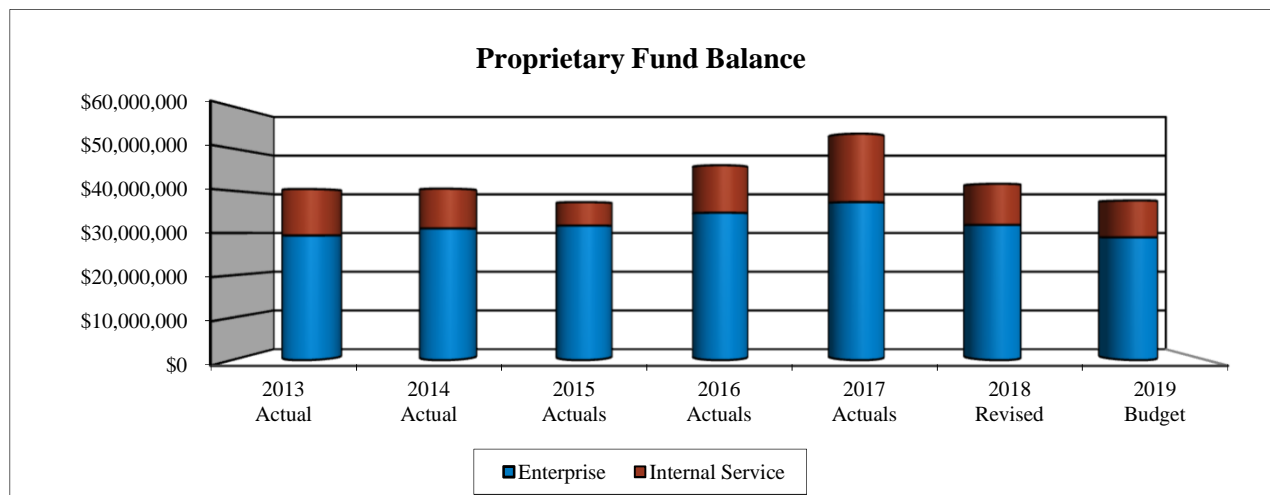


## NOTES AND ASSUMPTIONS

### PROPRIETARY FUNDS (continued)

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

- ❖ Revenues within the Proprietary Funds are expected to remain constant in both 2018 and 2019.
- ❖ Expenditures within the Proprietary Funds are up \$11,284,324 in 2018 or 42.4% due to carry overs and capital project costs within the Stormwater and Water Utility funds. In 2019, expenditures are projected to remain constant.
- ❖ Fund Balance within the Proprietary Funds anticipates a decrease of \$8,610,521, or 16.1%, for 2018 under 2017. The Fund Balance for 2019 is projected to decrease \$5,206,086 or 11.6%.





## **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**  
**2017 - 2019 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES**

<b>General Fund</b>				
	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
<b>REVENUES</b>				
Property Tax	\$ 9,150,515	\$ 9,152,158	\$ 9,600,614	\$ 9,600,614
Sales Tax	62,301,202	67,862,806	65,550,996	69,713,764
General Use Tax	3,837,791	3,320,325	3,409,612	3,494,852
Building Material Use Tax	7,320,037	4,097,499	4,097,499	3,174,936
Motor Vehicle Use Tax	6,904,949	5,936,127	5,936,127	6,084,530
Specific Ownership Tax	474,759	298,613	474,759	486,628
Tobacco Products Tax	321,768	330,969	321,040	313,014
Business & Occupation Tax	3,299,605	3,144,875	3,144,875	3,223,497
Franchise Charges & Other Taxes	6,300,349	6,437,071	6,300,349	6,457,858
Hotel Accommodation Tax	-	-	-	-
Licenses & Permits	6,395,758	3,830,043	4,140,731	3,990,860
Intergovernmental Revenue	5,207,080	4,887,566	6,311,074	5,677,091
Charges for Services	11,872,741	11,044,862	12,097,064	12,209,788
Fines & Forfeits	1,200,775	1,454,000	1,454,000	1,454,000
Investment Income	279,080	517,457	517,457	517,457
Tabor Refund	(12,536,504)	(4,209,000)	(6,283,739)	(4,419,315)
All Other Revenues	617,021	647,025	619,271	619,271
Total Revenues	<u>112,946,925</u>	<u>118,752,396</u>	<u>117,691,729</u>	<u>122,598,845</u>
<b>EXPENDITURES</b>				
Mayor and City Council	501,017	558,896	547,316	555,018
City Manager's Office	2,202,030	2,544,833	2,551,568	2,654,422
City Attorney's Office	1,893,859	1,799,897	1,789,540	1,852,263
City Clerk's Office	981,146	1,095,261	1,074,681	1,125,473
Community Resources	19,349,719	20,575,028	21,020,977	21,632,958
Employee Relations	1,450,640	1,706,511	1,686,896	1,809,270
Finance	3,414,604	4,354,556	4,110,552	4,230,528
Information Technology	5,872,398	6,995,167	7,064,847	7,423,788
Municipal Court	3,335,115	3,718,166	3,764,549	3,969,755
Planning	1,844,360	2,070,525	2,096,875	2,152,771
Police	46,796,820	52,499,389	50,178,676	54,419,675
Public Works	15,575,708	18,479,677	18,653,117	18,192,115
Non-Departmental	8,220,460	7,159,652	7,952,424	7,351,357
Total Expenditures	<u>111,437,876</u>	<u>123,557,558</u>	<u>122,492,019</u>	<u>127,369,393</u>
<b>OTHER FINANCING SOURCES (USES)</b>				
Capital Lease	-	-	-	-
Operating Transfers In	-	-	-	-
Operating Transfers Out	(7,413,200)	(1,650,100)	(1,652,100)	(2,530,100)
Total Other Financing Sources (Uses)	<u>(7,413,200)</u>	<u>(1,650,100)</u>	<u>(1,652,100)</u>	<u>(2,530,100)</u>
Excess (Deficiency) of Financial Sources over Financial Uses	(5,904,151)	(6,455,262)	(6,452,391)	(7,300,648)
<b>FUND BALANCES, BEGINNING OF YEAR</b>				
	<u>36,055,910</u>	<u>23,462,390</u>	<u>30,151,759</u>	<u>23,699,368</u>
<b>FUND BALANCES, END OF YEAR</b>				
	<u>\$ 30,151,759</u>	<u>\$ 17,007,128</u>	<u>\$ 23,699,368</u>	<u>\$ 16,398,720</u>



**GOVERNMENTAL FUNDS (continued)**  
**2017 - 2019 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES**

	<b>Special Revenue Funds</b>			
	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
<b>REVENUES</b>				
Property Tax	\$ -	\$ -	\$ -	\$ -
Sales Tax	-	-	-	-
General Use Tax	-	-	-	-
Building Material Use Tax	-	-	-	-
Motor Vehicle Use Tax	-	-	-	-
Specific Ownership Tax	-	-	-	-
Tobacco Products Tax	-	-	-	-
Business & Occupation Tax	-	-	-	-
Franchise Charges & Other Taxes	-	-	-	-
Hotel Accommodation Tax	1,772,462	1,428,000	1,428,000	1,428,000
Licenses & Permits	-	-	-	-
Intergovernmental Revenue	16,014,745	14,561,495	22,955,592	15,427,782
Charges for Services	1,389,620	1,448,187	1,502,105	1,537,635
Fines & Forfeits	-	-	-	-
Investment Income	224,994	132,297	139,176	109,235
Tabor Refund	-	-	-	-
All Other Revenues	24,843	159,450	123,915	64,950
Total Revenues	<u>19,426,664</u>	<u>17,729,429</u>	<u>26,148,788</u>	<u>18,567,602</u>
<b>EXPENDITURES</b>				
Mayor and City Council	-	-	-	-
City Manager's Office	733,622	2,062,253	1,963,737	1,994,008
City Attorney's Office	-	-	-	-
City Clerk's Office	-	-	-	-
Community Resources	11,974,780	11,137,222	25,799,679	12,562,445
Employee Relations	-	-	-	-
Finance	30,870	32,022	31,938	33,463
Information Technology	-	-	-	-
Municipal Court	-	-	-	-
Planning	772,326	1,698,429	1,927,336	1,981,441
Police	3,174,300	2,921,446	3,146,746	2,762,185
Public Works	881,949	1,450,000	7,971,769	1,450,000
Non-Departmental	-	-	-	-
Total Expenditures	<u>17,567,847</u>	<u>19,301,372</u>	<u>40,841,205</u>	<u>20,783,541</u>
<b>OTHER FINANCING SOURCES (USES)</b>				
Capital Lease	-	-	-	-
Operating Transfers In	4,455,096	2,425,100	7,444,582	2,205,100
Operating Transfers Out	-	(2,000,000)	(2,915,000)	(735,000)
Total Other Financing Sources (Uses)	<u>4,455,096</u>	<u>425,100</u>	<u>4,529,582</u>	<u>1,470,100</u>
Excess (Deficiency) of Financial Sources over Financial Uses	6,313,913	(1,146,843)	(10,162,835)	(745,839)
<b>FUND BALANCES, BEGINNING OF YEAR</b>	<u>15,108,649</u>	<u>11,340,228</u>	<u>21,422,562</u>	<u>11,259,726</u>
<b>FUND BALANCES, END OF YEAR</b>	<u><u>\$ 21,422,562</u></u>	<u><u>\$ 10,193,385</u></u>	<u><u>\$ 11,259,726</u></u>	<u><u>\$ 10,513,887</u></u>



**GOVERNMENTAL FUNDS (continued)**  
**2017 - 2019 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES**

	<b>Capital Projects Funds</b>			
	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
<b>REVENUES</b>				
Property Tax	\$ -	\$ -	\$ -	\$ -
Sales Tax	11,666,845	12,651,566	12,221,010	12,709,851
General Use Tax	758,989	651,994	651,994	651,994
Building Material Use Tax	1,442,083	619,500	619,500	619,500
Motor Vehicle Use Tax	1,381,002	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	2,115,650	1,958,944	2,304,879	2,063,773
Charges for Services	2,055,646	2,044,731	2,044,731	2,100,523
Fines & Forfeits	-	-	-	-
Investment Income	424,303	217,489	217,489	217,489
Tabor Refund	-	-	-	-
All Other Revenues	65,443	203,500	203,500	203,500
<b>Total Revenues</b>	<b>19,909,960</b>	<b>19,418,917</b>	<b>19,334,296</b>	<b>19,637,823</b>
<b>EXPENDITURES</b>				
Mayor and City Council	-	-	-	-
City Manager's Office	127,233	180,000	180,000	180,000
City Attorney's Office	-	-	-	-
City Clerk's Office	-	-	-	-
Community Resources	3,065,607	1,760,000	6,387,015	670,000
Employee Relations	-	-	-	-
Finance	58,530	60,971	63,418	66,649
Information Technology	259,553	1,485,000	2,235,000	1,302,000
Municipal Court	-	-	-	-
Planning	179,145	390,000	620,000	190,000
Police	-	-	-	-
Public Works	14,678,501	17,819,509	24,980,826	17,178,331
Non-Departmental	2,620,815	2,836,000	3,203,219	2,275,908
<b>Total Expenditures</b>	<b>20,989,384</b>	<b>24,531,480</b>	<b>37,669,478</b>	<b>21,862,888</b>
<b>OTHER FINANCING SOURCES (USES)</b>				
Capital Lease	-	-	1,510,000	-
Operating Transfers In	3,265,000	1,390,000	2,305,000	2,195,000
Operating Transfers Out	(306,896)	(2,165,000)	(7,182,482)	(1,135,000)
<b>Total Other Financing Sources (Uses)</b>	<b>2,958,104</b>	<b>(775,000)</b>	<b>(3,367,482)</b>	<b>1,060,000</b>
Excess (Deficiency) of Financial Sources over Financial Uses	1,878,680	(5,887,563)	(21,702,665)	(1,165,066)
<b>FUND BALANCES, BEGINNING OF YEAR</b>	<b>30,485,337</b>	<b>15,789,507</b>	<b>32,364,017</b>	<b>10,661,352</b>
<b>FUND BALANCES, END OF YEAR</b>	<b>\$ 32,364,017</b>	<b>\$ 9,901,944</b>	<b>\$ 10,661,352</b>	<b>\$ 9,496,287</b>



**GOVERNMENTAL FUNDS (continued)**  
**2017 - 2019 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES**

	<b>Total Governmental Funds</b>			
	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
<b>REVENUES</b>				
Property Tax	\$ 9,150,515	\$ 9,152,158	\$ 9,600,614	\$ 9,600,614
Sales Tax	73,968,047	80,514,372	77,772,006	82,423,615
General Use Tax	4,596,780	3,972,319	4,061,606	4,146,846
Building Material Use Tax	8,762,119	4,716,999	4,716,999	3,794,436
Motor Vehicle Use Tax	8,285,951	7,007,320	7,007,320	7,155,723
Specific Ownership Tax	474,759	298,613	474,759	486,628
Tobacco Products Tax	321,768	330,969	321,040	313,014
Business & Occupation Tax	3,299,605	3,144,875	3,144,875	3,223,497
Franchise Charges & Other Taxes	6,300,349	6,437,071	6,300,349	6,457,858
Hotel Accommodation Tax	1,772,462	1,428,000	1,428,000	1,428,000
Licenses & Permits	6,395,758	3,830,043	4,140,731	3,990,860
Intergovernmental Revenue	23,337,475	21,408,005	31,571,545	23,168,647
Charges for Services	15,318,006	14,537,780	15,643,900	15,847,946
Fines & Forfeits	1,200,775	1,454,000	1,454,000	1,454,000
Investment Income	928,376	867,243	874,122	844,181
Tabor Refund	(12,536,504)	(4,209,000)	(6,283,739)	(4,419,315)
All Other Revenues	707,308	1,009,975	946,686	887,721
Total Revenues	<u>152,283,549</u>	<u>155,900,742</u>	<u>163,174,812</u>	<u>160,804,269</u>
<b>EXPENDITURES</b>				
Mayor and City Council	501,017	558,896	547,316	555,018
City Manager's Office	3,062,884	4,787,086	4,695,305	4,828,430
City Attorney's Office	1,893,859	1,799,897	1,789,540	1,852,263
City Clerk's Office	981,146	1,095,261	1,074,681	1,125,473
Community Resources	34,390,107	33,472,250	53,207,671	34,865,403
Employee Relations	1,450,640	1,706,511	1,686,896	1,809,270
Finance	3,504,004	4,447,549	4,205,907	4,330,640
Information Technology	6,131,951	8,480,167	9,299,847	8,725,788
Municipal Court	3,335,115	3,718,166	3,764,549	3,969,755
Planning	2,795,832	4,158,954	4,644,211	4,324,211
Police	49,971,120	55,420,835	53,325,422	57,181,860
Public Works	31,136,158	37,749,186	51,605,712	36,820,446
Non-Departmental	10,841,275	9,995,652	11,155,643	9,627,265
Total Expenditures	<u>149,995,108</u>	<u>167,390,410</u>	<u>201,002,703</u>	<u>170,015,822</u>
<b>OTHER FINANCING SOURCES (USES)</b>				
Capital Lease	-	-	1,510,000	-
Operating Transfers In	7,720,096	3,815,100	9,749,582	4,400,100
Operating Transfers Out	(7,720,096)	(5,815,100)	(11,749,582)	(4,400,100)
Total Other Financing Sources (Uses)	<u>-</u>	<u>(2,000,000)</u>	<u>(490,000)</u>	<u>-</u>
Excess (Deficiency) of Financial Sources over Financial Uses	2,288,441	(13,489,668)	(38,317,890)	(9,211,553)
<b>FUND BALANCES, BEGINNING OF YEAR</b>				
	<u>81,649,896</u>	<u>50,592,125</u>	<u>83,938,337</u>	<u>45,620,447</u>
<b>FUND BALANCES, END OF YEAR</b>				
	<u>\$ 83,938,337</u>	<u>\$ 37,102,457</u>	<u>\$ 45,620,447</u>	<u>\$ 36,408,894</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**  
**2017 - 2019 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES**

Conservation Trust Fund				
	2017 Actual	2018 Budget	2018 Revised	2019 Budget
<b>REVENUES</b>				
Hotel Accommodation Tax	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenue	1,501,416	1,350,000	1,515,000	1,350,000
Charges for Services	-	-	-	-
Investment Income	19,193	14,077	13,216	16,644
All Other Revenues	-	-	-	-
Total Revenues	1,520,609	1,364,077	1,528,216	1,366,644
<b>EXPENDITURES</b>				
City Manager's Office	-	-	-	-
Community Resources	1,977,817	870,600	1,409,600	1,395,600
Finance	-	-	-	-
Municipal Court	-	-	-	-
Planning	-	-	-	-
Police	-	-	-	-
Public Works	-	-	-	-
Non-Departmental	-	-	-	-
Total Expenditures	1,977,817	870,600	1,409,600	1,395,600
<b>OTHER FINANCING SOURCES (USES)</b>				
Operating Transfers In	-	-	-	-
Operating Transfers Out	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-
Excess (Deficiency) of Financial Sources over Financial Uses	(457,208)	493,477	118,616	(28,956)
<b>FUND BALANCES, BEGINNING OF YEAR</b>				
	1,285,971	580,917	828,763	947,379
<b>FUND BALANCES, END OF YEAR</b>				
	\$ 828,763	\$ 1,074,394	\$ 947,379	\$ 918,423



**SPECIAL REVENUE FUNDS (continued)**  
**2017 - 2019 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES**

<b>Economic Development Fund</b>				
	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
<b>REVENUES</b>				
Hotel Accommodation Tax	\$ 1,772,462	\$ 1,428,000	\$ 1,428,000	\$ 1,428,000
Intergovernmental Revenue	-	-	-	-
Charges for Services	96,360	91,800	91,800	91,800
Investment Income	116,959	57,120	57,120	57,120
All Other Revenues	4,952	-	-	-
Total Revenues	<u>1,990,734</u>	<u>1,576,920</u>	<u>1,576,920</u>	<u>1,576,920</u>
<b>EXPENDITURES</b>				
City Manager's Office	733,622	2,062,253	1,963,737	1,994,008
Community Resources	-	-	-	-
Finance	-	-	-	-
Municipal Court	-	-	-	-
Planning	-	-	-	-
Police	-	-	-	-
Public Works	-	-	-	-
Non-Departmental	-	-	-	-
Total Expenditures	<u>733,622</u>	<u>2,062,253</u>	<u>1,963,737</u>	<u>1,994,008</u>
<b>OTHER FINANCING SOURCES (USES)</b>				
Operating Transfers In	-	-	-	-
Operating Transfers Out	-	(2,000,000)	(2,000,000)	-
Total Other Financing Sources (Uses)	<u>-</u>	<u>(2,000,000)</u>	<u>(2,000,000)</u>	<u>-</u>
Excess (Deficiency) of Financial Sources over Financial Uses	1,257,112	(2,485,333)	(2,386,817)	(417,088)
<b>FUND BALANCES, BEGINNING OF YEAR</b>	<u>7,615,298</u>	<u>7,152,518</u>	<u>8,872,410</u>	<u>6,485,593</u>
<b>FUND BALANCES, END OF YEAR</b>	<u>\$ 8,872,410</u>	<u>\$ 4,667,185</u>	<u>\$ 6,485,593</u>	<u>\$ 6,068,505</u>



**SPECIAL REVENUE FUNDS (continued)**  
**2017 - 2019 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES**

	<b>Grants Fund</b>			
	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
<b>REVENUES</b>				
Hotel Accommodation Tax	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenue	6,787,445	7,594,176	14,832,173	7,733,110
Charges for Services	-	-	-	-
Investment Income	663	100	664	-
All Other Revenues	-	-	-	-
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Total Revenues	6,788,108	7,594,276	14,832,837	7,733,110
	<hr/>	<hr/>	<hr/>	<hr/>
<b>EXPENDITURES</b>				
City Manager's Office	-	-	-	-
Community Resources	1,281,504	1,466,401	1,490,507	1,539,109
Finance	30,870	32,022	31,938	33,463
Municipal Court	-	-	-	-
Planning	772,326	1,698,429	1,927,336	1,981,441
Police	3,174,300	2,921,446	3,146,746	2,762,185
Public Works	881,949	1,450,000	7,971,769	1,450,000
Non-Departmental	-	-	-	-
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Total Expenditures	6,140,950	7,568,298	14,568,296	7,766,197
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<b>OTHER FINANCING SOURCES (USES)</b>				
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	647,158	25,978	264,541	(33,087)
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<b>FUND BALANCES, BEGINNING OF YEAR</b>	(779,253)	245,308	(132,095)	132,446
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<b>FUND BALANCES, END OF YEAR</b>	\$ (132,095)	\$ 271,286	\$ 132,446	\$ 99,359
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**SPECIAL REVENUE FUNDS (continued)**  
**2017 - 2019 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES**

<b>Heritage, Culture, and Arts Fund</b>				
	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
<b>REVENUES</b>				
Hotel Accommodation Tax	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenue	362,133	530,000	772,600	605,113
Charges for Services	1,285,786	1,354,387	1,405,305	1,440,835
Investment Income	-	-	-	-
All Other Revenues	9,891	152,450	123,915	64,950
Total Revenues	1,657,809	2,036,837	2,301,820	2,110,898
<b>EXPENDITURES</b>				
City Manager's Office	-	-	-	-
Community Resources	3,052,445	3,451,375	4,036,892	3,642,764
Finance	-	-	-	-
Municipal Court	-	-	-	-
Planning	-	-	-	-
Police	-	-	-	-
Public Works	-	-	-	-
Non-Departmental	-	-	-	-
Total Expenditures	3,052,445	3,451,375	4,036,892	3,642,764
<b>OTHER FINANCING SOURCES (USES)</b>				
Operating Transfers In	1,335,096	1,325,100	1,344,582	1,405,100
Operating Transfers Out	-	-	-	-
Total Other Financing Sources (Uses)	1,335,096	1,325,100	1,344,582	1,405,100
Excess (Deficiency) of Financial Sources over Financial Uses	(59,539)	(89,438)	(390,490)	(126,766)
<b>FUND BALANCES, BEGINNING OF YEAR</b>				
	687,573	476,843	628,034	237,544
<b>FUND BALANCES, END OF YEAR</b>				
	\$ 628,034	\$ 387,405	\$ 237,544	\$ 110,778



**SPECIAL REVENUE FUNDS (continued)**  
**2017 - 2019 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES**

<b>Open Space Fund</b>				
	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
<b>REVENUES</b>				
Hotel Accommodation Tax	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenue	7,363,751	5,087,319	5,835,819	5,739,559
Charges for Services	7,474	2,000	5,000	5,000
Investment Income	88,178	61,000	68,176	35,471
All Other Revenues	10,000	7,000	-	-
Total Revenues	<u>7,469,403</u>	<u>5,157,319</u>	<u>5,908,995</u>	<u>5,780,030</u>
<b>EXPENDITURES</b>				
City Manager's Office	-	-	-	-
Community Resources	5,663,013	5,348,846	18,862,680	5,984,972
Finance	-	-	-	-
Municipal Court	-	-	-	-
Planning	-	-	-	-
Police	-	-	-	-
Public Works	-	-	-	-
Non-Departmental	-	-	-	-
Total Expenditures	<u>5,663,013</u>	<u>5,348,846</u>	<u>18,862,680</u>	<u>5,984,972</u>
<b>OTHER FINANCING SOURCES (USES)</b>				
Operating Transfers In	3,120,000	1,100,000	6,100,000	800,000
Operating Transfers Out	-	-	(915,000)	(735,000)
Total Other Financing Sources (Uses)	<u>3,120,000</u>	<u>1,100,000</u>	<u>5,185,000</u>	<u>65,000</u>
Excess (Deficiency) of Financial Sources over Financial Uses	4,926,390	908,473	(7,768,685)	(139,942)
<b>FUND BALANCES, BEGINNING OF YEAR</b>				
	<u>6,299,060</u>	<u>2,884,642</u>	<u>11,225,450</u>	<u>3,456,765</u>
<b>FUND BALANCES, END OF YEAR</b>				
	<u>\$ 11,225,450</u>	<u>\$ 3,793,115</u>	<u>\$ 3,456,765</u>	<u>\$ 3,316,823</u>



**SPECIAL REVENUE FUNDS (continued)**  
**2017 - 2019 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES**

	<b>Total Special Revenue Funds</b>			
	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
<b>REVENUES</b>				
Hotel Accommodation Tax	\$ 1,772,462	\$ 1,428,000	\$ 1,428,000	\$ 1,428,000
Intergovernmental Revenue	16,014,745	14,561,495	22,955,592	15,427,782
Charges for Services	1,389,620	1,448,187	1,502,105	1,537,635
Investment Income	224,994	132,297	139,176	109,235
All Other Revenues	24,843	159,450	123,915	64,950
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Total Revenues	19,426,664	17,729,429	26,148,788	18,567,602
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<b>EXPENDITURES</b>				
City Manager's Office	733,622	2,062,253	1,963,737	1,994,008
Community Resources	11,974,780	11,137,222	25,799,679	12,562,445
Finance	30,870	32,022	31,938	33,463
Municipal Court	-	-	-	-
Planning	772,326	1,698,429	1,927,336	1,981,441
Police	3,174,300	2,921,446	3,146,746	2,762,185
Public Works	881,949	1,450,000	7,971,769	1,450,000
Non-Departmental	-	-	-	-
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Total Expenditures	17,567,847	19,301,372	40,841,205	20,783,541
	<hr/>	<hr/>	<hr/>	<hr/>
<b>OTHER FINANCING SOURCES (USES)</b>				
Operating Transfers In	4,455,096	2,425,100	7,444,582	2,205,100
Operating Transfers Out	-	(2,000,000)	(2,915,000)	(735,000)
	<hr/>	<hr/>	<hr/>	<hr/>
Total Other Financing Sources (Uses)	4,455,096	425,100	4,529,582	1,470,100
	<hr/>	<hr/>	<hr/>	<hr/>
Excess (Deficiency) of Financial Sources over Financial Uses	6,313,913	(1,146,843)	(10,162,835)	(745,839)
	<hr/>	<hr/>	<hr/>	<hr/>
<b>FUND BALANCES, BEGINNING OF YEAR</b>	15,108,649	11,340,228	21,422,562	11,259,726
	<hr/>	<hr/>	<hr/>	<hr/>
<b>FUND BALANCES, END OF YEAR</b>	\$ 21,422,562	\$ 10,193,385	\$ 11,259,726	\$ 10,513,887
	<hr/>	<hr/>	<hr/>	<hr/>





## **CAPITAL PROJECTS FUNDS**

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

### **CAPITAL IMPROVEMENT FUND**

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

### **EQUIPMENT REPLACEMENT FUND**

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



**CAPITAL PROJECTS FUNDS**  
**2017 - 2019 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES**

<b>Capital Improvement Fund</b>				
	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
<b>REVENUES</b>				
Sales Tax	\$ 11,666,845	\$ 12,651,566	\$ 12,221,010	\$ 12,709,851
General Use Tax	758,989	651,994	651,994	651,994
Building Material Use Tax	1,442,083	619,500	619,500	619,500
Motor Vehicle Use Tax	1,381,002	1,071,193	1,071,193	1,071,193
Intergovernmental Revenue	2,115,650	1,958,944	2,304,879	2,063,773
Charges for Services	-	-	-	-
Investment Income	424,303	217,489	217,489	217,489
All Other Revenues	3,500	3,500	3,500	3,500
Total Revenues	<u>17,792,371</u>	<u>17,174,186</u>	<u>17,089,565</u>	<u>17,337,300</u>
<b>EXPENDITURES</b>				
City Manager's Office	-	-	-	-
Community Resources	3,065,607	1,760,000	6,387,015	670,000
Finance	58,530	60,971	63,418	66,649
Information Technology	-	-	-	-
Planning	179,145	390,000	620,000	190,000
Public Works	12,855,985	14,943,509	22,104,826	14,338,331
Non-Departmental	2,620,815	2,836,000	3,203,219	2,275,908
Total Expenditures	<u>18,780,082</u>	<u>19,990,480</u>	<u>32,378,478</u>	<u>17,540,888</u>
<b>OTHER FINANCING SOURCES (USES)</b>				
Capital Contributions In (Out)			1,510,000	
Operating Transfers In	1,995,000	120,000	1,035,000	855,000
Operating Transfers Out	(306,896)	(2,165,000)	(7,182,482)	(1,135,000)
Total Other Financing Sources (Uses)	<u>1,688,104</u>	<u>(2,045,000)</u>	<u>(4,637,482)</u>	<u>(280,000)</u>
Excess (Deficiency) of Financial Sources over Financial Uses	700,394	(4,861,294)	(19,926,396)	(483,589)
<b>FUND BALANCES, BEGINNING OF YEAR</b>				
	<u>26,196,128</u>	<u>11,341,735</u>	<u>26,896,522</u>	<u>6,970,126</u>
<b>FUND BALANCES, END OF YEAR</b>				
	<u>\$ 26,896,522</u>	<u>\$ 6,480,441</u>	<u>\$ 6,970,126</u>	<u>\$ 6,486,537</u>



**CAPITAL PROJECTS FUNDS**  
**2017 - 2019 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES**

<b>Equipment Replacement Fund</b>				
	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
<b>REVENUES</b>				
Sales Tax	\$ -	\$ -	\$ -	\$ -
General Use Tax	-	-	-	-
Building Material Use Tax	-	-	-	-
Motor Vehicle Use Tax	-	-	-	-
Intergovernmental Revenue	-	-	-	-
Charges for Services	2,055,646	2,044,731	2,044,731	2,100,523
Investment Income	-	-	-	-
All Other Revenues	61,943	200,000	200,000	200,000
Total Revenues	<u>2,117,589</u>	<u>2,244,731</u>	<u>2,244,731</u>	<u>2,300,523</u>
<b>EXPENDITURES</b>				
City Manager's Office	127,233	180,000	180,000	180,000
Community Resources	-	-	-	-
Finance	-	-	-	-
Information Technology	259,553	1,485,000	2,235,000	1,302,000
Planning	-	-	-	-
Public Works	1,822,516	2,876,000	2,876,000	2,840,000
Non-Departmental	-	-	-	-
Total Expenditures	<u>2,209,302</u>	<u>4,541,000</u>	<u>5,291,000</u>	<u>4,322,000</u>
<b>OTHER FINANCING SOURCES (USES)</b>				
Capital Contributions In (Out)				
Operating Transfers In	1,270,000	1,270,000	1,270,000	1,340,000
Operating Transfers Out	-	-	-	-
Total Other Financing Sources (Uses)	<u>1,270,000</u>	<u>1,270,000</u>	<u>1,270,000</u>	<u>1,340,000</u>
Excess (Deficiency) of Financial Sources over Financial Uses	1,178,287	(1,026,269)	(1,776,269)	(681,477)
<b>FUND BALANCES, BEGINNING OF YEAR</b>				
	<u>4,289,209</u>	<u>4,447,773</u>	<u>5,467,496</u>	<u>3,691,227</u>
<b>FUND BALANCES, END OF YEAR</b>				
	<u>\$ 5,467,496</u>	<u>\$ 3,421,504</u>	<u>\$ 3,691,227</u>	<u>\$ 3,009,750</u>



**CAPITAL PROJECTS FUNDS**  
**2017 - 2019 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES**

	<b>Total Capital Projects Funds</b>			
	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
<b>REVENUES</b>				
Sales Tax	\$ 11,666,845	\$ 12,651,566	\$ 12,221,010	\$ 12,709,851
General Use Tax	758,989	651,994	651,994	651,994
Building Material Use Tax	1,442,083	619,500	619,500	619,500
Motor Vehicle Use Tax	1,381,002	1,071,193	1,071,193	1,071,193
Intergovernmental Revenue	2,115,650	1,958,944	2,304,879	2,063,773
Charges for Services	2,055,646	2,044,731	2,044,731	2,100,523
Investment Income	424,303	217,489	217,489	217,489
All Other Revenues	65,443	203,500	203,500	203,500
Total Revenues	<u>19,909,960</u>	<u>19,418,917</u>	<u>19,334,296</u>	<u>19,637,823</u>
<b>EXPENDITURES</b>				
City Manager's Office	127,233	180,000	180,000	180,000
Community Resources	3,065,607	1,760,000	6,387,015	670,000
Finance	58,530	60,971	63,418	66,649
Information Technology	259,553	1,485,000	2,235,000	1,302,000
Planning	179,145	390,000	620,000	190,000
Public Works	14,678,501	17,819,509	24,980,826	17,178,331
Non-Departmental	2,620,815	2,836,000	3,203,219	2,275,908
Total Expenditures	<u>20,989,384</u>	<u>24,531,480</u>	<u>37,669,478</u>	<u>21,862,888</u>
<b>OTHER FINANCING SOURCES (USES)</b>				
Capital Contributions In (Out)	-	-	1,510,000	-
Operating Transfers In	3,265,000	1,390,000	2,305,000	2,195,000
Operating Transfers Out	(306,896)	(2,165,000)	(7,182,482)	(1,135,000)
Total Other Financing Sources (Uses)	<u>2,958,104</u>	<u>(775,000)</u>	<u>(3,367,482)</u>	<u>1,060,000</u>
Excess (Deficiency) of Financial Sources over Financial Uses	1,878,680	(5,887,563)	(21,702,665)	(1,165,066)
<b>FUND BALANCES, BEGINNING OF YEAR</b>				
	<u>30,485,337</u>	<u>15,789,508</u>	<u>32,364,017</u>	<u>10,661,352</u>
<b>FUND BALANCES, END OF YEAR</b>				
	<u>\$ 32,364,017</u>	<u>\$ 9,901,945</u>	<u>\$ 10,661,352</u>	<u>\$ 9,496,287</u>



## **PROPRIETARY FUNDS**

### **ENTERPRISE FUNDS**

Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or where the City Council has decided that periodic determination of net income is appropriate for accountability purposes. The City has four qualified Enterprise Funds: 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**  
**2017 - 2019 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES**

	Enterprise Funds			
	2017 Actual	2018 Budget	2018 Revised	2019 Budget
<b>REVENUES</b>				
Charges for Services	\$ 14,871,729	\$ 15,124,066	\$ 15,259,566	\$ 15,507,171
Investment Income	199,145	80,200	80,200	80,200
Other Income	1,018,568	550,000	550,000	525,000
Total Revenues	16,089,442	15,754,266	15,889,766	16,112,371
<b>EXPENDITURES</b>				
Community Resources	5,098,967	5,253,776	5,134,554	5,261,381
Public Works	8,467,284	13,291,728	14,965,373	13,733,034
Non-Departmental	-	81,669	1,181,669	81,669
Total Expenditures	13,566,250	18,627,173	21,281,596	19,076,084
<b>OTHER FINANCING SOURCES (USES)</b>				
Operating Transfers In	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-
Excess (Deficiency) of Financial Sources over Financial Uses	2,523,191	(2,872,907)	(5,391,830)	(2,963,713)
<b>NET POSITION, BEGINNING OF YEAR</b>	34,791,861	28,777,976	37,315,052	31,923,222
<b>NET POSITION, END OF YEAR</b>	\$ 37,315,052	\$ 25,905,069	\$ 31,923,222	\$ 28,959,510



**PROPRIETARY FUNDS**  
**2017 - 2019 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES**

	Internal Service Funds			
	2017 Actual	2018 Budget	2018 Revised	2019 Budget
<b>REVENUES</b>				
Charges for Services	\$ 15,211,189	\$ 14,046,918	\$ 13,108,493	\$ 14,433,744
Investment Income	221,612	103,000	103,000	103,000
Other Income	\$ 2,521,836	50,000	50,000	923,000
Total Revenues	<u>17,954,638</u>	<u>14,199,918</u>	<u>13,261,493</u>	<u>15,459,744</u>
<b>EXPENDITURES</b>				
Community Resources	-	-	-	-
Public Works	-	-	-	-
Non-Departmental	<u>13,031,205</u>	<u>16,044,475</u>	<u>19,707,625</u>	<u>16,430,191</u>
Total Expenditures	<u>13,031,205</u>	<u>16,044,475</u>	<u>19,707,625</u>	<u>16,430,191</u>
<b>OTHER FINANCING SOURCES (USES)</b>				
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	4,923,433	(1,844,557)	(6,446,132)	(970,447)
<b>NET POSITION, BEGINNING OF YEAR</b>	<u>11,223,127</u>	<u>9,740,005</u>	<u>16,146,560</u>	<u>9,700,428</u>
<b>NET POSITION, END OF YEAR</b>	<u>\$ 16,146,560</u>	<u>\$ 7,895,448</u>	<u>\$ 9,700,428</u>	<u>\$ 8,729,981</u>





**PROPRIETARY FUNDS**  
**2017 - 2019 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES**

	Total Proprietary Funds			
	2017 Actual	2018 Budget	2018 Revised	2019 Budget
<b>REVENUES</b>				
Charges for Services	\$ 30,082,918	\$ 29,170,984	\$ 28,368,059	\$ 29,940,915
Investment Income	420,757	183,200	183,200	183,200
Other Income	3,540,405	600,000	600,000	1,448,000
Total Revenues	34,044,079	29,954,184	29,151,259	31,572,115
<b>EXPENDITURES</b>				
Community Resources	5,098,967	5,253,776	5,134,554	5,261,381
Public Works	8,467,284	13,291,728	14,965,373	13,733,034
Non-Departmental	13,031,205	16,126,144	20,889,294	16,511,860
Total Expenditures	26,597,455	34,671,648	40,989,221	35,506,275
<b>OTHER FINANCING SOURCES (USES)</b>				
Operating Transfers In	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-
Excess (Deficiency) of Financial Sources over Financial Uses	7,446,624	(4,717,464)	(11,837,962)	(3,934,160)
<b>NET POSITION, BEGINNING OF YEAR</b>	46,014,988	38,517,981	53,461,612	41,623,650
<b>NET POSITION, END OF YEAR</b>	\$ 53,461,612	\$ 33,800,517	\$ 41,623,650	\$ 37,689,490



## **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**  
**2017 - 2019 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES**

	<b>Golf Course Fund</b>			
	<b>2017</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>
	<b>Actual</b>	<b>Budget</b>	<b>Revised</b>	<b>Budget</b>
<b>REVENUES</b>				
Charges for Services	\$ 4,866,509	\$ 5,169,366	\$ 5,169,366	\$ 5,169,366
Investment Income	4,427	-	-	-
Other Income	12,468	-	-	-
	<u>4,883,404</u>	<u>5,169,366</u>	<u>5,169,366</u>	<u>5,169,366</u>
<b>Total Revenues</b>	<u>4,883,404</u>	<u>5,169,366</u>	<u>5,169,366</u>	<u>5,169,366</u>
<b>EXPENDITURES</b>				
Community Resources	5,098,967	5,253,776	5,134,554	5,261,381
Public Works	-	-	-	-
Non-Departmental	-	21,305	21,305	21,305
	<u>5,098,967</u>	<u>5,275,081</u>	<u>5,155,859</u>	<u>5,282,686</u>
<b>Total Expenditures</b>	<u>5,098,967</u>	<u>5,275,081</u>	<u>5,155,859</u>	<u>5,282,686</u>
<b>OTHER FINANCING SOURCES (USES)</b>				
Operating Transfers In	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total Other Financing Sources (Uses)</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Excess (Deficiency) of Financial Sources over Financial Uses	(215,562)	(105,715)	13,507	(113,320)
<b>NET POSITION, BEGINNING OF YEAR</b>	<u>9,541,450</u>	<u>9,346,297</u>	<u>9,325,888</u>	<u>9,339,394</u>
<b>NET POSITION, END OF YEAR</b>	<u><u>\$ 9,325,888</u></u>	<u><u>\$ 9,240,582</u></u>	<u><u>\$ 9,339,394</u></u>	<u><u>\$ 9,226,074</u></u>



**ENTERPRISE FUNDS**  
**2017 - 2019 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES**

	<b>Sewer Fund</b>			
	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
<b>REVENUES</b>				
Charges for Services	\$ 4,155,404	\$ 4,174,500	\$ 4,189,500	\$ 4,298,640
Investment Income	93,838	41,700	41,700	41,700
Other Income	964,500	500,000	500,000	500,000
	<u>5,213,742</u>	<u>4,716,200</u>	<u>4,731,200</u>	<u>4,840,340</u>
<b>Total Revenues</b>				
	<u>5,213,742</u>	<u>4,716,200</u>	<u>4,731,200</u>	<u>4,840,340</u>
<b>EXPENDITURES</b>				
Community Resources	-	-	-	-
Public Works	4,891,623	6,313,612	6,651,593	6,481,026
Non-Departmental	-	15,218	515,218	15,218
	<u>4,891,623</u>	<u>6,328,830</u>	<u>7,166,811</u>	<u>6,496,244</u>
<b>Total Expenditures</b>				
	<u>4,891,623</u>	<u>6,328,830</u>	<u>7,166,811</u>	<u>6,496,244</u>
<b>OTHER FINANCING SOURCES (USES)</b>				
Operating Transfers In	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total Other Financing Sources (Uses)</b>				
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Excess (Deficiency) of Financial Sources over Financial Uses</b>				
	322,118	(1,612,630)	(2,435,611)	(1,655,904)
<b>NET POSITION, BEGINNING OF YEAR</b>	<u>9,664,280</u>	<u>6,965,073</u>	<u>9,986,398</u>	<u>7,550,787</u>
<b>NET POSITION, END OF YEAR</b>	<u>\$ 9,986,398</u>	<u>\$ 5,352,443</u>	<u>\$ 7,550,787</u>	<u>\$ 5,894,883</u>



**ENTERPRISE FUNDS**  
**2017 - 2019 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES**

	<b>Stormwater Fund</b>			
	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
<b>REVENUES</b>				
Charges for Services	\$ 4,682,542	\$ 4,650,000	\$ 4,750,500	\$ 4,888,965
Investment Income	73,860	24,500	24,500	24,500
Other Income	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Revenues	<u>4,756,402</u>	<u>4,674,500</u>	<u>4,775,000</u>	<u>4,913,465</u>
<b>EXPENDITURES</b>				
Community Resources		-		
Public Works	2,317,783	5,681,392	6,304,711	5,895,755
Non-Departmental	<u>-</u>	<u>42,609</u>	<u>442,609</u>	<u>42,609</u>
Total Expenditures	<u>2,317,783</u>	<u>5,724,001</u>	<u>6,747,320</u>	<u>5,938,364</u>
<b>OTHER FINANCING SOURCES (USES)</b>				
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	2,438,619	(1,049,501)	(1,972,320)	(1,024,899)
<b>NET POSITION, BEGINNING OF YEAR</b>	<u>13,367,189</u>	<u>11,954,860</u>	<u>15,805,808</u>	<u>13,833,487</u>
<b>NET POSITION, END OF YEAR</b>	<u><u>\$ 15,805,808</u></u>	<u><u>\$ 10,905,359</u></u>	<u><u>\$ 13,833,487</u></u>	<u><u>\$ 12,808,588</u></u>



**ENTERPRISE FUNDS (continued)**  
**2017 - 2019 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES**

	Water Fund			
	2017 Actual	2018 Budget	2018 Revised	2019 Budget
<b>REVENUES</b>				
Charges for Services	\$ 1,167,275	\$ 1,130,200	\$ 1,150,200	\$ 1,150,200
Investment Income	27,019	14,000	14,000	14,000
Other Income	41,600	50,000	50,000	25,000
Total Revenues	1,235,894	1,194,200	1,214,200	1,189,200
<b>EXPENDITURES</b>				
Community Resources	-	-	-	-
Public Works	1,257,878	1,296,724	2,009,068	1,356,252
Non-Departmental	-	2,537	202,537	2,537
Total Expenditures	1,257,878	1,299,261	2,211,605	1,358,789
<b>OTHER FINANCING SOURCES (USES)</b>				
Operating Transfers In	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-
Excess (Deficiency) of Financial Sources over Financial Uses	(21,983)	(105,061)	(997,405)	(169,589)
<b>NET POSITION, BEGINNING OF YEAR</b>	2,218,942	511,746	2,196,959	1,199,553
<b>NET POSITION, END OF YEAR</b>	\$ 2,196,959	\$ 406,685	\$ 1,199,553	\$ 1,029,964



**ENTERPRISE FUNDS (continued)**  
**2017 - 2019 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES**

	Total Enterprise Funds			
	2017 Actual	2018 Budget	2018 Revised	2019 Budget
<b>REVENUES</b>				
Charges for Services	\$ 14,871,729	\$ 15,124,066	\$ 15,259,566	\$ 15,507,171
Investment Income	199,145	80,200	80,200	80,200
Other Income	1,018,568	550,000	550,000	525,000
Total Revenues	16,089,442	15,754,266	15,889,766	16,112,371
<b>EXPENDITURES</b>				
Community Resources	5,098,967	5,253,776	5,134,554	5,261,381
Public Works	8,467,284	13,291,728	14,965,373	13,733,034
Non-Departmental	-	81,669	1,181,669	81,669
Total Expenditures	13,566,250	18,627,173	21,281,596	19,076,084
<b>OTHER FINANCING SOURCES (USES)</b>				
Operating Transfers In	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-
Excess (Deficiency) of Financial Sources over Financial Uses	2,523,191	(2,872,907)	(5,391,830)	(2,963,713)
<b>NET POSITION, BEGINNING OF YEAR</b>	34,791,861	28,777,976	37,315,052	31,923,222
<b>NET POSITION, END OF YEAR</b>	\$ 37,315,052	\$ 25,905,069	\$ 31,923,222	\$ 28,959,510



## 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**  
**2017 - 2019 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES**

<b>Medical &amp; Dental Self-Insurance Fund</b>				
	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
<b>REVENUES</b>				
Charges for Services	\$ 11,391,189	\$ 12,726,918	\$ 11,908,493	\$ 13,233,744
Investment Income	93,506	20,000	20,000	20,000
All Other Revenues	154,241	50,000	50,000	50,000
Total Revenues	<u>11,638,936</u>	<u>12,796,918</u>	<u>11,978,493</u>	<u>13,303,744</u>
<b>EXPENDITURES</b>				
Non-Departmental	<u>10,114,607</u>	<u>12,781,309</u>	<u>13,342,918</u>	<u>13,351,607</u>
Total Expenditures	<u>10,114,607</u>	<u>12,781,309</u>	<u>13,342,918</u>	<u>13,351,607</u>
Excess (Deficiency) of Financial Sources over Financial Uses	1,524,329	15,609	(1,364,425)	(47,863)
<b>NET POSITION, BEGINNING OF YEAR</b>	<u>5,225,930</u>	<u>4,161,091</u>	<u>6,750,259</u>	<u>5,385,834</u>
<b>NET POSITION, END OF YEAR</b>	<u>\$ 6,750,259</u>	<u>\$ 4,176,700</u>	<u>\$ 5,385,834</u>	<u>\$ 5,337,971</u>



**INTERNAL SERVICE FUNDS (continued)**  
**2017 - 2019 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES**

<b>Property &amp; Casualty Self-Insurance Fund</b>				
	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
<b>REVENUES</b>				
Charges for Services	\$ 2,250,000	\$ 400,000	\$ 600,000	\$ 600,000
Investment Income	47,028	25,000	25,000	25,000
All Other Revenues	2,367,595	-	-	873,000
Total Revenues	<u>4,664,623</u>	<u>425,000</u>	<u>625,000</u>	<u>1,498,000</u>
<b>EXPENDITURES</b>				
Non-Departmental	<u>1,836,998</u>	<u>1,602,442</u>	<u>4,935,270</u>	<u>1,640,178</u>
Total Expenditures	<u>1,836,998</u>	<u>1,602,442</u>	<u>4,935,270</u>	<u>1,640,178</u>
Excess (Deficiency) of Financial Sources over Financial Uses	2,827,626	(1,177,442)	(4,310,270)	(142,178)
<b>NET POSITION, BEGINNING OF YEAR</b>	<u>1,637,482</u>	<u>1,245,743</u>	<u>4,465,108</u>	<u>154,838</u>
<b>NET POSITION, END OF YEAR</b>	<u>\$ 4,465,108</u>	<u>\$ 68,301</u>	<u>\$ 154,838</u>	<u>\$ 12,660</u>



**INTERNAL SERVICE FUNDS (continued)**  
**2017 - 2019 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES**

<b>Retiree's Health Program Fund</b>				
	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
<b>REVENUES</b>				
Charges for Services	\$ 320,000	\$ 320,000	\$ -	\$ -
Investment Income	49,803	25,000	25,000	25,000
All Other Revenues	-	-	-	-
Total Revenues	<u>369,803</u>	<u>345,000</u>	<u>25,000</u>	<u>25,000</u>
<b>EXPENDITURES</b>				
Non-Departmental	<u>26,046</u>	<u>220,000</u>	<u>220,000</u>	<u>220,000</u>
Total Expenditures	<u>26,046</u>	<u>220,000</u>	<u>220,000</u>	<u>220,000</u>
Excess (Deficiency) of Financial Sources over Financial Uses	343,757	125,000	(195,000)	(195,000)
<b>NET POSITION, BEGINNING OF YEAR</b>	<u>3,372,410</u>	<u>3,497,409</u>	<u>3,716,167</u>	<u>3,521,167</u>
<b>NET POSITION, END OF YEAR</b>	<u>\$ 3,716,167</u>	<u>\$ 3,622,409</u>	<u>\$ 3,521,167</u>	<u>\$ 3,326,167</u>



**INTERNAL SERVICE FUNDS (continued)**  
**2017 - 2019 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES**

<b>Worker's Compensation Self-Insurance Fund</b>				
	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
<b>REVENUES</b>				
Charges for Services	\$ 1,250,000	\$ 600,000	\$ 600,000	\$ 600,000
Investment Income	31,276	33,000	33,000	33,000
All Other Revenues	-	-	-	-
Total Revenues	<u>1,281,276</u>	<u>633,000</u>	<u>633,000</u>	<u>633,000</u>
<b>EXPENDITURES</b>				
Non-Departmental	<u>1,053,555</u>	<u>1,440,724</u>	<u>1,209,438</u>	<u>1,218,406</u>
Total Expenditures	<u>1,053,555</u>	<u>1,440,724</u>	<u>1,209,438</u>	<u>1,218,406</u>
Excess (Deficiency) of Financial Sources over Financial Uses	227,721	(807,724)	(576,438)	(585,406)
<b>NET POSITION, BEGINNING OF YEAR</b>	<u>987,305</u>	<u>835,762</u>	<u>1,215,026</u>	<u>638,588</u>
<b>NET POSITION, END OF YEAR</b>	<u>\$ 1,215,026</u>	<u>\$ 28,038</u>	<u>\$ 638,588</u>	<u>\$ 53,182</u>



**INTERNAL SERVICE FUNDS (continued)**  
**2017 - 2019 SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES**

Total Internal Service Funds				
	2017 Actual	2018 Budget	2018 Revised	2019 Budget
<b>REVENUES</b>				
Charges for Services	\$ 15,211,189	\$ 14,046,918	\$ 13,108,493	\$ 14,433,744
Investment Income	221,612	103,000	103,000	103,000
All Other Revenues	2,521,836	50,000	50,000	923,000
Total Revenues	<u>17,954,638</u>	<u>14,199,918</u>	<u>13,261,493</u>	<u>15,459,744</u>
<b>EXPENDITURES</b>				
Non-Departmental	<u>13,031,205</u>	<u>16,044,475</u>	<u>19,707,625</u>	<u>16,430,191</u>
Total Expenditures	<u>13,031,205</u>	<u>16,044,475</u>	<u>19,707,625</u>	<u>16,430,191</u>
Excess (Deficiency) of Financial Sources over Financial Uses	4,923,433	(1,844,557)	(6,446,132)	(970,447)
<b>NET POSITION, BEGINNING OF YEAR</b>	<u>11,223,127</u>	<u>9,740,005</u>	<u>16,146,560</u>	<u>9,700,428</u>
<b>NET POSITION, END OF YEAR</b>	<u>\$ 16,146,560</u>	<u>\$ 7,895,448</u>	<u>\$ 9,700,428</u>	<u>\$ 8,729,981</u>



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# STRATEGIC PLAN



## STRATEGIC PLAN

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

The Strategic Plan:

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

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

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





## **FIVE-YEAR ASSUMPTIONS (2019-2023)**

### **GENERAL ASSUMPTIONS**

- ❖ City Council has directed staff to work with no less than a minimum fund balance of five percent (5%) as compared to expenditures plus operating transfers out for most funds except the General Fund is to maintain a minimum fund balance of not less than ten percent (10%). The General Fund projections for 2019 through 2023 indicate that given revenue estimates and current spending levels, the City will maintain a fund balance above 10 percent (10%) through 2023. This will be monitored closely as dollars appropriated are not completely spent in any given year, resulting in a potentially higher fund balance than projected which carries over into future years.
- ❖ The City takes a very conservative approach to revenue projections for the budget year and for all forecasted years. Revenues from new retail developments are only added when the probability of completion is extremely high; therefore, any new developments that might come along have not been included in these projections.
- ❖ The General Fund balance includes a three percent (3%) TABOR Emergency Reserve.
- ❖ The City continues to receive significant Grant funding for streets, sidewalks, traffic safety, public safety, parks, and community services. Some of the grants received are Justice Assistance Grant, Community Development Block Grant, Federal TEA-21, Auto Theft Task Force, 911 Authority, Environmental Protection Agency, High Intensity Drug Trafficking Area, and Head Start. These grants allow the City to continue and expand existing programs as well as add new program functions to promote sustainability.
- ❖ Capital Projects are projected five years into the future allowing the funding to be established for given projects at given time intervals. This allows staff and the City Council to better plan for upcoming projects needed, required, or requested by the community. Many of the capital projects receive grant funding for a given project that requires the City provide matching funds. This allows the City to best leverage and utilize available funding.
- ❖ No new programs have been added for 2019 through 2023.

### **LONG-TERM PLANS (2019-2023)**

- ❖ The following is a list of some of the significant plans for 2019-2023.
  - Implement priorities, goals, and objectives of the Imagine Lakewood! Community Resources Master 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.



## **FIVE-YEAR ASSUMPTIONS (2019-2023) (continued)**

### **REVENUE ASSUMPTIONS**

- ❖ Overall, the City of Lakewood continues to experience an improving economy. Revenue projections for 2018 and 2019 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.
- ❖ A large portion of the City's revenues are subject to TABOR revenue limitations. The Stevenson/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 2018 through 2023 revenue projections include an estimated TABOR refund if revenues are collected as predicted.
- ❖ The City's property tax mill levy is 4.711 mills. A November 2018 ballot initiative is pending that could impact the mill levy to be certified for 2019 and future years. Pending the outcome of that election, the Mill Levy will be certified to support it. The City's mill levy rate may be temporarily reduced for 2019 budget to refund \$12,536,504 in accordance with TABOR. Gross property tax revenue is projected to remain constant in 2019. Bi-annual reassessments of property are conducted during odd years and payable during the following even years. A small increase is anticipated for years 2020 through 2023. Due to the property valuation trends the City is experiencing, this revenue stream will be closely monitored and adjusted as the need arises.
- ❖ In the Special Revenue Funds, a diversity of sources make up fund revenues which include hotel accommodation tax, lottery proceeds, and grant revenues. Grant revenues can be large and unpredictable from year to year and that is reflected in our strategic plan. Other special revenues generally increase with overall inflation. The Enterprise Funds for 2019 through 2023 reflect modest increases in revenue with a decrease in overall fund balance due to expenditures being slightly higher than revenues. Internal service revenues are expected to be consistent and generally increase with overall inflation. These funds are restricted and used for specific purposes and not available for general use.
- ❖ Other revenues except Charges for Services, Investment Income, and All Other Revenues are based either on the forecasted CPI growth rate or a general inflation rate. Fees built into Charges for Services within the General Fund for Family Services and for General Recreation anticipate full capacity for all classes/programs. Should the revenues not come in as anticipated, the expenditures will be reduced accordingly. Investment Income is forecasted based on historical and anticipated yields.



## FIVE-YEAR ASSUMPTIONS (2019-2023) (continued)

### **EXPENDITURE ASSUMPTIONS**

- ❖ The City's primary increase in expenditures is in the cost of personnel. A salary increase of 4% for all staff is included in this 2019 budget and an increase of 3% for all staff for 2020 through 2023. Medical benefits are expected to increase by 12% in 2019 and 10% from 2020 through 2023.
- ❖ Within the General Fund all other line items remain unchanged from the prior year, unless a specific budget exception has been granted for additional funding. Excluding personnel, the departments have a base that is equal to the most recent approved budget. If additional funding is required, a budget exception request is made. All of the budget exceptions are reviewed by a core budget review group consisting of members from the City Manager's Office, Finance Department, and Employee Relations Department to determine if the request is approved or denied.
- ❖ Special Revenue Funds, Capital Projects Funds, Enterprise Funds, and Internal Service Funds are not part of the budget exception process. Each individual fund within these are assigned a fund manager and the fund manager is responsible for identifying the projects to be funded all the while maintaining the required fund balance for that fund.
- ❖ A General Fund transfer in the amount of \$1,360,100 will be transferred to the Heritage, Culture, and The Arts fund for its operating activities in 2019. Additionally, \$120,000 will be transferred from the General Fund to fund the neighborhood improvement program. Additionally, \$800,000 will be transferred from the General Fund to the Open Space Fund for improvements to the Taylor Property Site, Meadowlark Cottages, and the Carmody Recreation Center gymnasium floor. 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**

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
<b>REVENUES</b>				
Property Tax	\$ 7,715,595	\$ 7,737,330	\$ 9,152,158	\$ 9,150,515
Sales Tax	58,307,226	61,284,762	63,352,134	62,301,202
General Use Tax	2,877,290	3,083,538	3,320,325	3,837,791
Building Material Use Tax	3,870,374	3,303,625	3,182,694	7,320,037
Motor Vehicle Use Tax	4,727,240	5,445,350	5,707,814	6,904,949
Specific Ownership Tax	636,362	681,173	298,613	474,759
Tobacco Products Tax	349,592	343,229	354,754	321,768
Business & Occupation Tax	2,739,713	2,278,208	3,144,875	3,299,605
Franchise Charges & Other Taxes	6,604,323	6,335,645	6,272,421	6,300,349
Licenses & Permits	3,963,589	3,770,886	4,173,666	6,395,758
Intergovernmental Revenue	4,886,061	4,811,419	4,941,270	5,207,080
Charges for Services	11,659,468	11,175,210	11,449,150	11,872,741
Fines & Forfeits	1,451,120	1,599,055	1,348,190	1,200,775
Investment Income	517,457	367,987	(367,368)	279,080
TABOR Refund	(5,200,119)	(4,535,650)	(5,823,934)	(12,536,504)
All Other Revenues	589,710	735,325	586,733	617,021
Total Revenues	105,695,001	108,417,092	111,093,495	112,946,925
<b>EXPENDITURES</b>				
Mayor and City Council	465,250	489,541	495,033	501,017
City Manager's Office	2,120,509	2,169,891	2,402,007	2,202,030
City Attorney's Office	1,460,716	1,509,512	1,801,547	1,893,859
City Clerk's Office	849,321	780,199	785,134	981,146
Community Resources	17,445,719	17,515,996	18,718,839	19,349,719
Employee Relations	1,413,762	1,355,034	1,467,681	1,450,640
Finance	3,414,819	3,361,974	3,575,522	3,414,604
Information Technology	4,687,591	5,302,483	6,131,760	5,872,398
Municipal Court	2,889,087	2,992,629	3,172,100	3,335,115
Planning	1,576,794	1,632,771	1,772,977	1,844,360
Police	41,823,438	42,691,237	44,717,820	46,796,820
Public Works	15,054,695	14,523,228	14,625,484	15,575,708
Non-Departmental	4,836,249	6,233,368	11,750,333	8,220,460
Total Expenditures	98,037,950	100,557,863	111,416,237	111,437,876
<b>OTHER FINANCING SOURCES (USES)</b>				
Capital Lease	957,000	-	-	-
Operating Transfers In	32,359	-	-	-
Operating Transfers Out	(4,043,800)	(5,839,800)	(5,594,100)	(7,413,200)
Total Other Financing Sources (Uses)	(3,054,441)	(5,839,800)	(5,594,100)	(7,413,200)
Excess (Deficiency) of Financial Sources over Financial Uses	4,602,610	2,019,429	(5,916,842)	(5,904,151)
<b>FUND BALANCES, BEGINNING OF YEAR</b>	35,350,713	39,953,323	41,972,752	36,055,910
<b>FUND BALANCES, END OF YEAR</b>	\$ 39,953,323	\$ 41,972,752	\$ 36,055,910	\$ 30,151,759



## GENERAL FUND (continued)

2018 Revised	2019 Budget	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast
\$ 9,600,614	\$ 9,600,614	\$ 9,984,639	\$ 9,984,639	\$ 10,384,024	\$ 10,384,024
65,550,996	69,713,764	71,088,039	72,489,800	73,919,596	75,377,988
3,409,612	3,494,852	3,564,749	3,636,044	3,708,765	3,782,940
4,097,499	3,174,936	3,238,435	3,303,204	3,369,268	3,436,653
5,936,127	6,084,530	6,206,221	6,330,345	6,456,952	6,586,091
474,759	486,628	496,361	506,288	516,414	526,742
321,040	313,014	313,014	313,014	313,014	313,014
3,144,875	3,223,497	3,287,967	3,353,726	3,420,801	3,489,217
6,300,349	6,457,858	6,457,857	6,457,857	6,457,857	6,457,857
4,140,731	3,990,860	3,990,860	3,990,860	3,990,860	3,990,860
6,311,074	5,677,091	5,704,249	5,731,950	5,760,205	5,789,025
12,097,064	12,209,788	12,270,294	12,331,948	12,394,772	12,458,789
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
(6,283,739)	(4,419,315)	(4,000,000)	(4,000,000)	(4,000,000)	(4,000,000)
619,271	619,271	619,272	619,273	619,274	619,275
117,691,729	122,598,845	125,193,414	127,020,405	129,283,259	131,183,932
547,316	555,018	564,651	574,573	584,792	595,318
2,551,568	2,654,422	2,717,003	2,781,461	2,847,851	2,916,232
1,789,540	1,852,263	1,891,797	1,932,516	1,974,454	2,017,648
1,074,681	1,125,473	1,154,685	1,184,770	1,215,758	1,247,672
21,020,977	21,632,958	21,979,303	22,439,619	22,913,682	23,401,930
1,686,896	1,809,270	1,779,525	1,818,772	1,859,196	1,900,829
4,110,552	4,230,528	4,335,364	4,443,349	4,554,575	4,669,141
7,064,847	7,423,788	7,514,822	7,660,088	7,809,714	7,878,833
3,764,549	3,969,755	4,077,081	4,187,619	4,301,466	4,418,719
2,096,875	2,152,771	2,208,621	2,266,149	2,325,408	2,386,445
50,178,676	54,419,675	55,754,522	57,207,894	58,704,738	60,246,350
18,653,117	18,192,115	18,299,671	18,616,273	18,942,188	19,277,695
7,952,424	7,351,357	7,428,505	7,508,473	7,591,394	7,677,410
122,492,019	127,369,393	129,705,550	132,621,556	135,625,216	138,634,222
-	-	-	-	-	-
-	-	-	-	-	-
(1,652,100)	(2,530,100)	(1,416,100)	(1,474,100)	(1,533,100)	(1,594,100)
(1,652,100)	(2,530,100)	(1,416,100)	(1,474,100)	(1,533,100)	(1,594,100)
(6,452,391)	(7,300,648)	(5,928,236)	(7,075,251)	(7,875,057)	(9,044,390)
30,151,759	23,699,368	16,398,720	10,470,484	3,395,233	(4,479,824)
\$ 23,699,368	\$ 16,398,720	\$ 10,470,484	\$ 3,395,233	\$ (4,479,824)	\$ (13,524,214)

**SPECIAL REVENUE FUNDS**

	<b>2014 Actual</b>	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Actual</b>
<b>REVENUES</b>				
Hotel Accommodation Tax	\$ 1,405,336	\$ 1,614,899	\$ 1,711,517	\$ 1,772,462
Intergovernmental Revenue	13,622,927	12,721,632	14,684,710	16,014,745
Charges for Services	1,034,314	1,181,799	1,269,366	1,389,620
Investment Income	110,066	129,530	194,352	224,994
All Other Revenues	44,924	38,145	58,681	24,843
	<u>16,217,567</u>	<u>15,686,005</u>	<u>17,918,626</u>	<u>19,426,664</u>
<b>EXPENDITURES</b>				
City Manager's Office	582,857	940,120	580,093	733,622
Community Resources	9,522,198	9,757,363	13,128,561	11,974,780
Finance	37,705	38,360	29,607	30,870
Municipal Court	6,000	-	-	-
Planning	1,101,213	755,816	659,449	772,326
Police	2,360,214	2,350,371	3,436,008	3,174,300
Public Works	1,529,955	963,825	1,644,523	881,949
Non-Departmental	-	-	-	-
	<u>15,140,142</u>	<u>14,805,855</u>	<u>19,478,241</u>	<u>17,567,847</u>
<b>OTHER FINANCING SOURCES (USES)</b>				
Operating Transfers In	1,066,521	2,148,964	1,716,231	4,455,096
Operating Transfers Out	-	-	-	-
	<u>1,066,521</u>	<u>2,148,964</u>	<u>1,716,231</u>	<u>4,455,096</u>
Total Other Financing Sources (Uses)				
Excess (Deficiency) of Financial Sources over Financial Uses	2,143,946	3,029,114	156,616	6,313,913
<b>FUND BALANCES, BEGINNING OF YEAR</b>				
	<u>9,778,973</u>	<u>11,922,919</u>	<u>14,952,033</u>	<u>15,108,649</u>
<b>FUND BALANCES, END OF YEAR</b>				
	<u>\$ 11,922,919</u>	<u>\$ 14,952,033</u>	<u>\$ 15,108,649</u>	<u>\$ 21,422,562</u>



## SPECIAL REVENUE FUNDS (continued)

2018 Revised	2019 Budget	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast
\$ 1,428,000	\$ 1,428,000	\$ 1,456,560	\$ 1,485,691	\$ 1,515,405	\$ 1,545,713
22,955,592	15,427,782	10,360,202	10,399,161	10,439,289	10,480,618
1,502,105	1,537,635	1,535,471	1,537,344	1,539,254	1,541,202
139,176	109,235	110,377	111,542	112,731	113,943
123,915	64,950	64,950	64,950	64,950	64,950
<u>26,148,788</u>	<u>18,567,602</u>	<u>13,527,560</u>	<u>13,598,688</u>	<u>13,671,629</u>	<u>13,746,426</u>
1,963,737	1,994,008	2,012,137	2,030,811	2,050,043	2,069,852
25,799,679	12,562,445	10,750,597	10,973,672	11,203,605	11,440,617
31,938	33,463	34,468	35,503	36,570	37,669
-	-	-	-	-	-
1,927,336	1,981,441	-	-	-	-
3,146,746	2,762,185	465,580	465,580	465,580	465,580
7,971,769	1,450,000	1,450,000	1,450,000	1,450,000	1,450,000
-	-	-	-	-	-
<u>40,841,205</u>	<u>20,783,541</u>	<u>14,712,782</u>	<u>14,955,566</u>	<u>15,205,798</u>	<u>15,463,718</u>
7,444,582	2,205,100	2,261,100	2,319,100	2,378,100	2,439,100
(2,915,000)	(735,000)	-	-	-	-
<u>4,529,582</u>	<u>1,470,100</u>	<u>2,261,100</u>	<u>2,319,100</u>	<u>2,378,100</u>	<u>2,439,100</u>
(10,162,835)	(745,839)	1,075,878	962,222	843,931	721,808
<u>21,422,562</u>	<u>11,259,726</u>	<u>10,513,887</u>	<u>11,589,765</u>	<u>12,551,987</u>	<u>13,395,918</u>
<u>\$ 11,259,726</u>	<u>\$ 10,513,887</u>	<u>\$ 11,589,765</u>	<u>\$ 12,551,987</u>	<u>\$ 13,395,918</u>	<u>\$ 14,117,726</u>

**CAPITAL PROJECTS FUNDS**

	<b>2014 Actual</b>	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Actual</b>
<b>REVENUES</b>				
Sales Tax	\$ 11,005,198	\$ 11,636,167	\$ 11,989,537	\$ 11,666,845
General Use Tax	578,331	614,672	663,479	758,989
Building Material Use Tax	762,351	656,659	635,322	1,442,083
Motor Vehicle Use Tax	945,799	1,089,070	1,141,563	1,381,002
Intergovernmental Revenue	1,984,103	2,153,717	2,036,459	2,115,650
Charges for Services	2,059,043	2,072,871	2,065,035	2,055,646
Investment Income	217,489	239,007	316,819	424,303
All Other Revenues	264,286	148,591	112,123	65,443
Total Revenues	17,816,600	18,610,754	18,960,337	19,909,960
<b>EXPENDITURES</b>				
City Manager's Office	125,846	241,797	173,131	127,233
Community Resources	4,282,645	2,140,275	2,277,761	3,065,607
Finance	52,960	54,249	56,481	58,530
Information Technology	658,505	552,056	719,863	259,553
Planning	45,510	208,240	158,498	179,145
Police	-	-	-	-
Public Works	12,921,370	13,099,442	13,281,392	14,678,501
Non-Departmental	2,516,810	2,678,362	2,688,439	2,620,815
Total Expenditures	20,603,646	18,974,421	19,355,565	20,989,384
<b>OTHER FINANCING SOURCES (USES)</b>				
Capital Lease/Loan Proceeds	-	-	-	-
Operating Transfers In	3,773,957	3,720,000	3,920,000	3,265,000
Operating Transfers Out	(816,678)	(29,164)	(42,131)	(306,896)
Total Other Financing Sources (Uses)	2,957,279	3,690,836	3,877,869	2,958,104
Excess (Deficiency) of Financial Sources over Financial Uses	170,233	3,327,169	3,482,641	1,878,680
<b>FUND BALANCES, BEGINNING OF YEAR</b>	23,505,294	23,675,527	27,002,696	30,485,337
<b>FUND BALANCES, END OF YEAR</b>	\$ 23,675,527	\$ 27,002,696	\$ 30,485,337	\$ 32,364,017





## CAPITAL PROJECTS FUNDS (continued)

2018 Revised	2019 Budget	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast
\$ 12,221,010	\$ 12,709,851	\$ 13,014,888	\$ 13,327,245	\$ 13,647,099	\$ 13,974,630
651,994	651,994	651,994	651,994	651,994	651,994
619,500	619,500	619,500	619,500	619,500	619,500
1,071,193	1,071,193	1,071,193	1,071,193	1,071,193	1,071,193
2,304,879	2,063,773	2,063,773	2,063,773	2,063,773	2,063,773
2,044,731	2,100,523	2,138,834	2,177,911	2,217,769	2,258,424
217,489	217,489	217,489	217,489	217,489	217,489
203,500	203,500	203,500	203,500	203,500	203,500
<u>19,334,296</u>	<u>19,637,823</u>	<u>19,981,171</u>	<u>20,332,605</u>	<u>20,692,317</u>	<u>21,060,503</u>
180,000	180,000	180,000	180,000	180,000	180,000
6,387,015	670,000	670,000	670,000	670,000	670,000
63,418	66,649	68,645	70,700	72,816	74,996
2,235,000	1,302,000	552,000	552,000	552,000	552,000
620,000	190,000	190,000	190,000	190,000	190,000
-	-	-	-	-	-
24,980,826	17,178,331	17,836,623	18,468,830	19,136,929	19,843,031
3,203,219	2,275,908	2,321,266	1,981,712	2,029,273	2,077,976
<u>37,669,478</u>	<u>21,862,888</u>	<u>21,818,534</u>	<u>22,113,242</u>	<u>22,831,018</u>	<u>23,588,003</u>
1,510,000	-	-	-	-	-
2,305,000	2,195,000	2,195,000	120,000	120,000	120,000
(7,182,482)	(1,135,000)	(1,135,000)	(1,135,000)	(1,135,000)	(1,135,000)
<u>(3,367,482)</u>	<u>1,060,000</u>	<u>1,060,000</u>	<u>(1,015,000)</u>	<u>(1,015,000)</u>	<u>(1,015,000)</u>
(21,702,665)	(1,165,066)	(777,363)	(2,795,637)	(3,153,701)	(3,542,500)
<u>32,364,017</u>	<u>10,661,352</u>	<u>9,496,287</u>	<u>8,718,924</u>	<u>5,923,287</u>	<u>2,769,586</u>
<u>\$ 10,661,352</u>	<u>\$ 9,496,287</u>	<u>\$ 8,718,924</u>	<u>\$ 5,923,287</u>	<u>\$ 2,769,586</u>	<u>\$ (772,914)</u>



## ENTERPRISE FUNDS

	2014 Actual	2015 Actual	2016 Actual	2017 Actual
<b>REVENUES</b>				
Charges for Services	\$ 12,004,823	\$ 12,474,792	\$ 14,484,700	\$ 14,871,729
Investment Income	81,317	98,058	135,819	199,145
All Other Revenues	<u>1,158,587</u>	<u>86,657</u>	<u>524,730</u>	<u>1,018,568</u>
Total Revenues	<u>13,244,727</u>	<u>12,659,507</u>	<u>15,145,249</u>	<u>16,089,442</u>
<b>EXPENDITURES</b>				
Community Resources	4,713,846	4,754,963	4,808,316	5,098,967
Public Works	6,860,391	77,222	7,269,410	8,467,284
Non-Departmental	<u>-</u>	<u>7,143,820</u>	<u>26,522</u>	<u>-</u>
Total Expenditures	<u>11,574,237</u>	<u>11,976,005</u>	<u>12,104,248</u>	<u>13,566,250</u>
<b>OTHER FINANCING SOURCES (USES)</b>				
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	1,670,490	683,502	3,041,001	2,523,191
<b>NET POSITION, BEGINNING OF YEAR</b>	<u>29,396,868</u>	<u>31,067,358</u>	<u>31,750,860</u>	<u>34,791,861</u>
<b>NET POSITION, END OF YEAR</b>	<u>\$ 31,067,358</u>	<u>\$ 31,750,860</u>	<u>\$ 34,791,861</u>	<u>\$ 37,315,052</u>



## ENTERPRISE FUNDS (continued)

2018 Revised	2019 Budget	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast
\$ 15,259,566	\$ 15,507,171	\$ 15,750,800	\$ 16,000,986	\$ 16,257,916	\$ 16,521,775
80,200	80,200	80,200	80,200	80,200	80,200
550,000	525,000	525,000	525,000	525,000	525,000
15,889,766	16,112,371	16,356,000	16,606,186	16,863,116	17,126,975
5,134,554	5,261,381	5,346,108	5,433,381	5,523,274	5,615,864
14,965,373	13,733,034	13,153,032	13,380,407	13,615,425	13,858,360
1,181,669	81,669	84,119	86,643	89,242	91,919
21,281,596	19,076,084	18,583,259	18,900,431	19,227,941	19,566,143
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
(5,391,830)	(2,963,713)	(2,227,259)	(2,294,245)	(2,364,825)	(2,439,168)
37,315,052	31,923,222	28,959,510	26,732,251	24,438,006	22,073,181
\$ 31,923,222	\$ 28,959,510	\$ 26,732,251	\$ 24,438,006	\$ 22,073,181	\$ 19,634,013

**INTERNAL SERVICE FUNDS**

	<b>2014 Actual</b>	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Actual</b>
<b>REVENUES</b>				
Charges for Services	\$ 1,722,553	\$ 9,492,251	\$ 16,498,402	\$ 15,211,189
Investment Income	123,594	122,646	143,428	221,612
All Other Revenues	<u>-</u>	<u>2,420</u>	<u>105,470</u>	<u>2,521,836</u>
Total Revenues	<u>1,846,147</u>	<u>9,617,317</u>	<u>16,747,300</u>	<u>17,954,638</u>
<b>EXPENDITURES</b>				
Non-Departmental	<u>3,426,189</u>	<u>13,495,052</u>	<u>11,060,635</u>	<u>13,031,205</u>
Total Expenditures	<u>3,426,189</u>	<u>13,495,052</u>	<u>11,060,635</u>	<u>13,031,205</u>
Excess (Deficiency) of Financial Sources over Financial Uses	(1,580,042)	(3,877,735)	5,686,665	4,923,433
<b>NET POSITION, BEGINNING OF YEAR</b>	<u>10,994,239</u>	<u>9,414,197</u>	<u>5,536,462</u>	<u>11,223,127</u>
<b>NET POSITION, END OF YEAR</b>	<u>\$ 9,414,197</u>	<u>\$ 5,536,462</u>	<u>\$ 11,223,127</u>	<u>\$ 16,146,560</u>

**INTERNAL SERVICE FUNDS (continued)**

<b>2018 Revised</b>	<b>2019 Budget</b>	<b>2020 Forecast</b>	<b>2021 Forecast</b>	<b>2022 Forecast</b>	<b>2023 Forecast</b>
\$ 13,108,493	\$ 14,433,744	\$ 15,658,334	\$ 17,002,833	\$ 18,479,179	\$ 20,100,506
103,000	103,000	104,560	106,151	107,774	109,429
50,000	923,000	50,000	50,000	50,000	50,000
<u>13,261,493</u>	<u>15,459,744</u>	<u>15,812,894</u>	<u>17,158,984</u>	<u>18,636,953</u>	<u>20,259,935</u>
<u>19,707,625</u>	<u>16,430,191</u>	<u>16,447,991</u>	<u>16,468,489</u>	<u>16,489,603</u>	<u>16,511,353</u>
<u>19,707,625</u>	<u>16,430,191</u>	<u>16,447,991</u>	<u>16,468,489</u>	<u>16,489,603</u>	<u>16,511,353</u>
(6,446,132)	(970,447)	(635,097)	690,495	2,147,350	3,748,582
<u>16,146,560</u>	<u>9,700,428</u>	<u>8,729,981</u>	<u>8,094,884</u>	<u>8,785,379</u>	<u>10,932,729</u>
<u>\$ 9,700,428</u>	<u>\$ 8,729,981</u>	<u>\$ 8,094,884</u>	<u>\$ 8,785,379</u>	<u>\$ 10,932,729</u>	<u>\$ 14,681,311</u>



## ALL FUNDS SUMMARY

	2014 Actual	2015 Actual	2016 Actual	2017 Actual
<b>REVENUES</b>				
Property Tax	\$ 7,715,595	\$ 7,737,330	\$ 9,152,158	\$ 9,150,515
Sales Tax	69,312,424	72,920,929	75,341,671	73,968,047
General Use Tax	3,455,621	3,698,210	3,983,804	4,596,780
Building Material Use Tax	4,632,725	3,960,284	3,818,016	8,762,119
Motor Vehicle Use Tax	5,673,039	6,534,420	6,849,377	8,285,951
Specific Ownership Tax	636,362	681,173	298,613	474,759
Tobacco Products Tax	349,592	343,229	354,754	321,768
Business & Occupation Tax	2,739,713	2,278,208	3,144,875	3,299,605
Franchise Charges & Other Taxes	6,604,323	6,335,645	6,272,421	6,300,349
Hotel Accommodation Tax	1,405,336	1,614,899	1,711,517	1,772,462
Licenses & Permits	3,963,589	3,770,886	4,173,666	6,395,758
Intergovernmental Revenue	20,493,091	19,686,768	21,662,439	23,337,474
Charges for Services	28,480,201	36,396,923	45,766,653	45,400,924
Fines & Forfeits	1,451,120	1,599,055	1,348,190	1,200,775
Investment Income	1,049,923	957,228	423,050	1,349,133
TABOR Refund	(5,200,119)	(4,535,650)	(5,823,934)	(12,536,504)
All Other Revenues	2,057,507	1,011,138	1,387,737	4,247,713
Total Revenues	154,820,042	164,990,675	179,865,007	186,327,628
<b>EXPENDITURES</b>				
Mayor and City Council	465,250	489,541	495,033	501,018
City Manager's Office	2,829,212	3,351,808	3,155,231	3,062,885
City Attorney's Office	1,460,716	1,509,512	1,801,547	1,893,860
City Clerk's Office	849,321	780,199	785,134	981,147
Community Resources	35,964,408	34,168,597	38,933,466	39,489,072
Employee Relations	1,413,762	1,355,034	1,467,681	1,450,641
Finance	3,505,484	3,454,583	3,661,610	3,504,004
Information Technology	5,346,096	5,854,539	6,851,623	6,131,951
Municipal Court	2,895,087	2,992,629	3,172,100	3,335,115
Planning	2,723,517	2,596,827	2,590,924	2,795,832
Police	44,183,652	45,041,608	48,153,828	49,971,120
Public Works	36,366,411	35,730,315	36,820,809	39,603,442
Non-Departmental	10,779,248	22,484,004	25,525,936	23,872,479
Total Expenditures	148,782,164	159,809,196	173,414,922	176,592,566
<b>OTHER FINANCING SOURCES (USES)</b>				
Capital Lease	957,000	-	-	-
Operating Transfers In	4,872,837	5,868,964	5,636,231	7,720,096
Operating Transfers Out	(4,860,478)	(5,868,964)	(5,636,231)	(7,720,096)
Total Other Financing Sources (Uses)	969,359	-	-	-
Excess (Deficiency) of Financial Sources over Financial Uses	7,007,237	5,181,479	6,450,085	9,735,062
<b>FUND BALANCES/NET POSITION, BEGINNING OF YEAR</b>	109,026,087	116,033,324	121,214,803	127,664,888
<b>FUND BALANCES/NET POSITION, END OF YEAR</b>	\$ 116,033,324	\$ 121,214,803	\$ 127,664,888	\$ 137,399,950



## ALL FUNDS SUMMARY (continued)

2018 Revised	2019 Budget	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast
\$ 9,600,614	\$ 9,600,614	\$ 9,984,639	\$ 9,984,639	\$ 10,384,024	\$ 10,384,024
77,772,006	82,423,615	84,102,927	85,817,045	87,566,695	89,352,618
4,061,606	4,146,846	4,216,743	4,288,038	4,360,759	4,434,934
4,716,999	3,794,436	3,857,935	3,922,704	3,988,768	4,056,153
7,007,320	7,155,723	7,277,414	7,401,538	7,528,145	7,657,284
474,759	486,628	496,361	506,288	516,414	526,742
321,040	313,014	313,014	313,014	313,014	313,014
3,144,875	3,223,497	3,287,967	3,353,726	3,420,801	3,489,217
6,300,349	6,457,858	6,457,857	6,457,857	6,457,857	6,457,857
1,428,000	1,428,000	1,456,560	1,485,691	1,515,405	1,545,713
4,140,731	3,990,860	3,990,860	3,990,860	3,990,860	3,990,860
31,571,545	23,168,647	18,128,224	18,194,884	18,263,267	18,333,416
44,011,959	45,788,861	47,353,733	49,051,022	50,888,890	52,880,696
1,454,000	1,454,000	1,454,000	1,454,000	1,454,000	1,454,000
1,057,322	1,027,381	1,030,083	1,032,839	1,035,651	1,038,518
(6,283,739)	(4,419,315)	(4,000,000)	(4,000,000)	(4,000,000)	(4,000,000)
1,546,686	2,335,721	1,462,722	1,462,723	1,462,724	1,462,725
192,326,071	192,376,384	190,871,039	194,716,868	199,147,274	203,377,771
547,316	555,018	564,651	574,573	584,792	595,318
4,695,305	4,828,430	4,909,140	4,992,272	5,077,894	5,166,084
1,789,540	1,852,263	1,891,797	1,932,516	1,974,454	2,017,648
1,074,681	1,125,473	1,154,685	1,184,770	1,215,758	1,247,672
58,342,225	40,126,784	38,746,008	39,516,672	40,310,561	41,128,411
1,686,896	1,809,270	1,779,525	1,818,772	1,859,196	1,900,829
4,205,907	4,330,640	4,438,477	4,549,552	4,663,961	4,781,806
9,299,847	8,725,788	8,066,822	8,212,088	8,361,714	8,430,833
3,764,549	3,969,755	4,077,081	4,187,619	4,301,466	4,418,719
4,644,211	4,324,211	2,398,621	2,456,149	2,515,408	2,576,445
53,325,422	57,181,860	56,220,102	57,673,474	59,170,318	60,711,930
66,571,085	50,553,479	50,739,326	51,915,510	53,144,542	54,429,086
32,044,937	26,139,125	26,281,881	26,045,317	26,199,512	26,358,658
241,991,924	205,522,097	201,268,116	205,059,284	209,379,576	213,763,439
1,510,000	-	-	-	-	-
9,749,582	4,400,100	2,381,100	2,439,100	2,498,100	2,559,100
(11,749,582)	(4,400,100)	(2,551,100)	(2,609,100)	(2,668,100)	(2,729,100)
(490,000)	-	(170,000)	(170,000)	(170,000)	(170,000)
(50,155,852)	(13,145,713)	(10,567,077)	(10,512,416)	(10,402,302)	(10,555,668)
137,399,950	87,244,098	74,098,385	63,531,308	53,018,892	42,616,590
\$ 87,244,098	\$ 74,098,385	\$ 63,531,308	\$ 53,018,892	\$ 42,616,590	\$ 32,060,922



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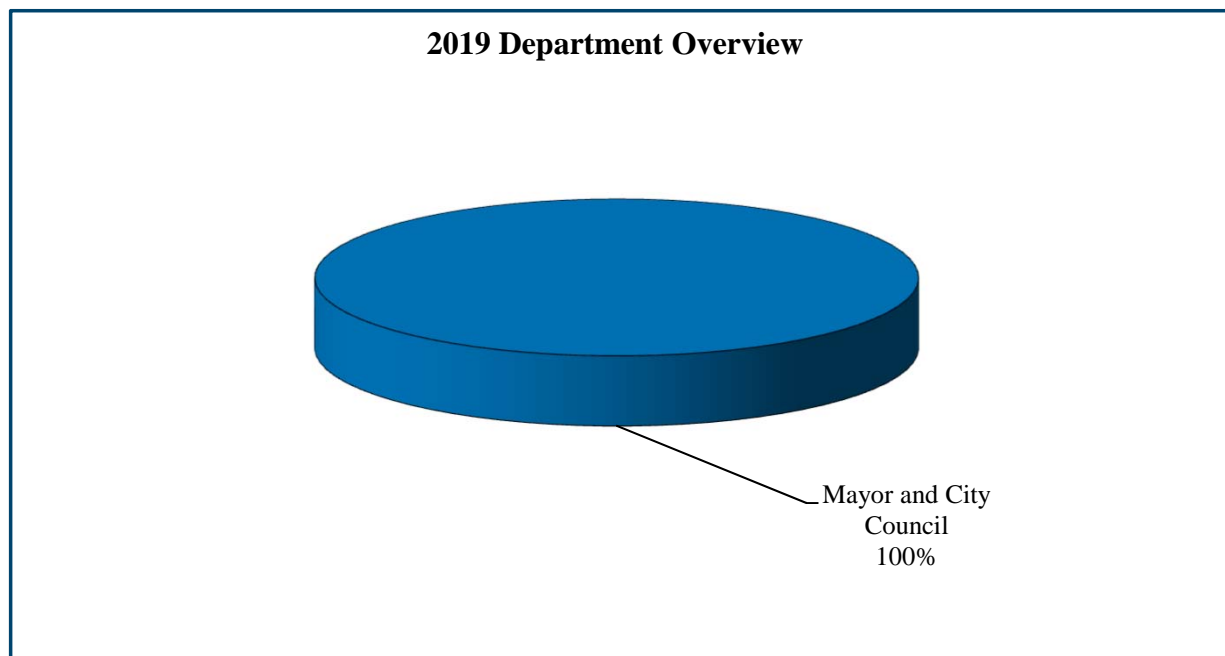
# **OPERATING SUMMARIES**



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# MAYOR AND CITY COUNCIL



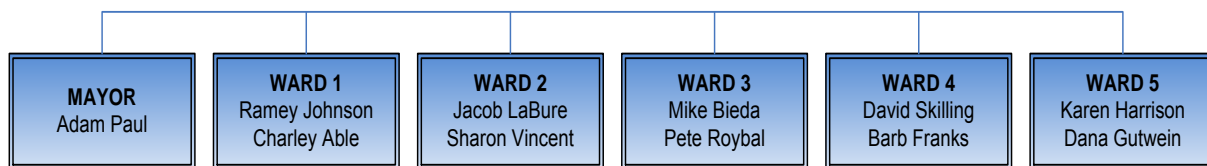
	2017 Actuals	2018 Budget	2018 Revised	2019 Budget
Mayor and City Council	\$ 501,017	\$ 558,896	\$ 547,316	\$ 555,018
<b>TOTAL:</b>	\$ 501,017	\$ 558,896	\$ 547,316	\$ 555,018
<b>Percent to All Funds</b>	0.28%	0.28%	0.23%	0.27%



## MAYOR AND CITY COUNCIL

(303) 987-7040

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






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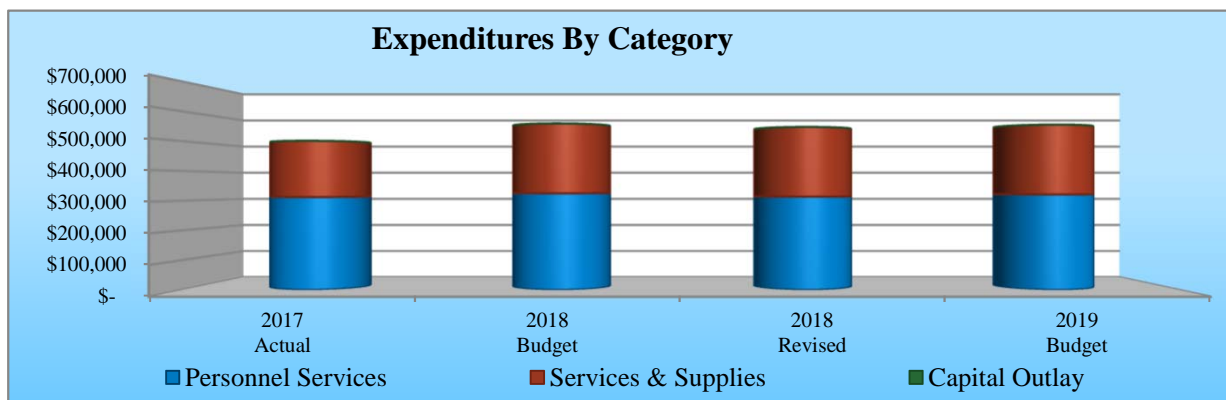
**Department:** Mayor and City Council
 

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

### Expenditures By Category

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Personnel Services	\$ 312,378	\$ 324,970	\$ 313,390	\$ 321,092
Services & Supplies	188,639	233,926	233,926	233,926
Capital Outlay	-	-	-	-
<b>TOTAL:</b>	<b>\$ 501,017</b>	<b>\$ 558,896</b>	<b>\$ 547,316</b>	<b>\$ 555,018</b>



### Expenditures By Fund

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
General Fund	\$ 501,017	\$ 558,896	\$ 547,316	\$ 555,018
<b>TOTAL:</b>	<b>\$ 501,017</b>	<b>\$ 558,896</b>	<b>\$ 547,316</b>	<b>\$ 555,018</b>



### Full-Time Positions

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

	2017 Revised	2018 Budget	2018 Revised	2019 Budget
Mayor*	1.00	1.00	1.00	1.00
City Council Members*	10.00	10.00	10.00	10.00
<b>Total Full-Time Positions (FTE):</b>	-	-	-	-
<b>Part-Time Hours</b>	-	-	-	-
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	-	-	-	-

\*Positions are not included in Citywide staffing counts

### Budget Variances

❖ None



## **City of Lakewood**

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

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#### **Mission Statement**

Lakewood: Quality lifestyle fostered by a  
transparent government

#### **City Council's Commitment to Citizens**

The Lakewood City Council will:

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

#### **Core Community Values**

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



## General Comments

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

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

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



*Lakewood City Council*

- ♦ City Council meets annually, in a retreat format, to discuss/prioritize key initiatives/opportunities for the upcoming year.
- ♦ Council members serve as liaisons and members of many City and regional committees and organizations such as the City's Budget and Audit Committee, Council Screening Committee, Council Legislative Committee, the Colorado Municipal League, the Denver Regional Council of Governments, the Metro Mayors Caucus, and more.



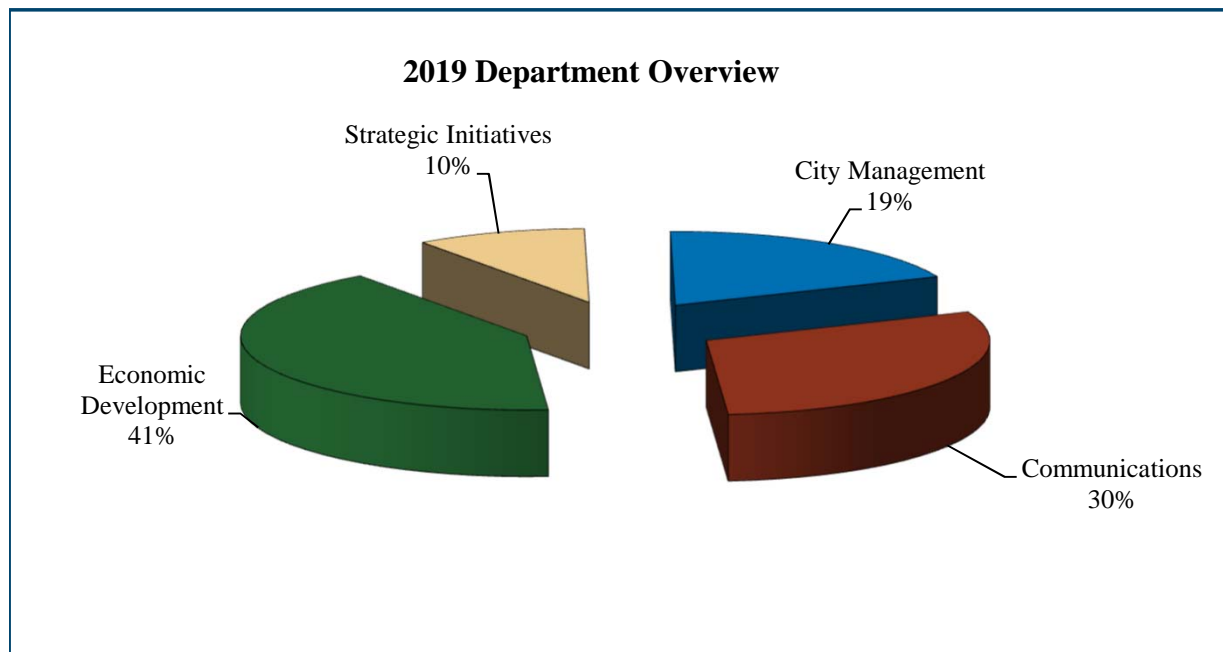
*Mayor Paul*

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





# CITY MANAGER'S OFFICE



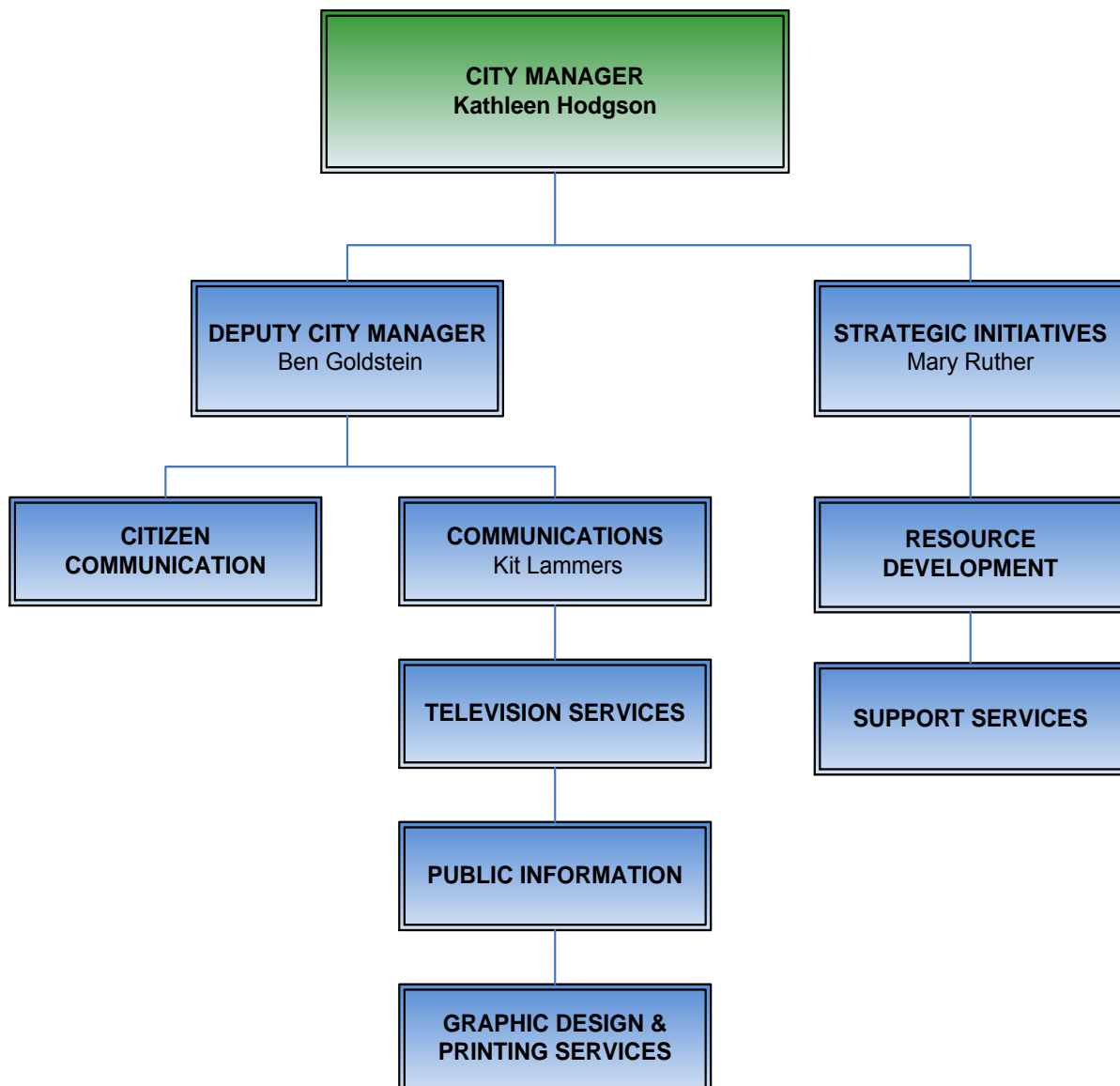
	2017 Actual	2018 Budget	2018 Revised	2019 Budget
City Management	\$ 657,589	\$ 954,952	\$ 875,754	\$ 914,166
Communications	1,250,458	1,322,544	1,411,331	1,454,822
Economic Development	733,622	2,062,253	1,963,737	1,994,008
Strategic Initiatives	421,216	447,337	444,483	465,434
<b>TOTAL:</b>	<b>\$ 3,062,884</b>	<b>\$ 4,787,086</b>	<b>\$ 4,695,305</b>	<b>\$ 4,828,430</b>
<b>Percent to All Funds</b>	1.73%	2.37%	1.94%	2.35%



## CITY MANAGER'S OFFICE

(303) 987-7050

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





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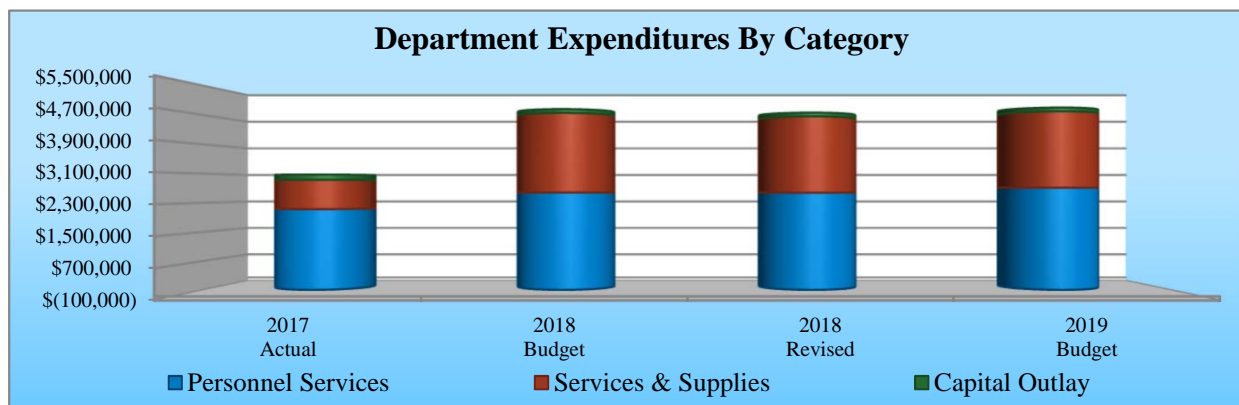
**Department: City Manager's Office**

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**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**

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Personnel Services	\$ 2,144,837	\$ 2,584,686	\$ 2,582,905	\$ 2,716,030
Services & Supplies	779,917	2,104,400	2,014,400	2,014,400
Capital Outlay	138,131	98,000	98,000	98,000
<b>TOTAL:</b>	<b>\$ 3,062,884</b>	<b>\$ 4,787,086</b>	<b>\$ 4,695,305</b>	<b>\$ 4,828,430</b>

**Department Expenditures By Fund**

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
General Fund	\$ 2,202,030	\$ 2,544,833	\$ 2,551,568	\$ 2,654,422
Economic Development	733,622	2,062,253	1,963,737	1,994,008
Equipment Replacement	127,233	180,000	180,000	180,000
<b>TOTAL:</b>	<b>\$ 3,062,884</b>	<b>\$ 4,787,086</b>	<b>\$ 4,695,305</b>	<b>\$ 4,828,430</b>

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

	<b>2017 Revised</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
City Manager	1.00	1.00	1.00	1.00
Deputy City Manager	-	1.00	1.00	1.00
Deputy City Mngr/Econ Devlp Dirctr	0.75	0.75	0.75	0.75
Business Specialist	1.00	1.00	2.00	2.00
Business Support Specialist	1.00	1.00	-	-
Citizen Outreach Specialist	1.00	1.00	-	-
Development Project Liason	1.00	-	-	-
Digital Content Manager	1.00	1.00	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	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	2.00	2.00
Public Information Officer II	1.00	1.00	1.00	1.00
Sr. Resource Development Specialist	2.00	2.00	2.00	2.00
Resource Development Supervisor	1.00	1.00	1.00	1.00
Superv of Graphic & Print Services	0.46	-	-	-
<b>Total Full-Time Positions (FTE):</b>	<b>21.21</b>	<b>20.75</b>	<b>20.75</b>	<b>20.75</b>
<b>Part-Time Hours</b>	<b>3,447</b>	<b>3,447</b>	<b>3,447</b>	<b>3,447</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>22.87</b>	<b>22.41</b>	<b>22.41</b>	<b>22.41</b>

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

- ♦ 2018 Budget increased \$439,849 over 2017 Actuals due to vacancies in multiple full time & variable positions in the department that are fully budgeted for in the 2018 budget.

❖ **Services & Supplies**

- ♦ 2018 Budget increased \$1,324,483 over 2017 Actuals due to Economic Development project delays that will be completed in 2018-2019.

❖ **Capital Outlay**

- ♦ None.



## Core Values / Goals

### ❖ SAFE COMMUNITY

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

### ❖ OPEN AND HONEST COMMUNICATION

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

### ❖ FISCAL RESPONSIBILITY

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

### ❖ EDUCATION AND INFORMATION

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

### ❖ QUALITY TRANSPORTATION OPTIONS

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

### ❖ PHYSICAL & TECHNOLOGICAL INFRASTRUCTURE

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

### ❖ QUALITY LIVING ENVIRONMENT

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

### ❖ COMMUNITY SUSTAINABILITY

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



### **General Comments**

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



**Program:** City Management

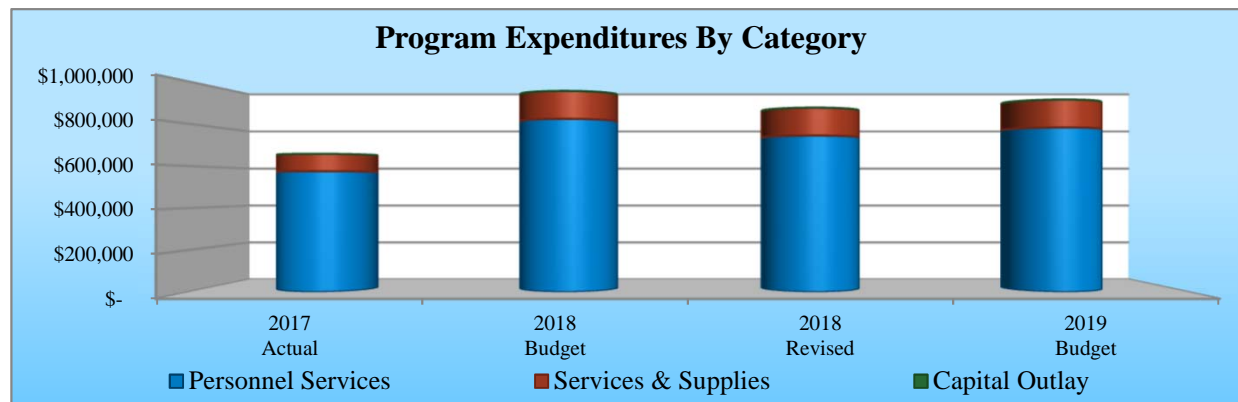
**Department:** City Manager's Office

**Division:** City Management

**Purpose:** The City Manager's Office provides the executive management, leadership, guidance, and support for the City government upholding the City's image and reputation. The office assists the City Council in the development and translation of policy as determined into the operating programs and actions of the various City departments. The City Manager's Office coordinates the activities of the City; introduces new methods and procedures among the departments; coordinates the exchange of information with Lakewood residents, elected officials, and employees; and 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.

### Program Expenditures By Category

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Personnel Services	\$ 575,351	\$ 823,002	\$ 743,804	\$ 782,216
Services & Supplies	82,237	131,950	131,950	131,950
Capital Outlay	-	-	-	-
<b>TOTAL:</b>	<b>\$ 657,589</b>	<b>\$ 954,952</b>	<b>\$ 875,754</b>	<b>\$ 914,166</b>



### Program Expenditures By Fund

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
General Fund	\$ 657,589	\$ 954,952	\$ 875,754	\$ 914,166
<b>TOTAL:</b>	<b>\$ 657,589</b>	<b>\$ 954,952</b>	<b>\$ 875,754</b>	<b>\$ 914,166</b>

**Full-Time Positions**

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

	<b>2017 Revised</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
City Manager	1.00	1.00	1.00	1.00
Deputy City Manager	-	1.00	1.00	1.00
Business Specialist	1.00	1.00	1.00	1.00
Citizen Outreach Specialist	1.00	1.00	-	-
Development Project Liaison	1.00	-	-	-
Exec Asst to Mayor & CM	1.00	1.00	1.00	1.00
<b>Total Full-Time Positions (FTE):</b>	<b>5.00</b>	<b>5.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Part-Time Hours</b>	-	-	-	-
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>5.00</b>	<b>5.00</b>	<b>4.00</b>	<b>4.00</b>

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

- ♦ 2018 Budget increased \$247,651 over the 2017 Actuals due to vacancies in positions that are budgeted in full in the 2018 original budget.
- ♦ 2018 Revised budget decreased \$79,198 from the 2018 Original Budget due to expenditure savings in 2017 that are fully budgeted for in 2018.

❖ **Services & Supplies**

- ♦ 2018 Budget increased \$49,713 over the 2017 Actuals due to cost savings.

**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:** Utilize the Lakewood Together engagement platform.

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

---

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

**Activity:** The City Manager's Office participates in policy discussions at the local, regional, and state levels.

**Expectation:** Attendance is required at various local, regional, and state level meetings to assist in policy discussions and decisions.

**Result-Benefit:** Attendance at various local, regional, and state levels ensures that the needs of Lakewood are both heard and met.

---

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

**Activity:** State and federal legislation is monitored to determine impacts on the Lakewood community.

**Expectation:** Lakewood residents' interests are protected by providing for a healthy community for current and future generations.

**Result-Benefit:** Staff annually reviews more than 500 proposed state legislative bills and provides an analysis to the City Council Legislative Committee for consideration.

---

**Activity:** The City Manager's Office participates in policy discussions at the local, regional, and state levels.

**Expectation:** Lakewood residents' interests are protected and promoted in activities at levels of government that might have a direct impact on quality of life.

**Result-Benefit:** City staff and/or Council members have participated in and held positions of leadership in many organizations that work cooperatively on regional and statewide issues including, but not limited to, the Denver Regional Council of Governments, Metro Mayors Caucus, and Colorado Municipal League.



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

- ♦ **GOAL: Ensure appropriate staffing and technology levels to provide cost-effective services to residents**

**Activity:** All requests for staffing changes are approved or denied to meet current service levels.

**Expectation:** Staffing levels required to meet a service level are maintained.

**Result-Benefit:** Numerous staffing requests were reviewed and either approved or denied.

---

**Activity:** Oversee the implementation of the IT Governance Strategy.

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

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

---

- ♦ **GOAL: Oversee and direct the operations of the City organization**

**Activity:** A balanced budget is submitted to City Council prior to September 15th of each year.

**Expectation:** Services to residents will be provided in a cost-effective, yet quality manner. The annual budget is submitted to City Council in accordance with City Charter.

**Result- Benefit:** A proposed budget is submitted to City Council within the City Charter requirements that identifies the revenue and spending levels of the organization.

---

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

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

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

---

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

**Activity:** City Council Core Community Values 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.

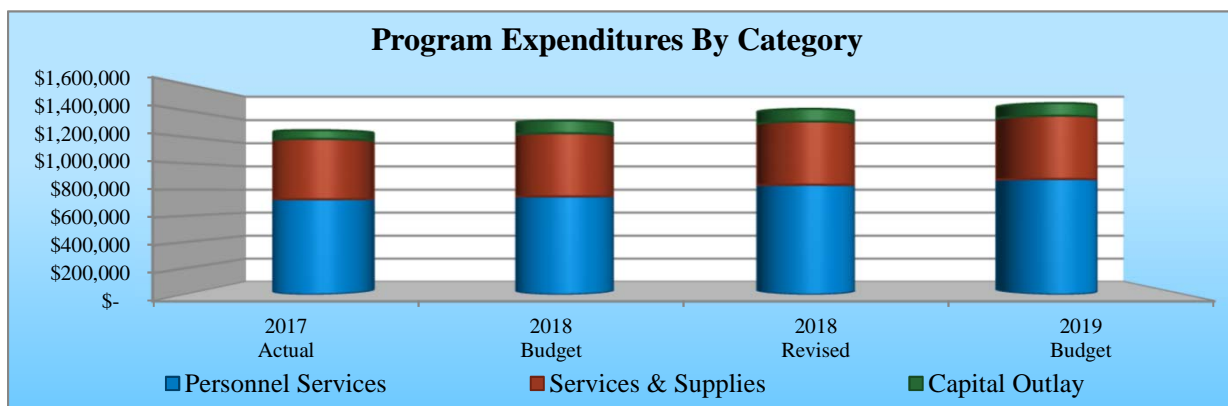


**Program:** Communications  
**Department:** City Manager's Office  
**Division:** Communications

Purpose: The Communications Division in the City Manager's Office is responsible for public information through a variety of avenues including our website, social media, print and electronic publications and Lakewood8 channels. The division also oversees media relations with local and national media, and it manages Request Lakewood. Cable franchise management and the in-house print shop also falls under communications. The division continues to look for ways to inform residents such as with the Lakewood Together digital platform.

### Program Expenditures By Category

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Personnel Services	\$ 726,354	\$ 747,694	\$ 836,481	\$ 879,972
Services & Supplies	458,252	479,850	479,850	479,850
Capital Outlay	65,853	95,000	95,000	95,000
<b>TOTAL:</b>	<b>\$ 1,250,458</b>	<b>\$ 1,322,544</b>	<b>\$ 1,411,331</b>	<b>\$ 1,454,822</b>



### Program Expenditures By Fund

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
General Fund	\$ 1,123,225	\$ 1,142,544	\$ 1,231,331	\$ 1,274,822
Equipment Replacement	127,233	180,000	180,000	180,000
<b>TOTAL:</b>	<b>\$ 1,250,458</b>	<b>\$ 1,322,544</b>	<b>\$ 1,411,331</b>	<b>\$ 1,454,822</b>

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

	<b>2017 Revised</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
Manager of Communications	1.00	1.00	1.00	1.00
Communications Specialist	-	-	-	-
Digital Content Manager	1.00	1.00	1.00	1.00
Digital Content Specialist	1.00	1.00	1.00	1.00
Internal Communications Manager	1.00	1.00	1.00	1.00
Print Shop Operator	1.00	1.00	1.00	1.00
Public Information Officer I	1.00	1.00	2.00	2.00
Public Information Officer II	1.00	1.00	1.00	1.00
Senior Graphic Designer	0.46	-	-	-
<b>Total Full-Time Positions (FTE):</b>	<b>7.46</b>	<b>7.00</b>	<b>8.00</b>	<b>8.00</b>
<b>Part-Time Hours</b>	<b>2,324</b>	<b>2,324</b>	<b>2,324</b>	<b>2,324</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>8.58</b>	<b>8.12</b>	<b>9.12</b>	<b>9.12</b>

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

- ♦ 2018 Revised budget increased \$88,787 over the 2018 Original Budget due to a reallocation of a PIO position to the Communications' budget.

❖ **Services & Supplies**

- ♦ None.

❖ **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; multiple e-newsletters and social media platforms; on-demand information available anytime on Lakewood.org and the Lakewood Civics Academy for residents.



*Looking @ Lakewood*

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

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

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

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

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

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

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



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

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

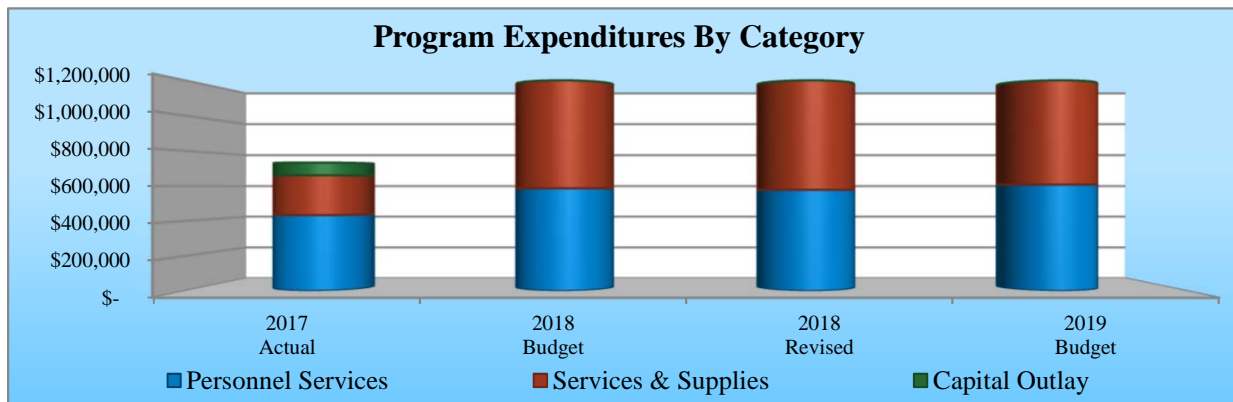
**Result-Benefit:** Ninety percent (90%) of all print and copy jobs generated by City departments are handled through the City's print shop. This includes everything from business cards to budget documents. The other ten percent (10%) is bid and contracted out by the professional staff of the print shop.

**Program:** Economic Development**Department:** City Manager's Office**Division:** Economic Development

**Purpose:** The Economic Development (ED) Division is dedicated to sustaining a strong economic base while maintaining the quality of life and the vitality of our community. The objective of the Division is to create and build an environment that preserves, attracts, and promotes business growth and respect for the environment in Lakewood. The staff functions to retain existing Lakewood businesses and help them expand; attract new capital investment; encourage quality retail development; and create additional employment opportunities in the City. Lakewood's Economic Development operations are not funded by the City's General Fund, rather through revenues generated through a voter-approved hotel accommodation tax.

### Program Expenditures By Category

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Personnel Services	\$ 433,020	\$ 586,653	\$ 578,137	\$ 608,408
Services & Supplies	228,323	1,472,600	1,382,600	1,382,600
Capital Outlay	72,278	3,000	3,000	3,000
<b>TOTAL:</b>	<b>\$ 733,622</b>	<b>\$ 2,062,253</b>	<b>\$ 1,963,737</b>	<b>\$ 1,994,008</b>



### Program Expenditures By Fund

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Economic Development	\$ 733,622	\$ 2,062,253	\$ 1,963,737	\$ 1,994,008
<b>TOTAL:</b>	<b>\$ 733,622</b>	<b>\$ 2,062,253</b>	<b>\$ 1,963,737</b>	<b>\$ 1,994,008</b>

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

	<b>2017 Revised</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
Economic Development Director	0.75	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
<b>Total Full-Time Positions (FTE):</b>	<b>4.75</b>	<b>4.75</b>	<b>4.75</b>	<b>4.75</b>
<b>Part-Time Hours</b>	<b>1,123</b>	<b>1,123</b>	<b>1,123</b>	<b>1,123</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>5.29</b>	<b>5.29</b>	<b>5.29</b>	<b>5.29</b>

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

- ♦ 2018 Budget increased \$153,633 over 2017 Actuals due to vacant positions in 2017 and increases in benefits and compensation costs.

❖ **Services & Supplies**

- ♦ 2018 Budget increased \$1,244,277 over 2017 Actuals due to delays in completing the housing study. Not all of the economic incentive budget was utilized in 2017. In addition, the 2018 budget is inclusive of the Lakewood Commercial Reinvestment and Facade Improvement Pilot Program, the on-call consultant program, and the continuation of retail analysis.
- ♦ 2018 Revised Budget decreased \$90,000 from the 2018 Budget due to using fewer dollars than forecast for consultants.

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

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

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

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

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

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

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





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

**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.



*St Anthony opened their 3rd Medical Office building in Lakewood*

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

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

**Result- Benefit:** The ED team will facilitate reinvestment along West Colfax Avenue.

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

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

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

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

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

**Result-Benefit:** Successful retail development across the City.

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

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

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



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

### ♦ GOAL: Support small businesses

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

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

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

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

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

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

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

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

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

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



*ED works closely with our partners to further Economic Development goals*

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



## **General Comments**

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

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

Lakewood is home to more than 74,000 jobs and six out of ten jobs in our community are within our top five sectors: Healthcare and Social Assistance (12,400 or about 16.7%); Retail workers (9,000 or 12.2%); Public Administration (8,700 or 11.7%); Accommodation and Food Services (7,600 or 10.3%); and Professional, Technical & Scientific Services (7,200 or 9.6%). Economic Development efforts include attracting and expanding the number of jobs, diversifying our employment base, and providing an environment where Lakewood residents reach their full employment and entrepreneurial potential.

Lakewood is the fifth largest city in Colorado, currently holding a population of over 155,000. As Lakewood continues to grow, we continue to see success in growing the number of businesses, wages and incomes. There are over 5,000 businesses in Lakewood, up almost 5% from the year prior. Total wages paid out in Lakewood has increased nearly 7.5% over the past year and average household income has increased to \$75,470 (up 3% from the past year). This is due in part to the advanced education level within the City where 36% of citizens hold at least a bachelor's degree or higher education.

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



**Program:** Strategic Initiatives

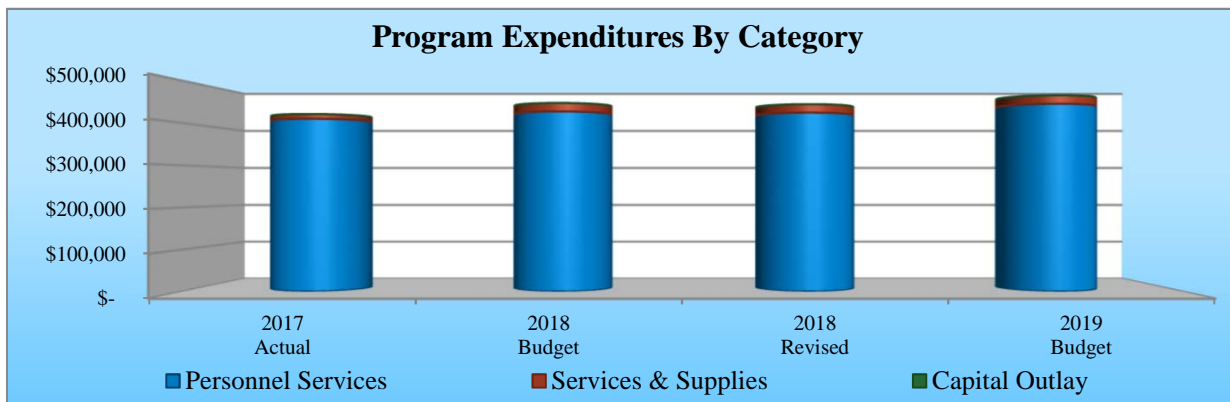
**Department:** City Manager's Office

**Division:** Strategic Initiatives

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

### Program Expenditures By Category

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Personnel Services	\$ 410,111	\$ 427,337	\$ 424,483	\$ 445,434
Services & Supplies	11,105	20,000	20,000	20,000
Capital Outlay	-	-	-	-
<b>TOTAL:</b>	\$ 421,216	\$ 447,337	\$ 444,483	\$ 465,434



### Program Expenditures By Fund

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
General Fund	\$ 421,216	\$ 447,337	\$ 444,483	\$ 465,434
<b>TOTAL:</b>	\$ 421,216	\$ 447,337	\$ 444,483	\$ 465,434

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

	2017 Revised	2018 Budget	2018 Revised	2019 Budget
Manager of Strategic Initiatives	1.00	1.00	1.00	1.00
Resource Development Supervisor	1.00	1.00	1.00	1.00
Sr. Resource Development Specialist	2.00	2.00	2.00	2.00
<b>Total Full-Time Positions (FTE):</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Part-Time Hours</b>	-	-	-	-
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

**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 for 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 support collaborative efforts in the community.

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

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

**Activity:** Division will continue to support the Mayor's initiative on hunger.

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

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



### **General Comments**



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

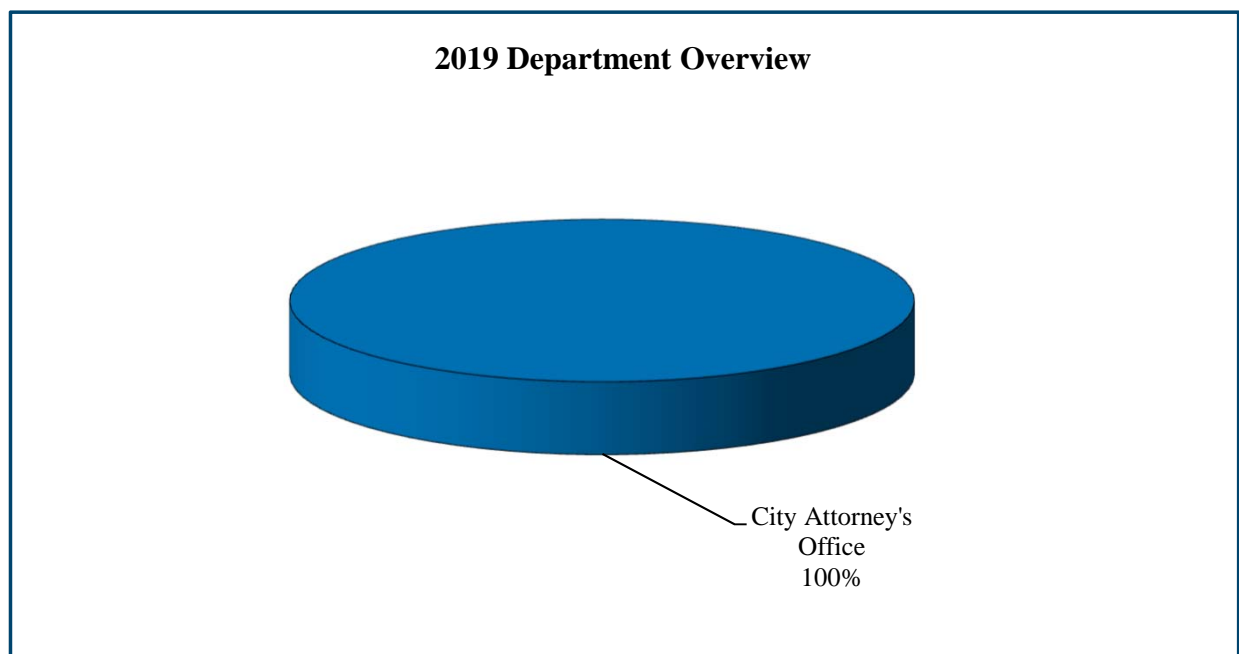


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# CITY ATTORNEY'S OFFICE



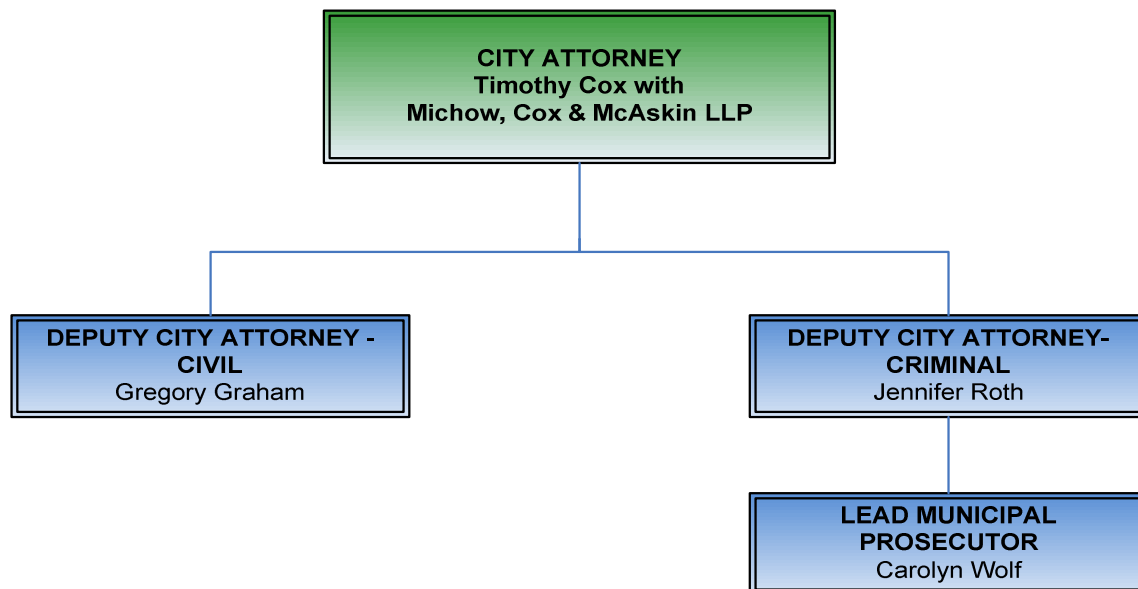
	2017 Actual	2018 Budget	2018 Revised	2019 Budget
City Attorney's Office	\$ 1,893,859	\$ 1,799,897	\$ 1,789,540	\$ 1,852,263
<b>TOTAL:</b>	\$ 1,893,859	\$ 1,799,897	\$ 1,789,540	\$ 1,852,263
<b>Percent to All Funds</b>	1.07%	0.89%	0.74%	0.90%



## CITY ATTORNEY'S OFFICE

(303) 987-7450

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





## Department: City Attorney's Office

**Mission Statement:** To provide high quality legal advice and work product to the City Council, the City Manager, all City Departments, and all Boards and Commissions.

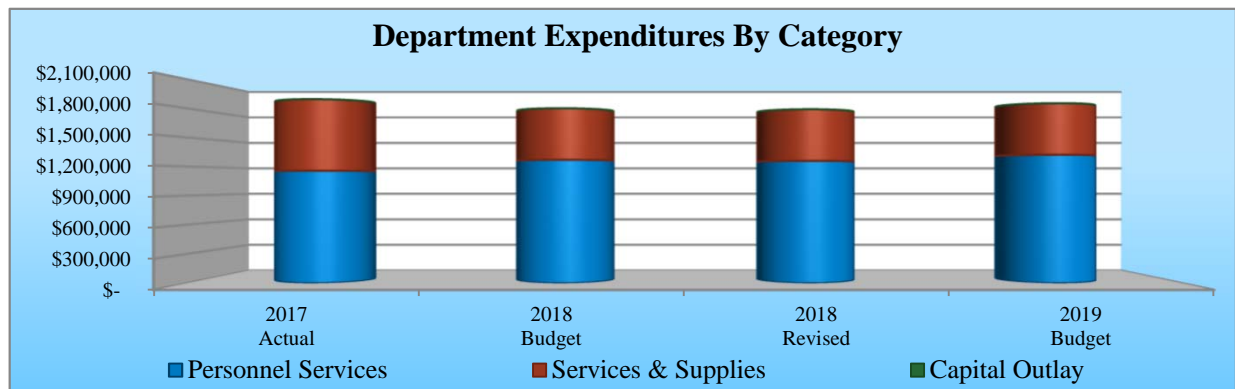
**Purpose--General Legal/Civil:** The City Attorney's Office serves as legal counsel for the City, providing legal services to the City Council, the City Manager, all City Departments and all City Boards and Commissions. The City Attorney's Office represents the City in all civil litigation matters,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

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Personnel Services	\$ 1,156,288	\$ 1,268,565	\$ 1,258,208	\$ 1,320,931
Services & Supplies	737,571	531,332	531,332	531,332
Capital Outlay	-	-	-	-
<b>TOTAL:</b>	<b>\$ 1,893,859</b>	<b>\$ 1,799,897</b>	<b>\$ 1,789,540</b>	<b>\$ 1,852,263</b>



**Department Expenditures By Fund**

	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
General Fund	\$ 1,893,859	\$ 1,799,897	\$ 1,789,540	\$ 1,852,263
<b>TOTAL:</b>	<b>\$ 1,893,859</b>	<b>\$ 1,799,897</b>	<b>\$ 1,789,540</b>	<b>\$ 1,852,263</b>

**Full-Time Positions**

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

	<b>2017 Revised</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
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
<b>Total Full-Time Positions (FTE):</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>
<b>Part-Time Hours</b>	<b>1,040</b>	<b>1,040</b>	<b>1,040</b>	<b>1,040</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>11.50</b>	<b>11.50</b>	<b>11.50</b>	<b>11.50</b>

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

- ♦ 2017 Actuals vs 2018 Budget is up \$112,277 primarily due to the stability of the Prosecution Business Unit. No Prosecutors left the City's employment in 2017 or 2018. Consequently, all Prosecutors received raises and increased pension contributions, and two Prosecutors received promotions.

❖ **Services & Supplies**

- ♦ 2017 Actuals vs 2018 Budget is down \$206,239 due to fluctuations in use of general legal services and outside legal services. Such services are unpredictable and change depending on the volume and complexity of litigation in any given year. Consequently, the CAO has budgeted 2018 anticipating reduced need for such services.

**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.

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

**Expectation:** All Municipal Court cases are processed so as to comply with the ninety (90) day speedy trial requirement.

**Result-Benefit:**

The Municipal Prosecutors processed the following:

	<u>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Estimate</u>
Traffic Tickets	14,028	12,554	12,345	14,480
Penal Tickets	5,530	4,631	4,596	4,500
Traffic & Penal Trials Set	713	696	735	700
Traffic & Penal Trials Held	104	100	115	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.

❖ **OP**

♦ **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



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

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

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

### ❖ EDUCATION AND INFORMATION

- ♦ **GOAL:** 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.

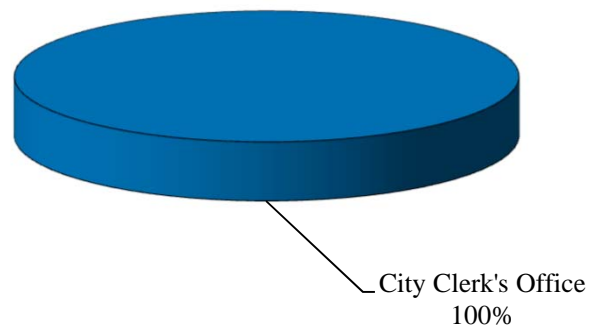
**Expectation:** The CAO will stay abreast of changes in the law impacting the City in order to educate, advise and guide the City Council, City Manager and staff.

**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

2019 Department Overview



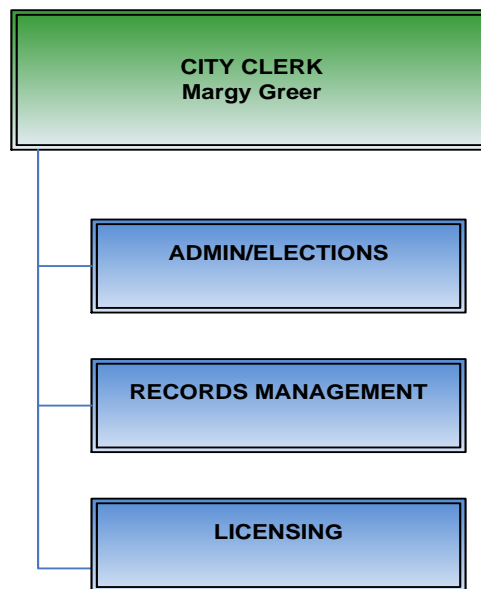
	2017 Actual	2018 Budget	2018 Revised	2019 Budget
City Clerk's Office	\$ 981,146	\$ 1,095,261	\$ 1,074,681	\$ 1,125,473
<b>TOTAL:</b>	\$ 981,146	\$ 1,095,261	\$ 1,074,681	\$ 1,125,473
<b>Percent to All Funds</b>	0.55%	0.54%	0.44%	0.55%



## CITY CLERK'S OFFICE

(303) 987-7080

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







## Department: City Clerk's Office

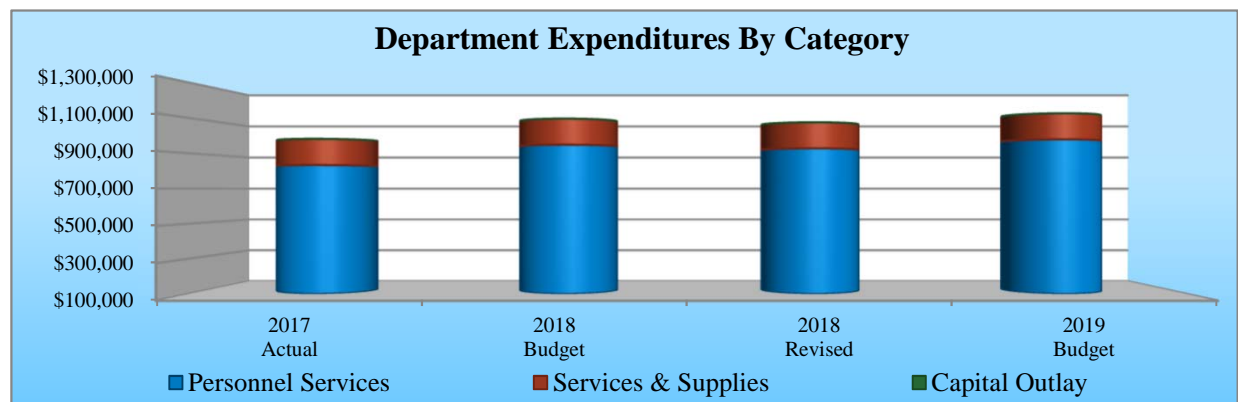
**Mission Statement:** The Lakewood City Clerk's Office will provide the highest quality of service by maintaining excellent professional standards, competence and expertise in the administration of elections, voter registration, licensing, permitting, management of public records, and service to City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

**Purpose:** The City Clerk's Office has the primary responsibility of conducting all regular and special municipal elections and serves as a branch voter registration office under the auspices of the Jefferson County Clerk and Recorder's Office. The City Clerk's Office prepares City Council agenda packets and meeting minutes, and works with City Council's Screening Committee regarding the application and interview process for the City's boards and commissions. The City Clerk's Office provides service to the residents of Lakewood and support to City departments. Areas of service include being the primary receptionist for the City, providing passport acceptance service, receiving all requests for public records, preparing legal notices for publication, and serving as record keeper for all City contracts and agreements. Central Records coordinates the City's records management program, retains permanent records of the City, and preserves archival and historical documents.

The City Clerk's Office is responsible for issuing the following licenses and permits: liquor, 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

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Personnel Services	\$ 832,668	\$ 947,729	\$ 927,149	\$ 977,924
Services & Supplies	148,478	147,532	147,532	147,549
Capital Outlay	-	-	-	-
<b>TOTAL:</b>	<b>\$ 981,146</b>	<b>\$ 1,095,261</b>	<b>\$ 1,074,681</b>	<b>\$ 1,125,473</b>



**Department Expenditures By Fund**

	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
General Fund	\$ 981,146	\$ 1,095,261	\$ 1,074,681	\$ 1,125,473
<b>TOTAL:</b>	\$ 981,146	\$ 1,095,261	\$ 1,074,681	\$ 1,125,473

**Full-Time Positions**

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

	<b>2017 Revised</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
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	1.00
Business Specialist	1.00	1.00	1.00	1.00
Records Analyst I	1.00	1.00	1.00	1.00
<b>Total Full-Time Positions (FTE):</b>	10.00	10.00	10.00	10.00
 <b>Part-Time Hours</b>	 1,810	 1,810	 1,810	 1,810
 <b>Total Full-Time and Part-Time Positions Stated as FTE</b>	 10.87	 10.87	 10.87	 10.87

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

- ♦ 2018 Budget increased \$115,061 over 2017 Actuals as a result of vacancy savings realized in 2017 and benefits and compensation increases in 2018.



## 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 15 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.

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

**Result-Benefit:** There are 279 liquor establishments licensed each year by the City Clerk's Office. There are 14 new liquor licenses, 27 transfers of ownership, 6 modifications of premises, 8 changes of corporate structure, 9 trade name changes, 3 changes in location, 40 manager registrations and 61 special events permits are processed annually. Other licenses issued annually: 2 adult businesses, 324 dogs, 13 pawnbrokers, 11 medical marijuana businesses, 25 commercial waste haulers and 1 Christmas tree lot. Permits issued annually: 40 block party, 14 parade, 10 oversize moving, and 0 fireworks display. Passport applications received annually: 2,037.

#### ◆ GOAL: Ensure that City contracts, agreements, and recorded documents are properly executed and maintained, and that lawful presence of contractors is verified as required by statute

**Activity:** The City Clerk's Office maintains City contracts, agreements, and recorded documents and verifies lawful presence affidavits.

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





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

**Result-Benefit:** Approximately 1,725 active or permanent contracts/agreements and 14,870 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 file plans for all City records, retrieves records per staff or public requests and schedules destruction of records according to approved retention periods. Employees are trained to understand the importance of maintaining records regardless of format (paper or electronic).

**Expectation:** Records are retained or destroyed in accordance with the adopted State Municipal retention schedule. Historical documents are maintained and preserved.

**Result-Benefit:** City records are retained and protected as required by state law; historical documents are preserved. 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 the approved records retention schedule. City employees will understand their responsibilities regarding management of City records.

#### ◆ GOAL: Ensure that public records requests are received and responded to in a timely manner

**Activity:** The City Clerk's Office receives public records requests and coordinates the process for responding.

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



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

**Result-Benefit:** Documents are retrieved for the public and staff in the time period required by state law. Approximately 300 citizen-initiated public records requests are fulfilled annually. The City increases the number of public records available on the Lakewood.org website every year, reducing the need for the public to make formal requests to view records.

### ♦ **GOAL: Provide service to City Council and the residents; support all City departments**

**Activity:** The City Clerk's Office is the first point of contact for telephone and walk-in inquiries. The City Clerk prepares accurate minutes, provides administrative and secretarial support to the City Council, the Lakewood Reinvestment Authority, the Lakewood Liquor and Fermented Malt Beverage Licensing Authority, the Advisory Commission for an Inclusive Community, 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, residents, employees, and boards and commissions. Accurate agendas and minutes for various meetings are prepared. The City Clerk attends and provides administrative support to board and commission meetings as required.



**Result-Benefit:** Questions are answered, services are provided, and direction is given to approximately 9,500 customers per year at the front counter. In addition, annually, an estimated 16,000 phone calls are answered and directed to the appropriate department or agency. Accurate agenda packets and minutes are produced and retained for approximately 53 City Council meetings, Study Sessions and Work Shops. There were 11 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.

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

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

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

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

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

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



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

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

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

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

**Result-Benefit:** A record is maintained for each of the 57 members serving on the City's 10 regulatory boards and commissions and the 30 members of the City's advisory commission. Historical data is preserved.

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

**Activity:** City Clerk's Office provides advice, guidance, and administrative support to the "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 residents.

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

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

**Expectation:** All employees have access to City records through the use of their desktop computers. Historic and permanent records are protected and secure.

**Result-Benefit:** The document imaging system currently maintains and protects nearly 3.09 terabytes (TB) of data, including over 16 million files. Approximately 800-900 gigabytes (GB) of data are added each year.



### ❖ 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 as changes occur.

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

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

**Activity:** Technology solutions are continually evaluated and developed to improve customer service. Processes for achieving an electronic meeting/agenda packet have been developed and implemented. Electronic processes have been implemented for miscellaneous permit and license applications. Laserfiche workflow will help streamline processes and import many documents into the imaging system without the need to scan.

**Expectation:** Technological solutions must improve customer service and preserve resources in order to be implemented. New scanners will need to be purchased to maintain the records program activities.

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

## ❖ QUALITY LIVING ENVIRONMENT

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

**Activity:** Certain business activities are licensed, inspected, and/or permitted. These businesses include liquor establishments, 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:** All licensees will be well-educated and adhere to state and municipal codes.

**Result-Benefit:** An average of 13 show-cause hearings are conducted before the Liquor Authority each year. Liquor establishments are inspected every year, resulting in over 283 inspections, and their employees are educated in the area of responsible service. There were 126 individuals that attended 7 alcohol awareness trainings. In addition, 4 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, recreation and community centers, and the Regional Training Academy.

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

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

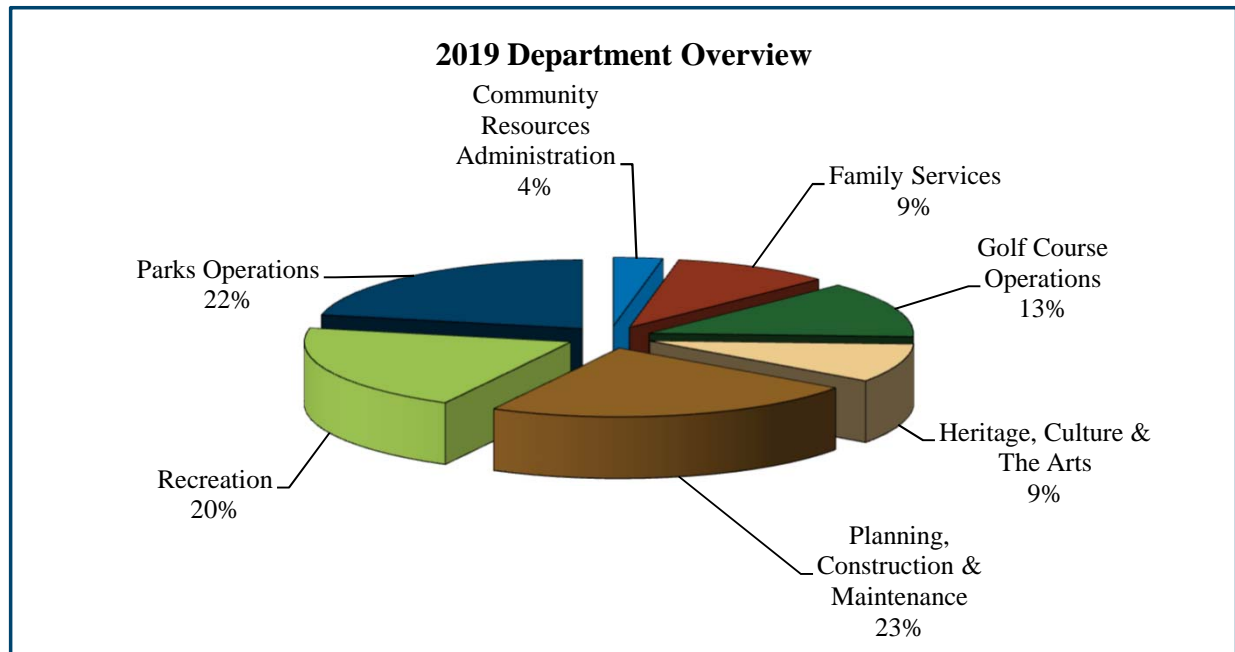
### General Comments

- ❖ Utilization of the website and Laserfiche has provided easy access to agendas, minutes, resolutions, ordinances, the Municipal Code, City contracts, and similar records to a greater number of people.
- ❖ Due to the repeated changes in legislation regarding medical marijuana, voter registration, elections, and liquor licensing laws, training of personnel is more important than ever.





# COMMUNITY RESOURCES



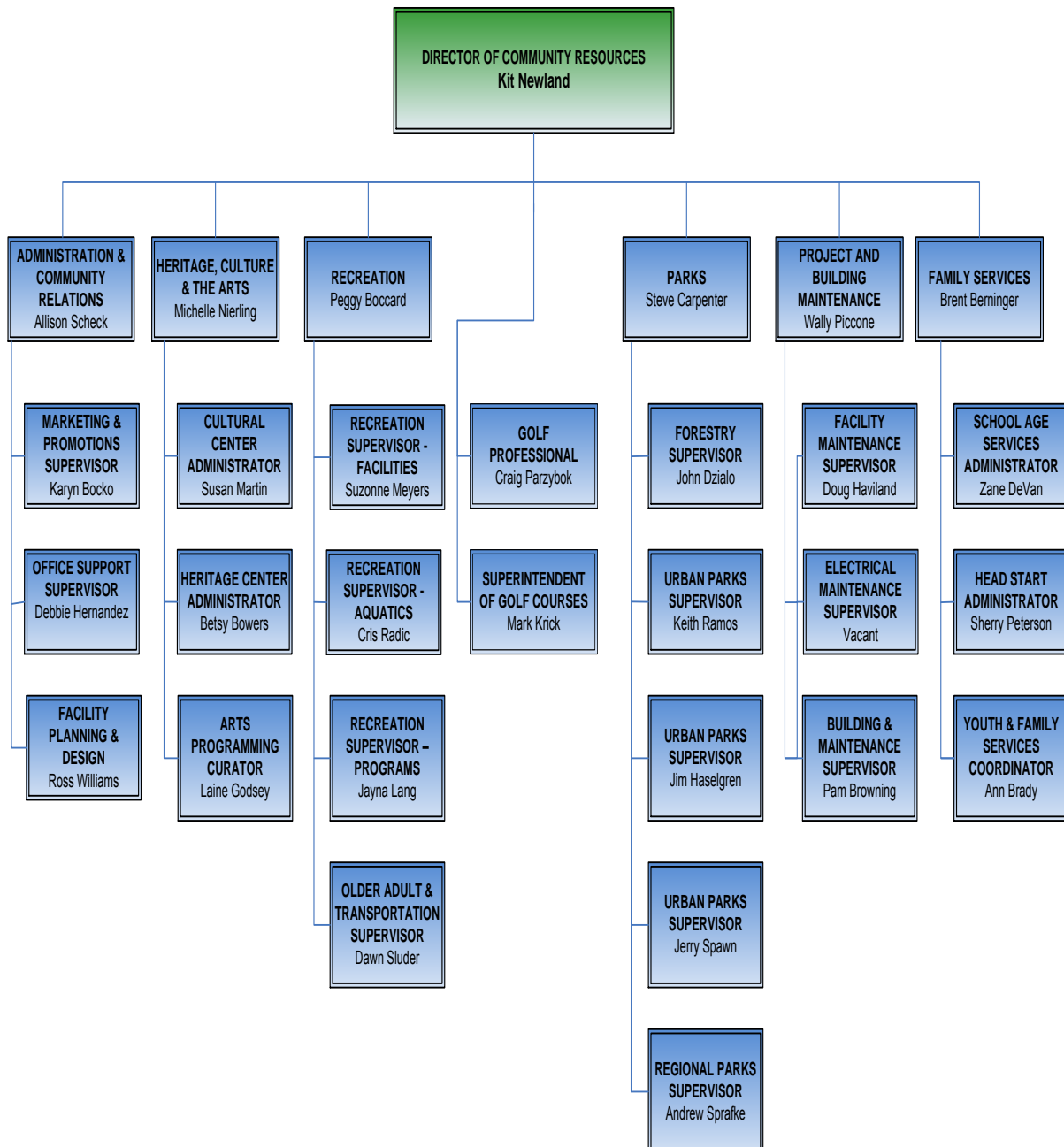
	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Community Resources Administration	\$ 936,296	\$ 1,447,642	\$ 1,555,221	\$ 1,197,543
Family Services	3,451,415	3,650,295	3,723,662	3,879,454
Golf Course Operations	5,098,965	5,253,776	5,134,554	5,261,381
Heritage, Culture & The Arts	3,052,445	3,451,375	4,036,892	3,642,764
Planning, Construction & Maintenance	11,613,192	9,134,795	25,670,450	9,204,052
Recreation	6,967,296	7,491,796	7,713,684	8,207,373
Parks Operations	8,369,463	8,296,347	10,507,762	8,734,216
<b>TOTAL:</b>	<b>\$ 39,489,071</b>	<b>\$ 38,726,026</b>	<b>\$ 58,342,225</b>	<b>\$ 40,126,784</b>
<b>Percent to All Funds</b>	<b>22.33%</b>	<b>19.14%</b>	<b>24.08%</b>	<b>19.50%</b>



# COMMUNITY RESOURCES

(303) 987-7800

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



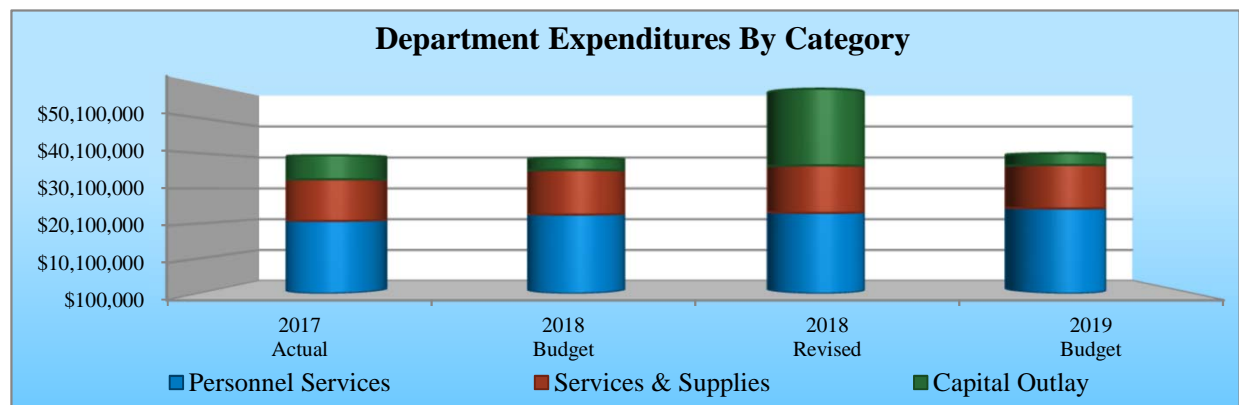


## Department: Community Resources

**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

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Personnel Services	\$ 20,792,653	\$ 22,619,647	\$ 23,104,278	\$ 24,358,117
Services & Supplies	11,913,790	12,721,052	13,515,453	12,413,301
Capital Outlay	6,782,629	3,385,327	21,722,494	3,355,366
<b>TOTAL:</b>	<b>\$ 39,489,071</b>	<b>\$ 38,726,026</b>	<b>\$ 58,342,225</b>	<b>\$ 40,126,784</b>



### Department Expenditures By Fund

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
General Fund	\$ 19,349,719	\$ 20,575,028	\$ 21,020,977	\$ 21,632,958
Capital Improvement Fund	3,065,607	1,760,000	6,387,015	670,000
Conservation Trust Fund	1,977,817	870,600	1,409,600	1,395,600
Golf Course Enterprise Fund	5,098,965	5,253,776	5,134,554	5,261,381
Grants Fund	1,281,504	1,466,401	1,490,507	1,539,109
Heritage Culture & Arts Fund	3,052,445	3,451,375	4,036,892	3,642,764
Open Space Fund	5,663,014	5,348,846	18,862,680	5,984,972
<b>TOTAL:</b>	<b>\$ 39,489,071</b>	<b>\$ 38,726,026</b>	<b>\$ 58,342,225</b>	<b>\$ 40,126,784</b>

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

	<b>2017 Revised</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
Director of Community Resources	1.00	1.00	1.00	1.00
Applications Specialist	-	-	0.65	1.00
Aquatics Coordinator	2.00	2.00	2.00	2.00
Arts Programming Curator	1.00	1.00	1.00	1.00
Assistant in Box Office	1.00	1.00	-	-
Assistant Facilities Specialist	4.00	4.00	4.00	4.00
Assistant Golf Course Professional	4.00	4.00	4.00	4.00
Box Office & Rev Svcs Coordinator	-	-	1.00	1.00
Building & Repair Technician	1.00	1.00	1.00	1.00
Building Maintenance Specialist	7.00	7.00	7.00	7.00
Building Maintenance Supervisor	1.00	1.00	1.00	1.00
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
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	1.00	1.00	1.00	1.00
Custodian II	2.00	2.00	2.00	2.00
Digital Marketing Specialist	1.00	1.00	1.00	1.00
Early Childhood Education Supervisor	1.00	1.00	1.00	1.00
Early Childhood Mentor-Coach	-	-	1.00	1.00
Early Head Start Home Visitor	2.00	2.00	2.00	2.00
Early Childhood Health & Safety Coorc	-	-	1.00	1.00
Electrical Maintenance Supervisor	1.00	1.00	1.00	1.00
Electrician I	2.00	2.00	2.00	2.00
Electrician II	1.00	1.00	1.00	1.00
Facilities Planner	1.00	1.00	1.00	1.00
Facility 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 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 Maintenance Specialist	3.00	3.00	3.00	3.00
Golf Course Mechanic	2.00	2.00	2.00	2.00
Golf Professional	1.00	1.00	1.00	1.00
Golf Cart/Clubhouse Maint Tech	1.00	1.00	1.00	1.00
Graphic Designer	1.00	1.00	1.00	1.00

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

	<b>2017 Revised</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
Greenhouse Lead Person	1.00	1.00	1.00	1.00
Greenhouse Technician	1.00	1.00	1.00	1.00
Head Start Administrator	1.00	1.00	1.00	1.00
Head Start Classroom Coordinator	2.00	2.00	2.00	2.00
Head Start Co-Teacher	1.00	1.00	1.00	1.00
Head Start Family Support Worker	2.00	2.00	2.00	2.00
Head Start Teacher	2.00	2.00	2.00	2.00
Health & Disabilities Coordinator	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
HVAC Technician	1.00	1.00	1.00	1.00
Landscape Architect	2.00	2.00	2.00	2.00
Large Tree Specialist	1.00	1.00	1.00	1.00
Lead Bus Driver	2.00	2.00	2.00	2.00
Lead Substitute Teacher	1.00	1.00	1.00	1.00
Marketing & Promotion Supervisor	1.00	1.00	1.00	1.00
Marketing Specialist	1.00	1.00	1.00	1.00
Media and Administrative Technician	1.00	1.00	1.00	1.00
Museum Curator	1.00	1.00	1.00	1.00
Natural Resources Specialist	1.00	1.00	1.00	1.00
Office Support Supervisor	1.00	1.00	1.00	1.00
Older Adult & Trans Supv	1.00	1.00	1.00	1.00
Older Adult Nutrition Prog Coord	1.00	1.00	1.00	1.00
Park Naturalist	1.00	1.00	1.00	1.00
Park Ranger I	3.00	3.00	1.00	1.00
Park Ranger II	-	-	2.00	2.00
Parks Equipment Mechanic	1.00	1.00	1.00	1.00
Parks Irrigation Specialist	2.00	2.00	2.00	2.00
Parks Maintenance Lead Person	7.00	7.00	7.00	7.00
Parks Maintenance Specialist II	19.00	19.00	19.00	19.00
Parks Manager	-	-	1.00	1.00
Planner II	1.00	1.00	1.00	1.00
Plumber	1.00	1.00	1.00	1.00
Pool Manager	3.00	3.00	3.00	3.00
Preschool Assistant II	3.00	3.00	3.00	3.00
Program Specialist I	1.00	1.00	1.00	1.00
Program Specialist II	3.00	3.00	-	-
Projects and Maintenance Manager	1.00	1.00	1.00	1.00
Public Engagement/Ops Div Manager	1.00	1.00	1.00	1.00
Recreation Coordinator	2.00	2.00	2.00	2.00
Recreation Manager	1.00	1.00	1.00	1.00
Recreation Programmer I	-	-	1.00	1.00
Recreation Programmer II	-	-	4.00	4.00
Recreation Programmer - Sports	1.00	1.00	-	-
Recreation Supervisor	1.00	1.00	-	-
Recreation Suprv/Aquatics	1.00	1.00	1.00	1.00

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

	<b>2017 Revised</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
Recreation Suprv/Facilities	1.00	1.00	1.00	1.00
Recreation Suprv/Programs	-	-	1.00	1.00
Regional Parks Supervisor	1.00	1.00	1.00	1.00
Right-of-Way Specialist	1.00	1.00	1.00	1.00
RISE Coordinator	1.00	1.00	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	1.00	1.00
Senior Support Services Specialist	1.00	1.00	1.00	1.00
Superintendent of Golf Courses	1.00	1.00	1.00	1.00
Theatre Production Assistant	1.00	1.00	1.00	1.00
Theatre Production Coordinator	1.00	1.00	1.00	1.00
Therapist	2.00	2.00	2.00	2.00
Ticket Office Coordinator	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	-	-
Urban Parks Supervisor	3.00	3.00	3.00	3.00
Visitor Center Specialist	1.00	1.00	1.00	1.00
Visitor Services Coordinator	1.00	1.00	1.00	1.00
Volunteer Coordinator	1.00	1.00	1.00	1.00
Water Quality/ Maint Technician	1.00	1.00	1.00	1.00
Youth & Family Services Coord	1.00	1.00	1.00	1.00
<b>Total Full-Time Positions (FTE):</b>	<b>185.54</b>	<b>186.00</b>	<b>187.65</b>	<b>188.00</b>
<b>Part-Time Hours</b>	<b>406,309</b>	<b>411,811</b>	<b>422,354</b>	<b>422,464</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>380.88</b>	<b>383.99</b>	<b>390.70</b>	<b>391.11</b>



## Budget Variances

### ❖ Personnel Services

- ♦ 2018 Budget increased \$1,826,994 over 2017 Actuals due to staff wage and benefit increases, a number of vacancies in 2017 that were originally budgeted with full benefits, the State's unfunded mandate to increase the minimum wage and unfilled seasonal labor opportunities due to the strength of the economy.

### ❖ Services & Supplies

- ♦ 2018 Budget increased \$807,262 over 2017 Actuals due to the appropriations for the celebration of Lakewood's 50th anniversary, the inaugural Big Boom Bash, and the ArtLine, and service agreements related to the Caretaker's Cottage rehabilitation.
- ♦ 2018 Revised Budget increased \$794,401 over 2018 Budget due to the appropriation of funds for fitness equipment purchase and program interpreter services. Additionally, projects have been scheduled that involve service agreements such as the Carmody Recreation Center roof, HVAC improvements, hot water tank replacements and fire and burglar alarm upgrades.
- ♦ 2019 Budget decreased \$1,102,152 over 2018 Revised Budget due to the anticipated completion of projects involving service contracts in 2018 including fire and burglar alarm upgrades, roof replacements and other projects.

### ❖ Capital Outlay

- ♦ 2018 Budget decreased \$3,397,302 from 2017 Actuals due to the completion of projects in 2017 such as the Carmody Playground, Lakewood Link Recreation Center upgrades and the renovation of Sutherland Shire and Westborough playgrounds.
- ♦ 2018 Revised Budget increased \$18,337,167 over 2018 Budget due to the acquisition of Taylor Park, not originally budgeted in 2018, and the carryover of funds and projects that were originally funded prior to 2018.
- ♦ 2019 Budget decreased \$18,367,128 over 2018 Revised Budget due to no planned or budgeted major park property acquisitions and the anticipation of projects being completed in 2018 such as Lasley Park, Lakewood Heritage Center Amphitheater roof, park path replacements and median renovations.



## Core Values / Goals

### ❖ OPEN AND HONEST COMMUNICATION

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

### ❖ EDUCATION AND INFORMATION

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

### ❖ PHYSICAL & TECHNOLOGICAL INFRASTRUCTURE

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

### ❖ QUALITY LIVING ENVIRONMENT

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





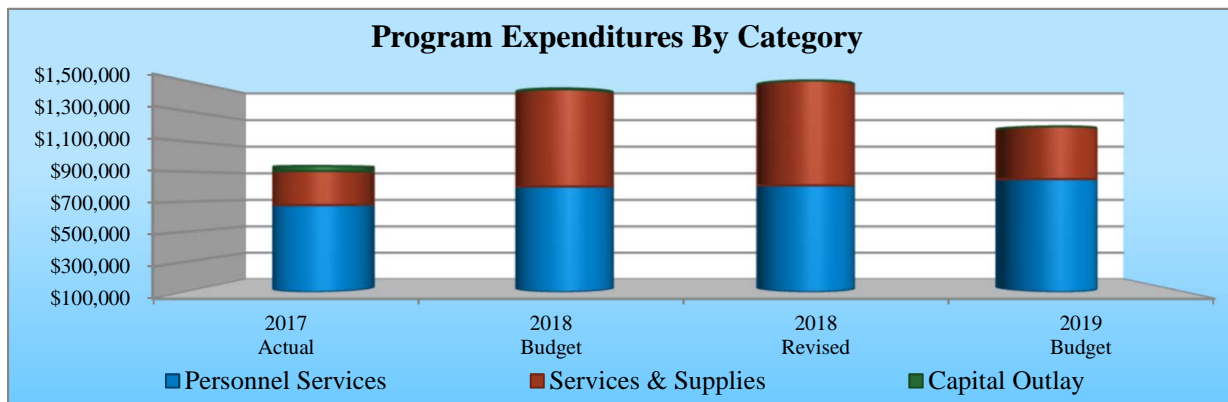
**Program:** Community Resources Administration  
**Department:** Community Resources  
**Division:** Planning, Administration and Community Relations

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



### Program Expenditures By Category

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Personnel Services	\$ 677,028	\$ 800,280	\$ 807,859	\$ 850,181
Services & Supplies	226,286	641,862	707,362	347,362
Capital Outlay	32,982	5,500	40,000	-
<b>TOTAL:</b>	<b>\$ 936,296</b>	<b>\$ 1,447,642</b>	<b>\$ 1,555,221</b>	<b>\$ 1,197,543</b>



### Program Expenditures By Fund

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
General Fund	\$ 936,296	\$ 1,447,642	\$ 1,555,221	\$ 1,197,543
<b>TOTAL:</b>	<b>\$ 936,296</b>	<b>\$ 1,447,642</b>	<b>\$ 1,555,221</b>	<b>\$ 1,197,543</b>

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

	<b>2017 Revised</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
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	1.00	1.00
Graphic Designer	0.10	0.10	0.10	0.10
Mrktg/Comm Relations Div Mgr	1.00	1.00	-	-
Mrktg Specialist Facility Rental	0.40	0.40	0.40	0.40
Office Support Supervisor	1.00	1.00	1.00	1.00
Public Engagement/Operat. Div Mgr	-	-	1.00	1.00
Senior Graphic Designer	0.54	1.00	1.00	1.00
<b>Total Full-Time Positions (FTE):</b>	<b>6.02</b>	<b>6.48</b>	<b>6.48</b>	<b>6.48</b>
<b>Part-Time Hours</b>	<b>1,645</b>	<b>1,645</b>	<b>1,645</b>	<b>1,645</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>6.81</b>	<b>7.27</b>	<b>7.27</b>	<b>7.27</b>

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

- ♦ 2018 Budget increased \$123,252 over 2017 Actuals due to variable and full time vacancies in 2017 that were budgeted in full. The division is now fully staffed. Additionally, funds were allocated for event staffing of Big Boom Bash and 2018 is the inaugural year of the event.

❖ **Services & Supplies**

- ♦ 2018 Budget increased \$415,576 over 2017 Actuals due to the addition of appropriations for the celebration of Lakewood's 50th anniversary and appropriations for the inaugural Big Boom Bash.
- ♦ 2018 Revised Budget increased \$65,500 over 2018 Budget due to the carry over of monies not expended in 2017 for Lakewood's 50th anniversary.
- ♦ 2019 Budget decreased \$360,000 from 2018 Revised Budget due to no funding allocation in 2019 for the celebration of Lakewood's 50th anniversary.

❖ **Capital Outlay**

- ♦ None.



## Goals / Activities / Expectations / Results-Benefits

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

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

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

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

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

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

**Result-Benefit:** A greater number of Lakewood residents, regardless of income, are able to participate in Community Resources programs and make use of recreational facilities. In 2017, 1,293 individuals in 432 Lakewood households were issued a total of \$57,031 in financial assistance to access programs and facilities.

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

**Expectation:** Collaborations continue with organizations such as Arc Thrift Stores to provide cleanup services and Sprout City Farms to provide the Mountair Community Farm. Potential new 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.

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

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

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

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

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

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

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

**Result-Benefit:** Through the strategic leveraging of Department and City funding streams, playgrounds at Hilltop, Ute Trail and Newland Square parks will be renovated in the course of the 2018 revised and 2019 budgets.

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

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

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

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

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

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

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

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

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

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

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

**Result-Benefit:** The Imagine Lakewood! page on Lakewood Together yielded 6,700 total visits and 5,000 unique visitors. 928 visitors downloaded a document or read information in detail. 109 visitors submitted ideas and comments online. Similarly, this year's effort to engage the community around a new community garden has been successful due to the Lakewood Together engagement platform. The Community Gardens page has received 1,300 visitors by 1,000 unique visitors where 532 viewed a video or downloaded a document and 157 contributed to a survey or left a comment.



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

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

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

**Result-Benefit:** Mailing lists and digital delivery lists are well maintained and current. Content continues to develop to ensure that the right audience is exposed to the City's offerings. In particular, Lakewood's older adults are presented with a publication that inspires participation across all departmental disciplines.

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**Activity:** Explore the opportunity to create a citizen advocacy network to help with word of mouth messages regarding programs and facilities.

**Expectation:** Advocates within the community are activated and given the information they need to encourage others in their networks to participate in the Department's programs and facilities.

**Result-Benefit:** As determined in a recent research effort through the completion of a Masters of Public Administration capstone project, there is significant potential for current participants to use word of mouth messaging to reach residents not currently engaged with the Department. The development of a program will assist with reaching residents not currently engaged in the City's programming.

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

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

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

**Result-Benefit:** An efficient process tracks decisions, dedications and fees in lieu.

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

**Expectation:** The City's parkland portfolio is expanded where demand is greatest by the identification of key properties in areas with less parkland.

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



## **General Comments**

The Department is currently in the first year of implementation of its new master plan, Imagine Lakewood! This plan charts the course and work plan for the next five (5) years and is driven by community input and an analysis of social and industry trends. The Planning, Administration and Community Relations Division guides the plan's implementation which began in late 2017. The Department continues to conduct a Coordinated Annual Planning Process to determine the most effective use of resources and assess capital project priorities. Opportunities for alternative resources through grants, corporate sponsorships, volunteers, and in-kind contributions are identified and applied to annual plans. This process is critical in addressing the external influences that impact the operations of Community Resources. The Department is funded by the following sources:

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

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



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

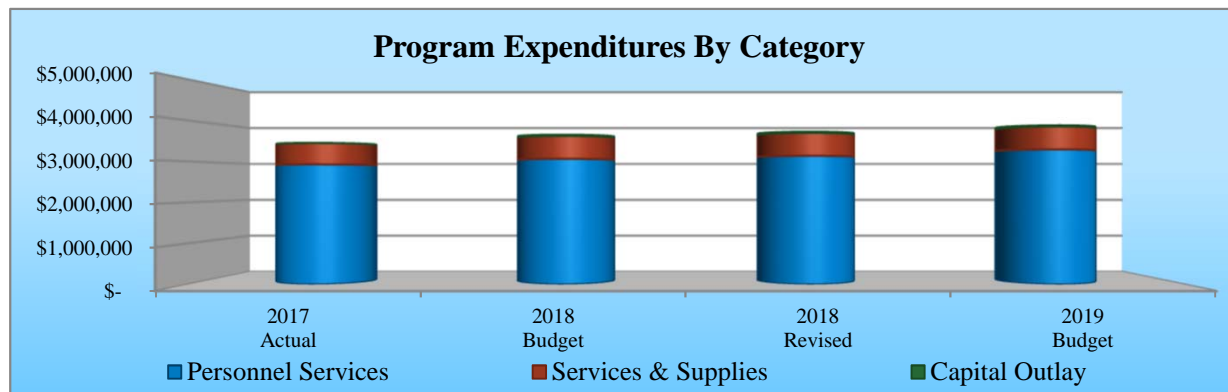
Purpose: The Family Services Division exists to enhance the lives of Lakewood residents through early childhood education, school age programming and mental health services. Administrative staff work out of the Wilbur Rogers Center, while programming occurs at eight (8) locations throughout the City.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



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

### Program Expenditures By Category

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Personnel Services	\$ 2,926,708	\$ 3,062,004	\$ 3,135,371	\$ 3,291,153
Services & Supplies	521,926	559,720	559,720	559,730
Capital Outlay	2,781	28,571	28,571	28,571
<b>TOTAL:</b>	<b>\$ 3,451,415</b>	<b>\$ 3,650,295</b>	<b>\$ 3,723,662</b>	<b>\$ 3,879,454</b>



**Program Expenditures By Fund**

	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
General Fund	\$ 2,230,306	\$ 2,238,039	\$ 2,287,279	\$ 2,396,211
Capital Improvement Fund	-	-	-	-
Grants Fund	1,221,109	1,412,256	1,436,383	1,483,244
<b>TOTAL:</b>	<b>\$ 3,451,415</b>	<b>\$ 3,650,295</b>	<b>\$ 3,723,662</b>	<b>\$ 3,879,454</b>

**Full-Time Positions**

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

	<b>2017 Revised</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
Family Services Manager	1.00	1.00	1.00	1.00
Business & Enrollment Coordinator	1.00	1.00	1.00	1.00
Business Specialist	1.00	1.00	1.00	1.00
Early Childhood Education Suprv	1.00	1.00	1.00	1.00
Early Childhood Health/Safety Coord	-	-	1.00	1.00
Early Childhood Mentor-Coach	-	-	1.00	1.00
Early Head Start Home Visitor	2.00	2.00	2.00	2.00
Family Support Team Coordinator	1.00	1.00	1.00	1.00
Head Start Administrator	1.00	1.00	1.00	1.00
Head Start Classroom Coordinator	2.00	2.00	2.00	2.00
Head Start Co-Teacher	1.00	1.00	1.00	1.00
Head Start Family Support Worker	2.00	2.00	2.00	2.00
Head Start Teacher	2.00	2.00	2.00	2.00
Health & Disabilities Coordinator	1.00	1.00	-	-
Lead Substitute Teacher	1.00	1.00	1.00	1.00
Preschool Assistant II	3.00	3.00	3.00	3.00
School Age & Support Svcs Sup	1.00	1.00	1.00	1.00
Therapist	2.00	2.00	2.00	2.00
Youth & Family Service Coord	1.00	1.00	1.00	1.00
<b>Total Full-Time Positions (FTE):</b>	<b>24.00</b>	<b>24.00</b>	<b>25.00</b>	<b>25.00</b>

<b>Part-Time Hours</b>	56,476	56,476	57,806	57,806
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>51.15</b>	<b>51.15</b>	<b>52.79</b>	<b>52.79</b>

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

- ♦ None.

❖ **Services & Supplies**

- ♦ None.

❖ **Capital Outlay**

- ♦ None.





## Goals / Activities / Expectations / Results-Benefits

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

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

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

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

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

**Activity:** Conduct building assessments where programming occurs.

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

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

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

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

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



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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

**Activity:** Staff implement zero waste efforts at program locations.

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

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

## General Comments

The Head Start program offered full day care at all five (5) locations during the 2017-2018 school year. One (1) of the classrooms, Patterson Head Start, offered extended hours, including summer school, to accommodate working families.

The City received a Cost of Living Adjustment increase of \$32,770 from the Office of Head Start for the Head Start and Early Head Start staff in 2018.

The City began the final year of a three-year grant provided by the Piton Foundation to provide mental health services to support local preschool providers. Staff supported the work of Red Rock's Children's Center staff through mental health consultations.

**General Comments (Continued)**

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

The Head Start program once again participated in the Arrupe Jesuit High School Corporate Work Study Program to receive classroom support during the 2017-2018 school year. The program offered a hands-on learning experience for four high school students interested in learning more about early childhood education, while adding additional classroom support for the 11th Avenue Head Start classroom.

The School Age Services program staff worked with South Lakewood Elementary School administration to begin offering before and after school programming beginning in the fall of 2018.

**Participation Levels:**

Note: To ensure alignment with community needs, program 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 all but one (1) preschool site per community needs. 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. Early Head Start is projected to stay consistent now that the program is fully established. School Age Services programs have been separated to better track the two (2) distinct program areas allowing staff to better understand and meet the demands of the community.

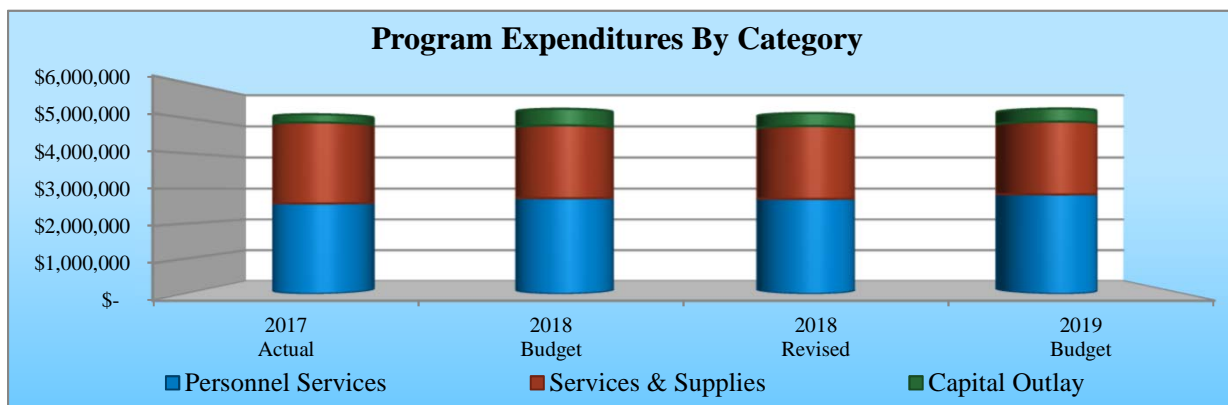
	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Projected</b>	<b>2019 Budget</b>
Preschool	6,983	6,560	5,800	5,800
Early Head Start	1,048	1,069	1,224	1,080
Head Start	13,531	13,773	14,000	14,000
School Age				
Before and After Programs	29,055	28,395	29,000	29,000
Summer Camps		9,919	10,000	10,000
Youth & Family				
Classes/Group	5,296	4,900	5,000	5,000
Therapy Sessions	80	93	100	120
Volunteer Hours	9,136	2,253	2,200	2,200

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

**Purpose:** Golf Course Operations provides for the coordination of all activities at Fox Hollow Golf Course and Homestead Golf Course. This includes course and grounds maintenance, greens fee collection, pro shop sales, and food and beverage services at both golf courses. The Division maintains upscale, premier golf course status among Colorado golf courses. The environments at Fox Hollow and Homestead attract a wide variety of wildlife and are enhanced through both turf grass and water "Best Management Practices" (BMPs). Both courses are Audubon International certified, and were recognized by Golf Digest, Rain Bird Irrigation and the Syngenta Company as Environmental Leaders in Golf this past year. The two courses host over 100,000 visitors annually.

**Program Expenditures By Category**

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Personnel Services	\$ 2,574,080	\$ 2,724,255	\$ 2,705,033	\$ 2,831,860
Services & Supplies	2,295,434	2,061,889	2,061,889	2,061,889
Capital Outlay	229,450	467,632	367,632	367,632
<b>TOTAL:</b>	<b>\$ 5,098,965</b>	<b>\$ 5,253,776</b>	<b>\$ 5,134,554</b>	<b>\$ 5,261,381</b>

**Program Expenditures By Fund**

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Golf Course Enterprise Fund	\$ 5,098,965	\$ 5,253,776	\$ 5,134,554	\$ 5,261,381
<b>TOTAL:</b>	<b>\$ 5,098,965</b>	<b>\$ 5,253,776</b>	<b>\$ 5,134,554</b>	<b>\$ 5,261,381</b>

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

	<b>2017 Revised</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
Assistant Golf Course Professional	4.00	4.00	4.00	4.00
Business Support Specialist	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
Golf Professional	1.00	1.00	1.00	1.00
Golf Cart/Clubhouse Maint Tech	1.00	1.00	1.00	1.00
Marketing & Promotions Supervisor	0.15	0.15	0.15	0.15
Marketing Specialist	0.60	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
Superintendent of Golf Course	1.00	1.00	1.00	1.00
<b>Total Full-Time Positions (FTE):</b>	<b>19.00</b>	<b>19.00</b>	<b>19.00</b>	<b>19.00</b>
<b>Part-Time Hours</b>	<b>73,057</b>	<b>73,084</b>	<b>73,084</b>	<b>73,084</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>54.12</b>	<b>54.14</b>	<b>54.14</b>	<b>54.14</b>

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

- ♦ None.

❖ **Services & Supplies**

- ♦ 2018 Budget decreased \$233,545 from 2017 Actuals due to the reallocation of funds from services and supplies to capital outlay to address capital improvement priorities.

❖ **Capital Outlay**

- ♦ 2018 Budget increased \$238,182 over 2017 Actuals due to the need to address capital improvement priorities.
- ♦ 2018 Revised Budget decreased \$100,000 from 2017 Actuals due to schedule changes for capital improvement projects.



## Goals / Activities / Expectations / Results-Benefits

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

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

**Expectation:** The continuation of a strong instruction program that is capable of combining golfing principles with modern technology to increase participation of beginning and experienced golfers alike, including Junior Golf programs.

**Result-Benefit:** The Junior Golf and Special Education programs enhance opportunities for children within the community to enjoy the game of golf.

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

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

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

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

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

**Expectation:** Golf courses are maintained to provide excellent playing conditions for players of all levels.

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

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

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

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

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







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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

**Activity:** Implement best practices in regards to water use.

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

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



## General Comments

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

	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
Fox Hollow				
Number of rounds played	62,026	65,000	65,000	65,000
Number of days of golf played	283	260	260	260
Total Revenue generated	\$3,301,058	\$3,558,471	\$3,558,471	\$3,558,471
Homestead				
Number of rounds played	41,221	40,000	40,000	40,000
Number of days of golf played	283	260	260	260
Total Revenue generated	\$1,566,414	\$1,610,895	\$1,610,895	\$1,610,895



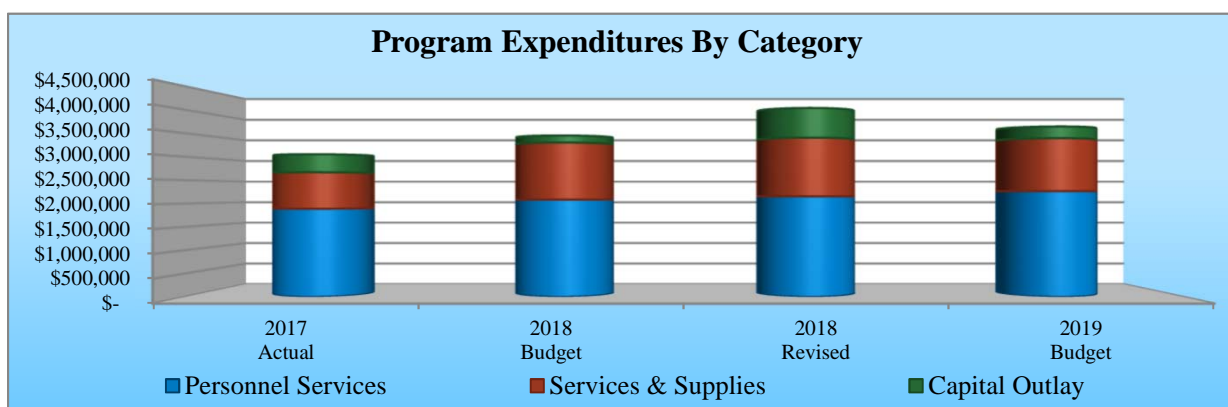
**Program:** Heritage, Culture & The Arts**Department:** Community Resources**Division:** Heritage, Culture and the Arts

**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**

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Personnel Services	\$ 1,888,595	\$ 2,082,921	\$ 2,152,384	\$ 2,265,879
Services & Supplies	779,941	1,218,454	1,252,654	1,127,885
Capital Outlay	383,908	150,000	631,854	249,000
<b>TOTAL:</b>	<b>\$ 3,052,445</b>	<b>\$ 3,451,375</b>	<b>\$ 4,036,892</b>	<b>\$ 3,642,764</b>



**Program Expenditures By Fund**

	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
Heritage Culture & Arts Fund	\$ 3,052,445	\$ 3,451,375	\$ 4,036,892	\$ 3,642,764
<b>TOTAL:</b>	\$ 3,052,445	\$ 3,451,375	\$ 4,036,892	\$ 3,642,764

**Full-Time Positions**

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

	<b>2017 Revised</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
Heritage, Culture & Arts Manager	1.00	1.00	1.00	1.00
Arts Programming Curator	1.00	1.00	1.00	1.00
Advertising and Media Specialist	0.60	0.60	-	-
Assistant in Box Office	1.00	1.00	-	-
Box Office/Revenue Svc Coordinator	-	-	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
Graphic Designer	-	-	0.60	0.60
Heritage Center Administrator	1.00	1.00	1.00	1.00
Marketing & Promotions Supervisor	0.42	0.42	0.42	0.42
Museum Curator	1.00	1.00	1.00	1.00
Program Specialist I, Museum	-	-	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	-	-
Visitor Services Coordinator	1.00	1.00	1.00	1.00
Volunteer Coordinator	1.00	1.00	1.00	1.00
<b>Total Full-Time Positions (FTE):</b>	<b>18.02</b>	<b>18.02</b>	<b>18.02</b>	<b>18.02</b>
<b>Part-Time Hours</b>	<b>24,509</b>	<b>24,476</b>	<b>27,248</b>	<b>27,249</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>29.80</b>	<b>29.79</b>	<b>31.12</b>	<b>31.12</b>

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

- ♦ 2018 Budget increased \$194,326 over 2017 Actuals due to 2017 savings from personnel vacancies.

❖ **Services & Supplies**

- ♦ 2018 Budget increased \$438,513 over 2017 Actuals due to ArtLine expenses shifted to 2018, Caretakers Cottage expenses shifted to capital outlay, underspending in marketing, promotions and sanitation and increasing expenses for maintenance/repair.



### Budget Variances (continued)

- ♦ 2019 Budget decreased \$124,769 from 2018 Revised Budget due to completion of ArtLine and Caretaker's Cottage projects.

#### ❖ Capital Outlay

- ♦ 2018 Budget decreased \$233,908 from 2017 Actuals due to completion of the first phase of the Caretaker's Cottage.
- ♦ 2018 Revised Budget increased \$481,854 over 2018 Budget due to a State Historic Fund award for the second phase of the Caretaker's Cottage and repairs/restoration work to LHC historic structures.
- ♦ 2019 Budget decreased \$382,854 from 2018 Revised Budget due to completion of ArtLine and the second phase of the Caretaker's Cottage.

### Goals / Activities / Expectations / Results-Benefits

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

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

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

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

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

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

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

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**Activity:** Plan and deliver programs that are diverse and appeal to broad audiences. In 2019, focus on programs that engage the community in the City of Lakewood's 50th year of incorporation.

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

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

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

**Activity:** Implement facility repairs and improvements from the Washington Heights Arts Center building assessment.

**Expectation:** Washington Heights facility repairs and improvements will be made.



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

**Result-Benefit:** Facility users will benefit from needed improvements and customer satisfaction will improve.

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

**Expectation:** Programming space will be maximized for community use.

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

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

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

**Expectation:** 2018-2019 action steps include site planning, branding and the installation of a new Lakewood History permanent exhibit in conjunction with Lakewood's 50th anniversary celebration.

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

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

**Activity:** Continue to implement sustainability practices.

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

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

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**Activity:** Public Art opportunities will continue through the implementation of the Public Art Master Plan and Lakewood's 50th anniversary 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.

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

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

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

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

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

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

**Activity:** Complete interior rehabilitation of the historic Caretaker's Cottage at the Lakewood Heritage Center.

**Expectation:** Phase II of the restoration of the Caretaker's Cottage will be completed.

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



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

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

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

**General Comments**

HCA continues to work towards securing alternative funding sources through partnerships and coordination with the Heritage, Culture, and the Arts Alliance for the overall benefit and expansion of heritage, cultural, and artistic opportunities for Lakewood and metro Denver citizens.

<u><b>Audience Reach</b></u>	<u><b>2017 Actual</b></u>	<u><b>2018 Budget</b></u>	<u><b>2018 Revised</b></u>	<u><b>2019 Budget</b></u>
Performance Attendance	46,978	47,000	47,000	47,500
Exhibit Attendance	39,660	43,000	43,000	43,500
Museum Admissions	4,341	4,500	4,500	4,800
HCA Classes	31,090	32,000	32,000	33,000
Free Outreach	37,488	38,000	38,000	39,000
Promotional Outreach	450,000	450,000	450,000	450,000
Festivals	21,332	17,500	17,500	18,000
Other	19,625	20,000	20,000	20,500
<b>Total Attendance</b>	<b>650,514</b>	<b>652,000</b>	<b>652,000</b>	<b>656,300</b>



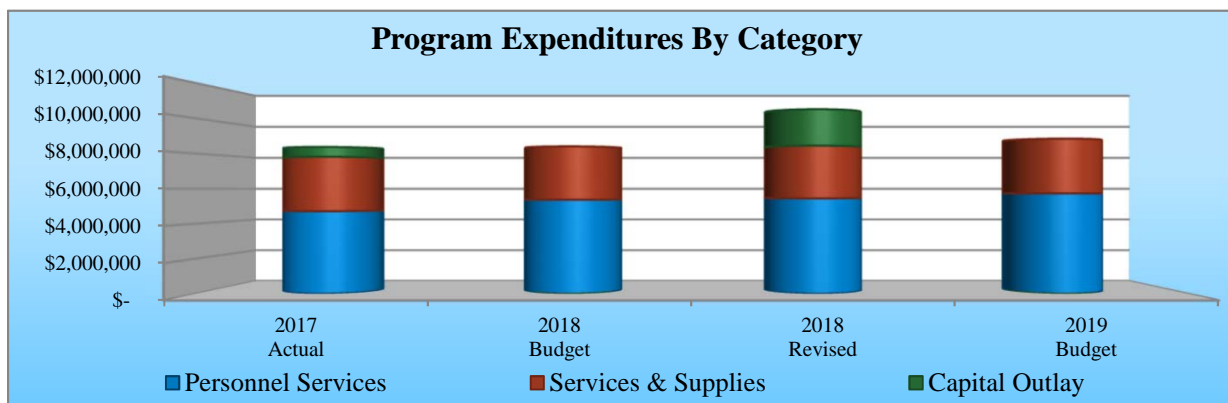
**Program:** Park Operations  
**Department:** Community Resources  
**Division:** Parks

**Purpose:** The purpose of this program is to provide management and maintenance on formally developed parks, open space areas, leased reservoir properties, and Thunder Valley Motorcycle Park located within the parks system in the City; care of trees, shrubs, and plants placed in public buildings, parks, street medians, and rights-of-way; maintenance of medians and street landscaping; and mowing of native vegetation in street rights-of-way and park perimeters; management and maintenance of natural areas; and operations of Bear Creek Lake Park (BCLP).

The Parks Division provides landscape and vegetation management to over 7,239 acres and 102 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

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Personnel Services	\$ 4,711,865	\$ 5,366,303	\$ 5,449,741	\$ 5,730,481
Services & Supplies	3,101,921	3,036,681	2,993,121	3,110,372
Capital Outlay	555,678	(106,637)	2,064,900	(106,637)
<b>TOTAL:</b>	<b>\$ 8,369,463</b>	<b>\$ 8,296,347</b>	<b>\$ 10,507,762</b>	<b>\$ 8,734,216</b>



**Program Expenditures By Fund**

	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
General Fund	\$ 4,839,415	\$ 4,686,909	\$ 4,731,207	\$ 4,997,742
Grants Fund	-	-	-	-
Open Space Fund	3,529,767	3,604,438	5,771,555	3,731,474
Capital Improvement	281	5,000	5,000	5,000
<b>TOTAL:</b>	<b>\$ 8,369,463</b>	<b>\$ 8,296,347</b>	<b>\$ 10,507,762</b>	<b>\$ 8,734,216</b>

**Full-Time Positions**

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

	<b>2017 Revised</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
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 Supv	-	-	0.08	0.08
Marketing & Promotions Coord	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 I	3.00	3.00	1.00	1.00
Park Ranger II	-	-	2.00	2.00
Parks Equipment Mechanic	1.00	1.00	1.00	1.00
Parks Irrigation Specialist	2.00	2.00	2.00	2.00
Parks Maintenance Lead Person	7.00	7.00	7.00	7.00
Parks Maintenance Specialist II	19.00	19.00	19.00	19.00
Right-of-Way Specialist	1.00	1.00	1.00	1.00
Parks Manager	1.00	1.00	1.00	1.00
Parks Supervisor	4.00	4.00	4.00	4.00
Visitor Center Specialist	1.00	1.00	1.00	1.00
Water Quality/ Maint Technician	1.00	1.00	1.00	1.00
<b>Total Full-Time Positions (FTE):</b>	<b>49.83</b>	<b>49.83</b>	<b>49.83</b>	<b>49.83</b>
<b>Part-Time Hours</b>	<b>83,962</b>	<b>83,962</b>	<b>89,143</b>	<b>89,143</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>90.20</b>	<b>90.20</b>	<b>92.69</b>	<b>92.69</b>



## Budget Variances

### ❖ Personnel Services

- ♦ 2018 Budget increased \$654,438 over 2017 Actuals due to vacancy savings in 2017. In particular, the division struggled to hire and retain adequate seasonal staff due to the strength of the economy and demand for part time labor.

### ❖ Services & Supplies

- ♦ None.

### ❖ Capital Outlay

- ♦ 2018 Budget decreased \$662,315 from 2017 Actuals due to completion of department projects including park path replacements at O'Kane and Belmar Parks and playgrounds in the system in 2017.
- ♦ 2018 Revised Budget increased \$2,171,537 over 2018 Budget due to the carryover of appropriations to fund capital projects such as playground replacements, median renovations, and park path replacements.
- ♦ 2019 Budget decreased \$2,171,537 over 2018 Revised Budget due to anticipated completion of identified playground, median, and park path replacement projects in the 2018 budget year.

## Goals / Activities / Expectations / Results-Benefits

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

**Activity:** The Division participates in planning for development of new parks and medians, all major renovation work such as play area replacements, and assumes total responsibility for median renovation planning.

**Expectation:** The Division actively participates in development and redevelopment projects originated by the Community Resources, Planning, and Public Works Departments, or through the Neighborhood Participation grants. Expertise is provided in design and plant material selection that provides a quality product that is attractive, durable, and can be economically maintained.

**Result-Benefit:** Division staff are included in proposed project work under consideration. The expertise available at the supervisor level relative to materials use, maintenance considerations, existing conditions, and experience with current park use trends will be assessed to make potential projects as successful as possible.

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

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

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

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



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

**Activity:** As indicated by the Department master plan process, plan for establishment of the third community garden in the City to be located at Jefferson Green Park if participation levels are strong enough to move forward.

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

**Result-Benefit:** Engaged community benefiting from the social, financial, and health benefits that community gardening brings.

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

**Activity:** Plans were developed and initiated to renovate specific medians in the City to address poor design and plant selection in initial construction, and to replace plant materials that have died or are in decline due to the harsh growing environment.

**Expectation:** Median renovations were completed on Kipling, Wadsworth, Jewell and Colfax. The design phase was completed in 2016 with the renovation work completed in the spring of 2018.

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

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

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

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

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

**Activity:** Trimming, mowing, and service requests are responded to within a 48-hour period. If action by staff is required, ensure work is completed within five (5) working days.

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

**Result-Benefit:** Work accomplished on mowing or trimming requests is completed by City crews or contractors within five (5) working days. Resident satisfaction and safety concerns are successfully addressed.

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**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.

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

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

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

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

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

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



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

**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:** 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.

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

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

**Activity:** A park volunteer program will be continued to compliment park staff activities, allow the public a chance to contribute to the parks, and provide budget savings.

**Expectation:** A variety of recurring and one-day volunteer opportunities are provided including large and small work days, park clean up, structure painting, noxious weed management, trail crew, horse patrol, mountain bike patrol, wildlife monitoring, Adopt-a-Garden, and naturalist volunteers.

**Result-Benefit:** Quality volunteer programs and work days will enhance the efforts of park staff, improve visitor experiences, and provide a sense of park pride and stewardship in the community.



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

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

**Result-Benefit:** Management of Purple Loosestrife continues with the objective being eradication of the species on City property. Overall presence of the species, determined by staff and other agency reports, continues to consistently decline. Other noxious weeds are managed on a case by case basis with control being the primary objective.



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

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

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

**Result-Benefit:** Irrigation management meets all water utility requirements. Evapotranspiration rates are tracked and water applications are automatically adjusted to fall within specific criteria for the amount of water applied. Lakewood's reputation relative to effective landscape irrigation management is solidified.

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**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.

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

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

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

## General Comments

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

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

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



## General Comments (continued)

Forsberg Park underwent needed improvements including expansion of the parking lot and enhancements to pedestrian and cyclist access.

Neighborhood Participation Program projects were completed including the addition of concrete stairs and a walkway on the South West corner of Hodgson Park.

Division staff worked closely with staff from other divisions and departments in several large scale construction projects in the City including the renovation of Lasley Park and the redevelopment of the front of the Public Safety Center, adding input and direction into each projects successful completion.

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

In 2017, we responded to 293 service requests specific to tree or shrub issues.

Extensive trail improvements were made at WF Hayden - Green Mountain Park utilizing volunteer labor and staff supervision. Utilization of Bear Creek Lake Park continued to rise in numbers and impact to the site.

The current Parks Division manages and maintains the following:

- ❖ 102 public developed and undeveloped park sites and 13 public properties
- ❖ Over 7,239 acres of total park land
- ❖ 76 park play areas
- ❖ 56 athletic fields
- ❖ 34 tennis courts
- ❖ Over 135 irrigation systems are programmed and maintained
- ❖ Over 85 miles of right-of-way are maintained
- ❖ 515,685 linear feet (over 107 miles) of concrete, asphalt, crusher fines, and earthen trails
- ❖ 1,278,227 sq. feet of medians at 136 locations
- ❖ 32 outdoor basketball courts
- ❖ 47 campsites, 3 cabins, 2 yurts, and one group camping area
- ❖ 20 reservable picnic shelters
- ❖ 1 archery range
- ❖ Swim beach and marina



**Program:** Construction & Building Maintenance

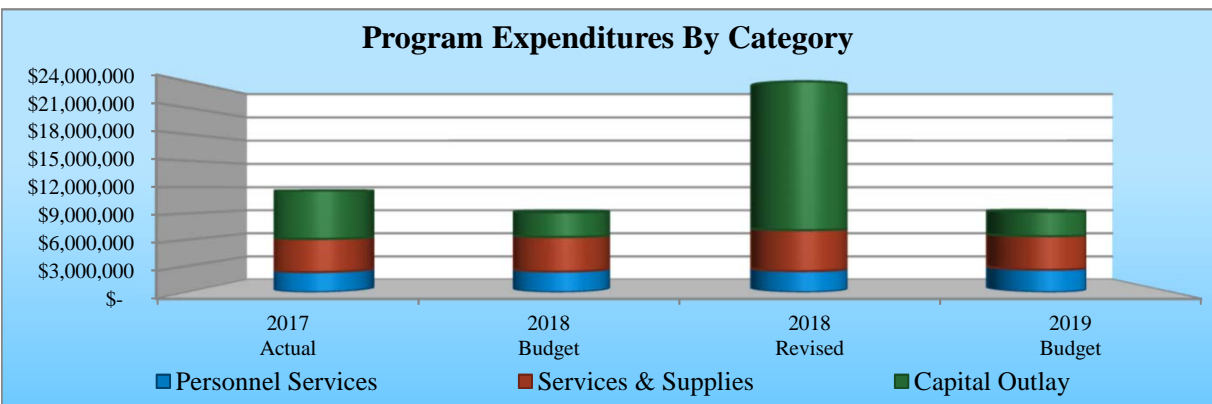
**Department:** Community Resources

**Division:** Construction and Building Maintenance

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

### Program Expenditures By Category

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Personnel Services	\$ 2,297,856	\$ 2,357,304	\$ 2,405,422	\$ 2,558,489
Services & Supplies	3,785,320	3,944,230	4,682,491	3,835,763
Capital Outlay	5,530,016	2,833,261	18,582,537	2,809,800
<b>TOTAL:</b>	<b>\$11,613,192</b>	<b>\$ 9,134,795</b>	<b>\$25,670,450</b>	<b>\$ 9,204,052</b>



### Program Expenditures By Fund

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
General Fund	\$ 4,436,802	\$ 4,764,787	\$ 4,787,710	\$ 4,889,954
Capital Improvement Fund	3,065,326	1,755,000	6,382,015	665,000
Conservation Trust Fund	1,977,817	870,600	1,409,600	1,395,600
Open Space Fund	2,133,247	1,744,408	13,091,125	2,253,498
<b>TOTAL:</b>	<b>\$11,613,192</b>	<b>\$ 9,134,795</b>	<b>\$25,670,450</b>	<b>\$ 9,204,052</b>

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

	<b>2017 Revised</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
Projects and Maintenance Manager	1.00	1.00	1.00	1.00
Building Maintenance Supervisor	1.00	1.00	1.00	1.00
Building Maintenance Specialist	7.00	7.00	7.00	7.00
Business Specialist	1.02	1.02	1.02	1.02
Custodian	1.00	1.00	1.00	1.00
Custodian II	2.00	2.00	2.00	2.00
Electrical Maintenance Supervisor	1.00	1.00	1.00	1.00
Electrician I	2.00	2.00	2.00	2.00
Electrician II	1.00	1.00	1.00	1.00
Facilities 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	2.00	2.00	2.00	2.00
Planner II	1.00	1.00	1.00	1.00
Plumber	1.00	1.00	1.00	1.00
<b>Total Full-Time Positions (FTE):</b>	<b>24.02</b>	<b>24.02</b>	<b>24.02</b>	<b>24.02</b>
<b>Part-Time Hours</b>	-	-	1,000	2,400
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>24.02</b>	<b>24.02</b>	<b>24.50</b>	<b>25.17</b>

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

- ◆ None.

❖ **Services & Supplies**

- ◆ 2018 Revised Budget has increased \$738,261 over 2018 Original Budget due to scheduled projects including the upgrading of fire and burglar alarms, a hot water tank replacement and a number of roof replacements.
- ◆ 2019 Budget has decreased \$846,728 from the 2018 Revised Budget due to budgeted roofing, HVAC, fire and burglar alarms and water tank improvement projects scheduled to occur in 2018.

❖ **Capital Outlay**

- ◆ 2018 Budget has decreased \$2,696,755 from 2017 Actuals due to the budgeting of projects originally scheduled in 2017, some of which have carried into the 2018 Revised Budget.





### Budget Variances (continued)

- ♦ 2018 Revised Budget has increased \$15,749,276 over 2018 Original Budget due to carryover of projects not completed in 2017 but due to be completed in 2018 including the Lakewood Heritage Center amphitheater roof replacement, Carmody splash pad, Lasley Park renovation and playground replacements. This increase is also due to the recent acquisition of Taylor Park which was not included in the original 2018 budget.
- ♦ 2019 Budget has decreased \$15,772,737 from 2018 Revised Budget due to anticipated project completions in 2018.

### Goals / Activities / Expectations / Results-Benefits

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

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

**Expectation:** Remodel and renovate facilities that improve cultural, recreation, social programming and City services and to be more efficient in facility operations and maintenance.

**Result-Benefit:** Renovation and improvements of the Lakewood Heritage Center Amphitheater and the improvements to the Public Safety Center Plaza will provide functional, maintainable and safer facilities.



**Activity:** Establish ongoing building and facility assessments throughout the City, working with all departments to evaluate and prioritize facility improvements and maintenance needs.

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

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

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

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

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

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





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

**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.

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

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

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

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

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

**Result-Benefit:** By utilizing our energy tracking system and the use of energy performance contracting, a comprehensive and coordinated picture of the City's utility use informs future projects.



**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 eight (8) aquatic facilities. These facilities offer a variety of drop-in activities such as weight/cardio rooms, basketball, volleyball, pickleball and swimming. In addition, hundreds of programs are offered in the following areas: Older Adult, Aquatics, Adult Athletics and Sports, Fitness and Wellness, Youth Sports, School Break Camps, Gymnastics, Teen and Afterschool Programs and Therapeutic Recreation. The Division also works closely with other divisions within the Community Resources Department and with other departments within the City.

The recreation facilities include:

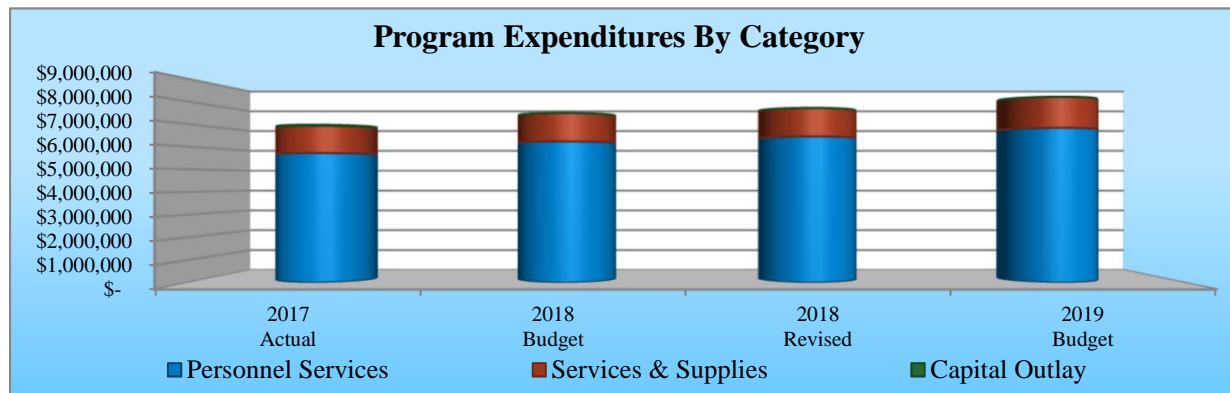
- ❖ Carmody Recreation Center with Indoor and Outdoor Pools
- ❖ Charles Whitlock Recreation Center with Indoor Pool
- ❖ Clements Community Center and Starr Center
- ❖ Green Mountain Recreation Center with Indoor Pool
- ❖ Lakewood Link Recreation Center with Indoor Pool
- ❖ Morse Park Swimming Pool
-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

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Personnel Services	\$ 5,716,521	\$ 6,226,580	\$ 6,448,468	\$ 6,830,073
Services & Supplies	1,202,962	1,258,216	1,258,216	1,370,301
Capital Outlay	47,813	7,000	7,000	7,000
<b>TOTAL:</b>	<b>\$ 6,967,296</b>	<b>\$ 7,491,796</b>	<b>\$ 7,713,684</b>	<b>\$ 8,207,373</b>



### Program Expenditures By Fund

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
General Fund	\$ 6,906,901	\$ 7,437,651	\$ 7,659,560	\$ 8,151,508
Grants Fund	60,396	54,145	54,124	55,865
<b>TOTAL:</b>	<b>\$ 6,967,296</b>	<b>\$ 7,491,796</b>	<b>\$ 7,713,684</b>	<b>\$ 8,207,373</b>

### Full-Time Positions

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

	2017 Revised	2018 Budget	2018 Revised	2019 Budget
Recreation Manager	1.00	1.00	1.00	1.00
Applications Specialist	-	-	0.65	1.00
Aquatics Coordinator	2.00	2.00	2.00	2.00
Assistant Facilities Specialist	4.00	4.00	4.00	4.00
Bus Driver	3.00	3.00	3.00	3.00
Business Support Specialist	2.00	2.00	2.00	2.00
Class & Travel Coordinator	1.00	1.00	1.00	1.00
Facility Coordinator	5.00	5.00	5.00	5.00
Facility Specialist	4.00	4.00	4.00	4.00
Fitness/Wellness Program Admin	1.00	1.00	1.00	1.00
Graphic Designer	0.30	0.30	0.30	0.30
Lead Bus Driver	2.00	2.00	2.00	2.00
Marketing & Promotions Supv	0.35	0.35	0.35	0.35
Older Adult & Trans. Supv	1.00	1.00	1.00	1.00
Older Adult Nutrition Prog Coor	1.00	1.00	1.00	1.00
Pool Manager	3.00	3.00	3.00	3.00
Program Specialist I	1.00	1.00	-	-
Program Specialist II	3.00	3.00	-	-
Recreation Coordinator	2.00	2.00	2.00	2.00
Recreation Programmer I	-	-	1.00	1.00
Recreation Programmer II	-	-	4.00	4.00
Recreation Programmer-Sports	1.00	1.00	-	-
Recreation Supervisor	1.00	1.00	-	-
Recreation Suprv/Aquatics	1.00	1.00	1.00	1.00
Recreation Suprv/Facilities	1.00	1.00	1.00	1.00

**Full-Time Positions (continued)**

	<b>2017 Revised</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
Recreation Suprv/Programs	-	-	1.00	1.00
RISE Coordinator	1.00	1.00	1.00	1.00
Sr Sppt Services Specialist	1.00	1.00	1.00	1.00
Transp Scheduler/Dispatcher	1.00	1.00	1.00	1.00
Transportation Serv Coord	1.00	1.00	1.00	1.00
<b>Total Full-Time Positions (FTE):</b>	<b>44.65</b>	<b>44.65</b>	<b>45.30</b>	<b>45.65</b>
<b>Part-Time Hours</b>	<b>166,661</b>	<b>172,168</b>	<b>172,428</b>	<b>171,138</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>124.78</b>	<b>127.42</b>	<b>128.20</b>	<b>127.93</b>

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

- ♦ 2018 Budget increased \$510,059 over 2017 Actuals due to mandatory minimum wage increases and filling positions that had been temporarily vacant.

❖ **Services & Supplies**

- ♦ 2019 Budget increased \$112,085 over 2018 Revised Budget due to appropriations for fitness equipment purchases and interpreter services.

❖ **Capital Outlay**

- ♦ None.

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

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

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

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



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



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

**Activity:** Collaborative relationships will be developed and maintained with outside agencies serving our citizens.

**Expectation:** Engagement with other service agencies in the community offers us the opportunity to provide greater reach and more positive impact. This is accomplished by sharing responsibility for services and programs within the community.

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

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

**Activity:** Assess use of each recreation facility and determine how to best enhance operations and meet the community's needs. Specific projects include enhancing the Glennon Pool by the replacement of the bathhouse and making the facility accessible for all patrons. The Carmody outdoor spray ground area will be also be renovated to include new features and an outdoor fitness area.

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

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

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

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

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

**Result-Benefit:** Enhance guest and staff safety, staff readiness to respond to emergency situations.

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

**Activity:** The Division will continue to use surveys, Lakewood Possibilities data and other public outreach methods to solicit patron and participant feedback on facilities and programs.

**Expectation:** Continued usage of a variety of tools offers the opportunity to receive feedback in a manner convenient to many customers.

**Result-Benefit:** The use of these tools will offer staff the opportunity to adjust quickly to customer feedback and will also provide a tool for ongoing input. The results from the surveys will provide input on a variety of questions regarding facility, pool, and program operations. Decisions about changes in operations can be made based upon feedback in a fairly short turn-around time.

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

**Activity:** Increase and enhance outreach to older adults.

**Expectation:** Strategically combine marketing and programming efforts to create more easily accessible and comprehensive listing of all activities for older adults.

**Result-Benefit:** Community members will gain a much better understanding of the wide breadth of amenities and activities available.

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

**Activity:** Cross-division activities and planning sessions will be offered to enhance interactions, build on current successes and to create future opportunities.

**Expectation:** Collaborative programming and planning amongst the Community Resources divisions will create the opportunity to share visions, challenges and utilize resources.

**Result-Benefit:** Relationships are strengthened, a broader understanding of the existing services occurs and the knowledge, creativity and resourcefulness of employees can be better utilized.

**General Comments**

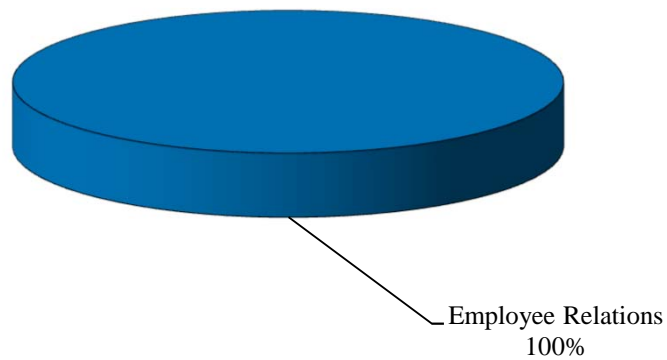
Participation remains strong in programs and facilities. Unless noted otherwise, figures now include the Clements Center.

	<b>2017 Actual</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
Open Gym and Pool Admissions	484,319	485,000	485,500
Outdoor Pool Admissions	29,558	32,000	32,000
Activity Spectators/Special Programs Attendance	8,880	9,000	9,000
Total Admissions	522,757	526,000	526,500
Facility Rentals/Outreach			
Rental Hours	106,880	107,000	107,000
Number of Facilities	12	12	12
Classes and Activities			
Number Planned/Offered (includes drop-in, Paha and reg)	3,428	3,500	3,500
Number of Participants	21,815	22,000	22,000
Online Registration	19,957	20,000	20,000
Lakewood Rides			
Number of City Program riders	12,108	12,100	12,100
Door through Door One-Way	22,603	23,500	24,500
Clements Programs			
Classes/Trips/etc.	35,346	37,100	37,100
Resource/Info	5,578	5,600	5,600
Meal Site	11,762	10,000	10,000
Volunteer Hours	7,144	7,100	7,100



# EMPLOYEE RELATIONS

2019 Department Overview



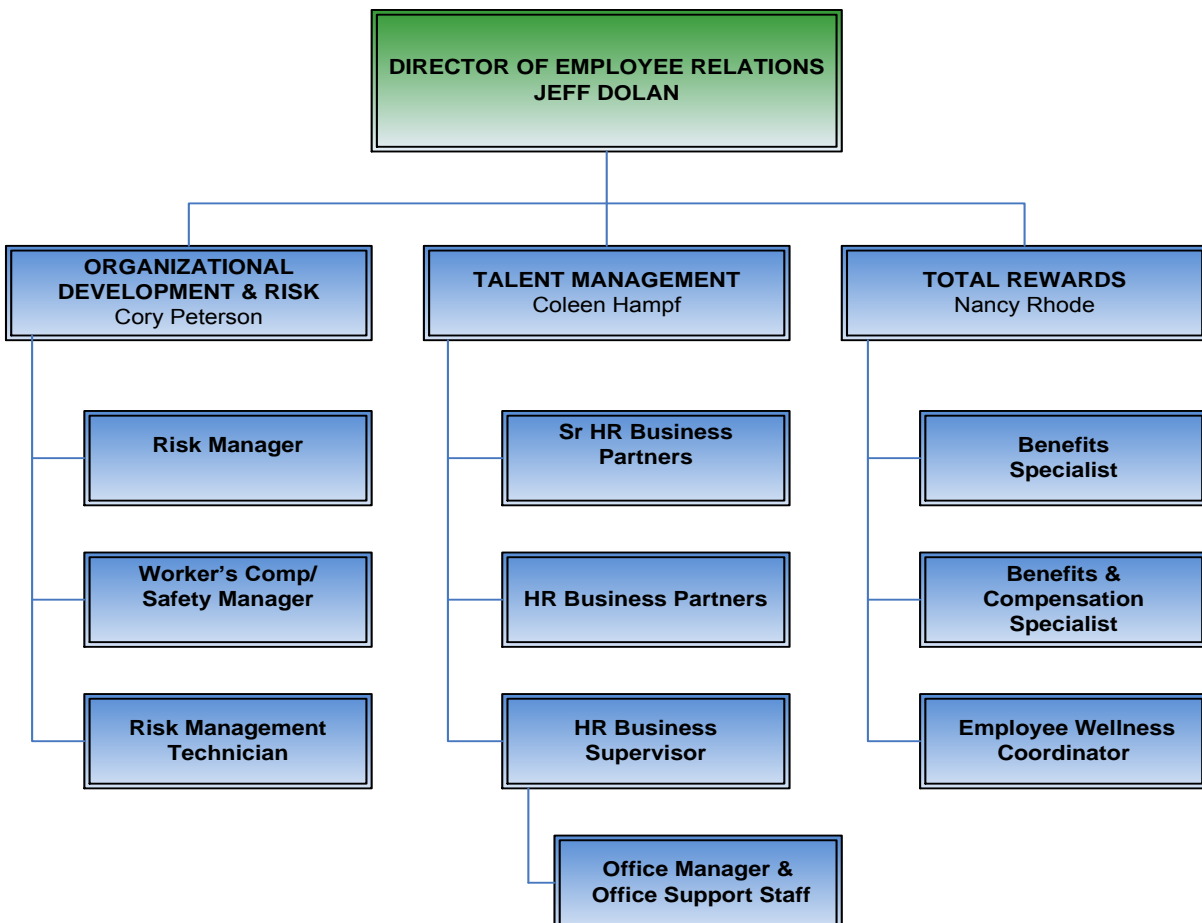
	2017 Actuals	2018 Budget	2018 Revised	2019 Budget
Employee Relations	\$ 1,450,640	\$ 1,706,511	\$ 1,686,896	\$ 1,809,270
<b>TOTAL:</b>	\$ 1,450,640	\$ 1,706,511	\$ 1,686,896	\$ 1,809,270
<b>Percent to All Funds</b>	0.82%	0.84%	0.70%	0.88%



# EMPLOYEE RELATIONS

(303) 987-7700

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







## Department: Employee Relations

**Mission Statement:** The Department of Employee Relations is committed to establishing and maintaining a City workforce and culture that ensures the needs of our citizens are met. The Department provides exceptional quality services and organizational leadership in all disciplines of human resources.

**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.

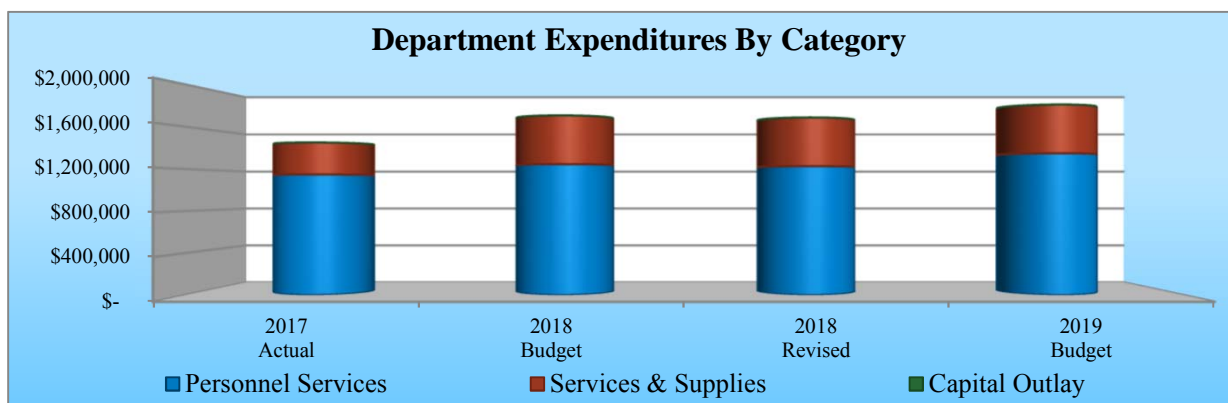
The Talent Management Division operationalizes strategies for overall workforce culture to include recruiting, interviewing, training, policy development and interpretation, Human Resource Information System (HRIS), Citywide work force and succession planning, budget, unemployment, performance management, employee recognition/engagement and new employee on-boarding efforts.

The Total Rewards Division strategizes and manages the City's total rewards program. They serve as the coordinating and communication point for numerous vendors that provide employee and retiree benefit packages. These packages include health plans, life insurance, disability insurance, pension and deferred compensation programs, time-off benefits, and miscellaneous employee benefits. This division also manages the City's compensation plans, classification system, and the HRIS systems for benefits and compensation. The Employee Wellness program ensures effective employee wellness initiatives are promoted and evaluated. Together the benefits, compensation, and wellness programs we offer help recruit and retain talented employees who carry out all City Council goals.

Risk Management partners with City Leadership to identify, assess, and mitigate threats to City resources and personnel or insure against their effects. Additionally, Risk is responsible for Work Comp and other claims to provide both superior customer support and fiscal acumen. Utilizing both a strong Safety Program and a proactive and preventative mindset Risk mitigates potential hazards to prevent mishaps. Through a continuous process of Organizational Development the City is poised to remain anticipatory in action rather than reactive.

### Department Expenditures By Category

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Personnel Services	\$ 1,147,799	\$ 1,245,587	\$ 1,225,972	\$ 1,348,346
Services & Supplies	302,841	460,924	460,924	460,924
Capital Outlay	-	-	-	-
<b>TOTAL:</b>	<b>\$ 1,450,640</b>	<b>\$ 1,706,511</b>	<b>\$ 1,686,896</b>	<b>\$ 1,809,270</b>



**Department Expenditures By Fund**

	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
General Fund	\$ 1,450,640	\$ 1,706,511	\$ 1,686,896	\$ 1,809,270
<b>TOTAL:</b>	\$ 1,450,640	\$ 1,706,511	\$ 1,686,896	\$ 1,809,270

**Full-Time Positions**

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

	<b>2017 Revised</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
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
<b>Total Full-Time Positions (FTE):</b>	9.80	9.80	9.80	9.80
<b>Part-Time Hours</b>	1,456	1,456	1,456	1,456
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	10.50	10.50	10.50	10.50

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

- ♦ 2018 Budget has increased \$97,788 over 2017 Actuals due to vacancy savings in the Organizational Development and Risk Manager transition
- ♦ 2019 Budget has increased \$121,993 over 2018 Revised Budget due to dual incumbency for Total Rewards Manager, standard benefit and compensation increases

❖ **Services & Supplies**

- ♦ 2018 Budget has increased \$158,083 over 2017 Actuals due to underspending in consulting and training line items.



## Core Values / Goals / Activities / Expectations / Results-Benefits

### ❖ FISCAL RESPONSIBILITY

#### ♦ GOAL: Provide fiscally responsible, yet competitive compensation and benefit plans

**Activity:** A comprehensive and competitive total rewards package is provided for current and retired employees complying with federal, state, and local regulations.

**Expectation:** Total rewards are continually monitored and adapted to economic conditions. Good relationships with benefit providers are maintained to better assist with negotiation of costs and design of plans.

**Result-Benefit:**

The medical Health Reimbursement Account (HRA) plan and self-insured medical plan have resulted in significant savings for the City's annual renewals. This plan, along with all benefits, will continue to be refined to make cost-effective use of total compensation dollars.

#### ♦ GOAL: Provide fiscally responsible training activities in compliance with Federal, State, Local employment laws

**Expectation:** The Department provides the most cost effective programs to City employees, offering educational opportunities and incentives that help employees maintain overall high customer service levels. Employees are trained in the areas of respect in the workplace, including citizen and employee relations. Topic areas include customer service training and employment law, which will cover:

- Americans with Disabilities Act (ADA) Title I and Title II
- Americans with Disabilities Act Amendment Act (ADAAA)
- Sexual harassment
- Ethics
- Workplace violence
- Discrimination

This training promotes creating a safe work environment which allows employees to provide outstanding customer service to the citizens of the Lakewood community.

**Result-Benefit:** The goal is to create a positive employee/citizen interaction. By providing Nuts and Bolts supervisory training and Courageous Leadership for supervisors/managers, Real Colors training addressing diversity, employee engagement, employment law training, and teambuilding opportunities, employees work in an environment free of harassment, discrimination, and violence. Citizen concerns are managed effectively. Employee satisfaction and retention is high.

### ❖ EDUCATION AND INFORMATION

#### ♦ GOAL: Organizational leadership is provided for the development and implementation of processes and programs that promote the professional and personal development of all employees. This will create a higher level of effectiveness with citizens.

**Activity:** Employees are given an orientation and training to communicate organizational culture, programs available to citizens, and service expectations.

**Expectation:** Employees are trained during orientation to focus on citizen satisfaction and engagement.

**Result-Benefit:** Citizens who are more supportive of City processes, programs and efforts

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

- ♦ **GOAL: Reinforce and integrate City Manager's core characteristics, and culture into all programs, processes and services.**

**Activity:** Incorporate Performance Excellence, Leadership, Respect and Collaboration and Culture into organizational development programs, selection processes, performance management activities, job descriptions, recognition efforts, safety, diversity efforts and workforce planning 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.

	<b>2016 Actual Participation</b>	<b>2017 Actual Participation</b>	<b>2018 Expected Participation</b>	<b>2019 Expected Participation</b>
Employee Benefit Orientations	88	95	90	90
Benefits Fair (14 Providers)	400	425	430	430
Various Benefit Topics	200	210	200	200
Quarterly Pension Meetings	300	360	320	320
Individual Consultations	900	880	900	900
Wellness & Safety Fair	150	360	400	400
Wellness Incentive Program	306	410	500	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 order to maintain compliance with all applicable federal, state and local regulations.

- ♦ **GOAL: To ensure the effective utilization of financial resources provided by CIGNA and Kaiser as well as our self-insurance program, the Employee Wellness Coordinator will coordinate and promote employee wellness initiatives**

**Activity:** The Employee Wellness Coordinator will develop and implement programs to include on-line wellness point system, biometric screens, fitness, nutritional, stress management, education, and events.

**Expectation:** The outcome of our employee wellness initiatives will include improvements in employee participation, lifestyle enhancements, and reduction in health risks.

**Result-Benefit:** The City of Lakewood and its employees will benefit and improve on multiple biometric measures and reductions in overall medical/health plan utilization.

## ❖ PHYSICAL & TECHNOLOGICAL INFRASTRUCTURE

- ♦ **GOAL: Administer progressive, responsive, employee-oriented human resource management processes for all City departments**

**Activity:** The recruiting process, including job postings, background, reference checks, and hiring the best possible candidate that will contribute to and enhance our culture, is imperative to the organization. NEOGOV, an on-line application process, streamlines efforts for citizens accessing government jobs throughout the nation both by computer and mobile devices.

**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 who will enhance the overall city wide culture. Candidates are carefully screened for job-related criminal, drug, theft, or motor vehicle convictions, etc. The Police Department conducts extensive background investigations for sworn and non-sworn applicants.

**Result-Benefit:** The Department is very involved in ongoing recruitments and continues to reach out to a wide variety of sources in search of well-qualified and diverse candidates. Sites such as Governmentjobs.com, Indeed, RecruitMilitary, Hire Veterans, Craigslist, and career-specific websites for certain positions are used. Social media efforts continue to connect with technology-inclined and diverse applicants, to include LinkedIn, Facebook, and Twitter. 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.

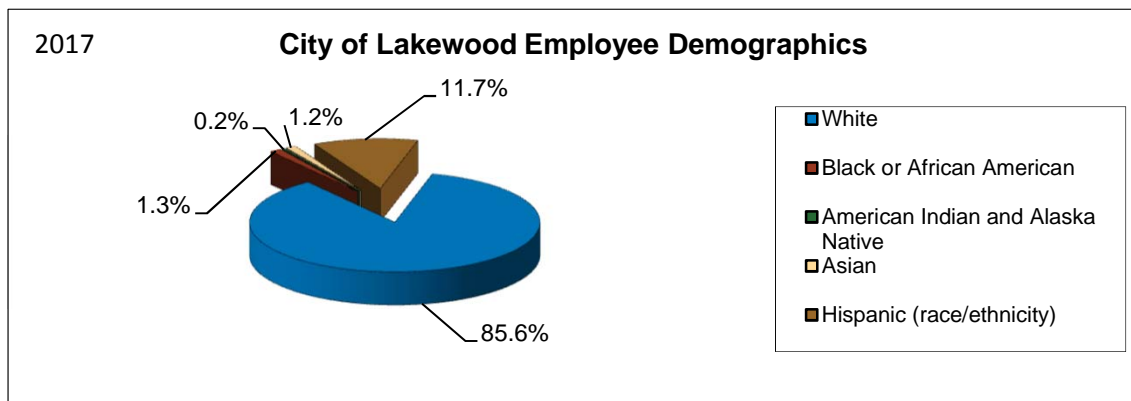


## Core Values / Goals / Activities / Expectations / Results-Benefits (continued)

**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 2018, the department investigated and responded to



**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.

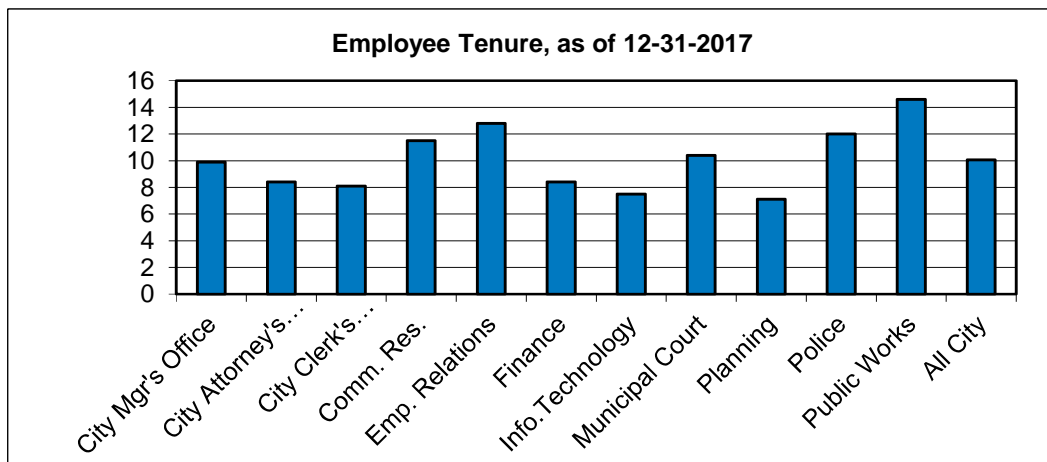
The Talent Management Division strives to perform a retention interview with new employees. In early 2018, retention and exit interviews were conducted. With the information from new and exiting employees, Employee Relations' staff can assist supervisors in improving the work group or reinforcing the supervisor's leadership ability.

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

The turnover rate in 2017 for regular employees was 10.1 percent (10.1%), which is less than the "All Colorado" turnover rate of 15.3 percent (15.3%) for government, as published in the Personnel Pulse Survey from Mountain States Employers Council in April 2018. 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>
2017	10.1%	2013	6.6%	2009	2.9%
2016	11.9%	2012	6.6%	2008	9.2%
2015	9.6%	2011	5.4%	2007	9.3%
2014	8.2%	2010	6.3%	2006	10.0%

The City of Lakewood is a reimbursable employer for unemployment claims. The Talent Management Division manages these claims. In 2017, 32 claims were processed, totaling \$77,308. 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 and succession plans to include human capital needs. Reinforce a culture of "build vs. buy" talent

**Activity:** Conduct department level needs assessments to identify core, semi-core and enhanced services. Conducted gap analysis to identify opportunities to leverage human capital, technological, equipment and process improvements.

**Expectation:** Develop a comprehensive workforce plan that strategically leverages city funding with critical business operational needs.

**Results & Benefit:** Establishing a controlled plan to proactively build talent when and where possible and buy talent when necessary. Activities range from establishing recognition / retention programs, performance review and development and management development and internships.

- ♦ **GOAL:** Administer progressive, responsive, and competitive compensation and benefit plans designed to attract and retain quality employees, to meet the needs of employees and their families by enhancing employee security, and to help maintain job satisfaction and maximize productivity

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

**Activity:** A comprehensive and competitive compensation and benefits package is provided for current and retired employees complying with federal, state, and local regulations.

**Expectation:** Total compensation is continually monitored and adapted to economic and workforce changes. Good relationships with benefit providers are maintained to better assist with mediation and facilitation between employees and vendors when resolving problems.

**Result-Benefit:** The City of Lakewood administers 3 pension plans, 2 medical plans, 2 dental plans, a vision plan, 3 life insurance plans, a survivor life plan, a Police Duty Death and Disability plan, a travel accident plan, 3 disability plans, an optional insurance plan, 2 flexible spending plans, an Employee Assistance program, various retiree plans, and numerous other benefits.

<u>Plan / Employees</u>	<u>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Revised</u>	<u>2019 Budget</u>
Medical Insurance (855)	\$ 9,300,000	\$ 10,598,100	\$ 11,200,000	\$ 12,600,000
Vision Insurance (855)	95,000	104,042	109,000	120,000
Dental Insurance (869)	548,000	587,426	735,000	788,000
Life Related Insurance (976)	339,000	284,157	272,000	283,000
Disability Insurance (976)	266,000	380,338	426,000	444,000
Medicare (799)	913,000	972,740	1,014,000	1,055,000
Pension/Retirement (976)	6,077,000	6,496,975	8,468,000	9,926,000
<b>TOTAL</b>	<b>\$ 17,538,000</b>	<b>\$ 19,423,778</b>	<b>\$ 22,224,000</b>	<b>\$ 25,216,000</b>

Assistance is also provided to terminated and retired employees.

	<u>2016 Participation</u>	<u>2017 Participation</u>	<u>2018 Expected Participation</u>	<u>2019 Expected Participation</u>
Employee Benefit Checklist	124	112	150	120
Retirements	25	11	16	20
COBRA* Participants	15	22	18	18
Retirees Health Participants	34	35	35	35

\*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 2018. Additional studies have been identified to be completed in 2018 and 2019. 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.

	2016	2017	2018	2019
<u>Type of Leave</u>	<u>Participation</u>	<u>Participation</u>	<u>Expected Participation</u>	<u>Expected Participation</u>
Medical Leaves	210	200	210	220
Short-Term Disability	9	5	10	10
Long-Term Disability	11	6	10	10
Military Leave	1	1	3	3
Sick-Leave Donations	7	9	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.

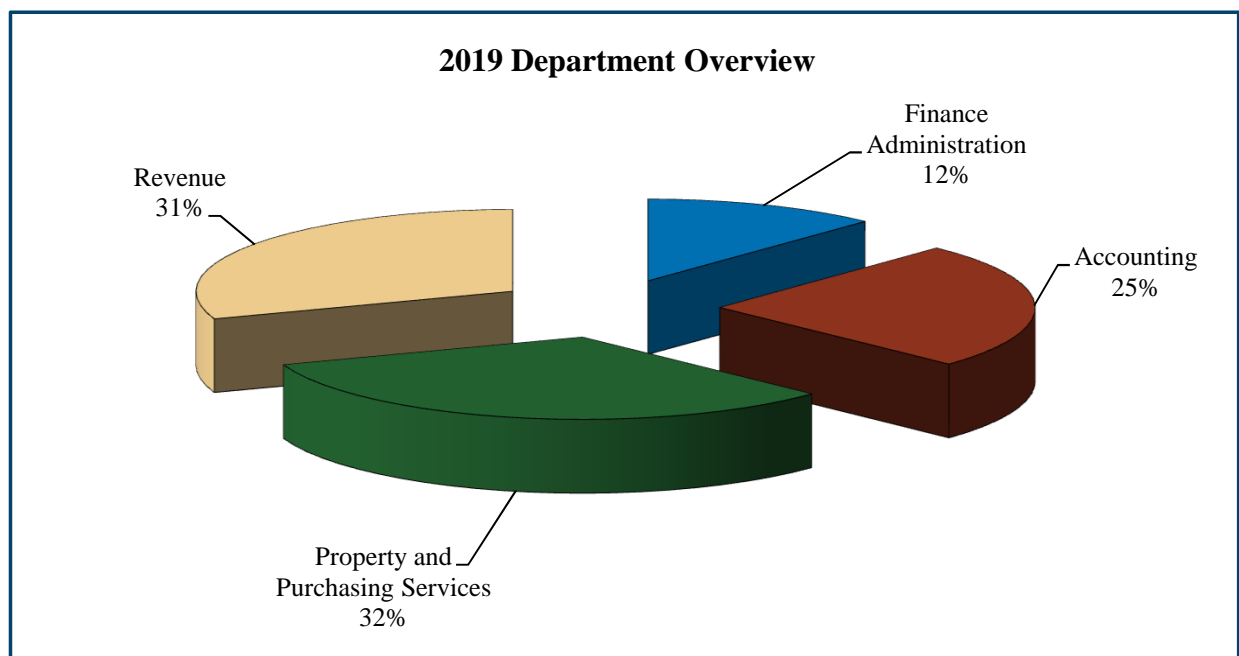
Other regulations that will significantly impact the City's Benefits & Compensation include the Patient Protection & Affordable Care Act (PPACA), Health Care & Education Reconciliation Act, American Health Care Act (AHCA), Family Medical Leave Act (FMLA), Colorado Family Care Act, Health Insurance Portability & 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



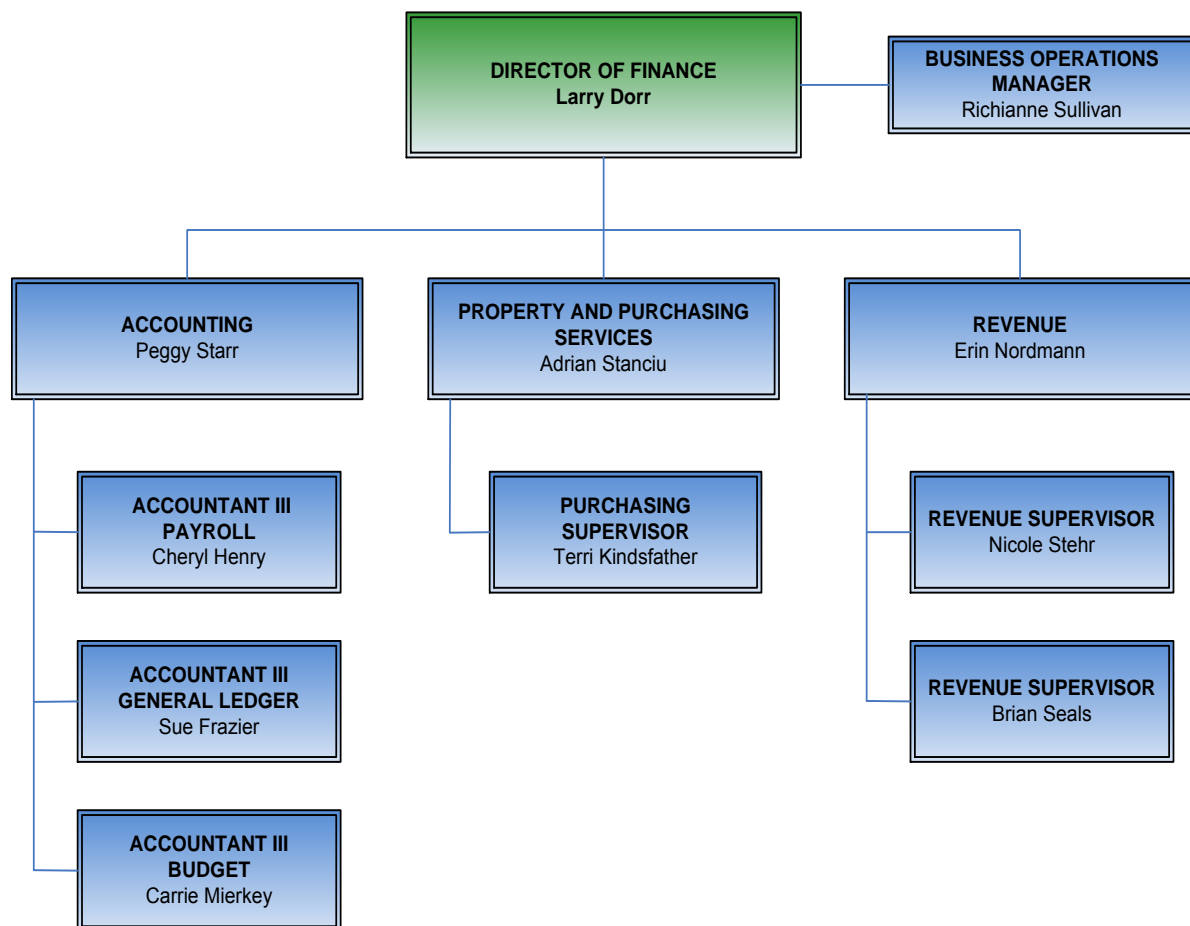
	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Finance Administration	\$ 474,959	\$ 503,392	\$ 498,240	\$ 521,608
Accounting	896,334	1,081,540	1,066,870	1,086,264
Property and Purchasing Services	1,206,280	1,359,911	1,354,182	1,403,272
Revenue	926,432	1,502,706	1,286,615	1,319,495
<b>TOTAL:</b>	<b>\$ 3,504,004</b>	<b>\$ 4,447,549</b>	<b>\$ 4,205,907</b>	<b>\$ 4,330,640</b>
<b>Percent to All Funds</b>	1.98%	2.20%	1.74%	2.10%



# FINANCE DEPARTMENT

(303) 987-7600

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



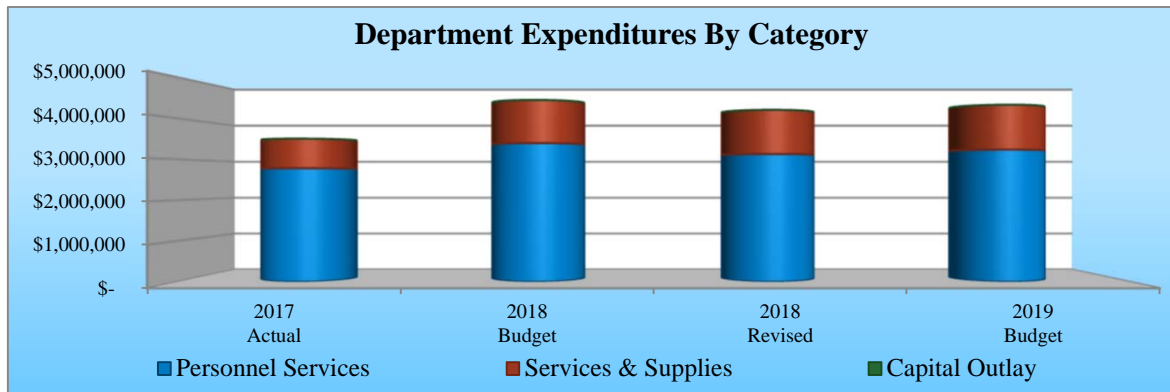


## Department: Finance

**Mission Statement:** Provide a responsive fiscal and asset management foundation to meet the needs of the community through professional, knowledgeable, and ethical services.

### Department Expenditures By Category

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Personnel Services	\$ 2,780,689	\$ 3,393,652	\$ 3,128,354	\$ 3,235,876
Services & Supplies	722,663	1,053,697	1,077,353	1,094,564
Capital Outlay	652	200	200	200
<b>TOTAL:</b>	\$ 3,504,004	\$ 4,447,549	\$ 4,205,907	\$ 4,330,640



### Department Expenditures By Fund

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
General Fund	\$ 3,414,604	\$ 4,354,556	\$ 4,110,552	\$ 4,230,528
Capital Improvement Fund	58,530	60,971	63,418	66,649
Grants Fund	30,870	32,022	31,938	33,463
<b>TOTAL:</b>	\$ 3,504,004	\$ 4,447,549	\$ 4,205,907	\$ 4,330,640

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

	<b>2017 Revised</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
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	1.00	1.00	0.94	0.94
Accountant III/Sr Accountant	2.75	2.75	2.75	2.75
Accounting Manager	1.00	1.00	1.00	1.00
Accounting Technician	1.00	1.00	-	-
Administrative Assistant	1.00	1.00	1.00	1.00
Business Operations Manager	1.00	1.00	1.00	1.00
Business Operations Administrator	-	-	1.00	1.00
Business Analyst & Appl Specialist	1.00	1.00		
Buyer II	2.00	2.00	2.00	2.00
Contract Administrator	1.00	1.00	1.00	1.00
Payroll Accountant	1.00	1.00	1.00	1.00
Property & Purchasing 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 Technician	4.00	4.00	3.35	3.00
Right of Way Agent	2.00	2.00	2.00	2.00
Right of Way Technician	1.00	1.00	1.00	1.00
Sales Tax Auditor	5.00	5.00	5.00	5.00
Senior Sales Tax Auditor	1.00	1.00	1.00	1.00
<b>Total Full-Time Positions (FTE):</b>	<b>32.75</b>	<b>32.75</b>	<b>31.04</b>	<b>30.69</b>
<b>Part-Time Hours</b>	<b>5,205</b>	<b>5,205</b>	<b>6,945</b>	<b>6,945</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>35.25</b>	<b>35.25</b>	<b>34.38</b>	<b>34.03</b>

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

- 2017 Actual vs. 2018 Budget is up \$612,963 due to vacancy savings throughout the department and budgeted salary and benefit increases.
- 2018 Budget vs. 2018 Revised Budget has decreased \$265,298 due to lower than budgeted salary and benefit increases and the transfer of one position to the Community Resources Department.

❖ **Services & Supplies**

- 2017 Actual vs. 2018 Budget is up \$331,034 due primarily to cost savings in 2017.



## **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**

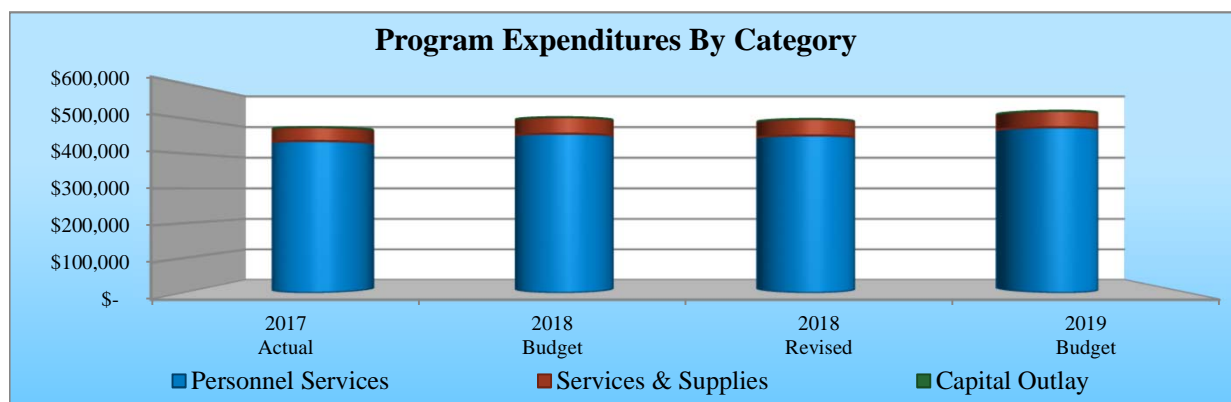
- ♦ **GOAL:** Educate the community to enhance business relationships

**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

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Personnel Services	\$ 435,333	\$ 456,328	\$ 451,176	\$ 474,544
Services & Supplies	39,626	47,064	47,064	47,064
Capital Outlay	-	-	-	-
<b>TOTAL:</b>	\$ 474,959	\$ 503,392	\$ 498,240	\$ 521,608



### Program Expenditures By Fund

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
General Fund	\$ 474,959	\$ 503,392	\$ 498,240	\$ 521,608
<b>TOTAL:</b>	\$ 474,959	\$ 503,392	\$ 498,240	\$ 521,608



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

	2017 Revised	2018 Budget	2018 Revised	2019 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
<b>Total Full-Time Positions (FTE):</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

<b>Part-Time Hours</b>	-	-	-	-
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

**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:**

<b>Treasury Statistics at Dec. 31:</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Number of Investments	83	64	71	78
Internal Capital Managed	\$ 74,860,000	\$ 72,100,000	\$ 96,145,000	\$ 111,127,000
External Advisor	\$ 10,277,000	\$ 10,264,000	\$ 20,304,000	\$ 20,567,000
Cash Revenues Managed	\$ 148,300,000	\$ 163,700,000	\$ 171,500,000	\$ 177,323,000



## General Comments

During the year the Finance Department was recognized with national awards, and we also recognized the longevity of our staff.



At left, Finance Director, Larry Dorr presenting the Certificate of Achievement for Excellence in Financial Reporting to Accounting Manager, Peggy Starr.

At right, Finance Director, Larry Dorr honoring Utility Billing Technician, Cherie Arnone, for her 15 years of service and dedication to the City of Lakewood.



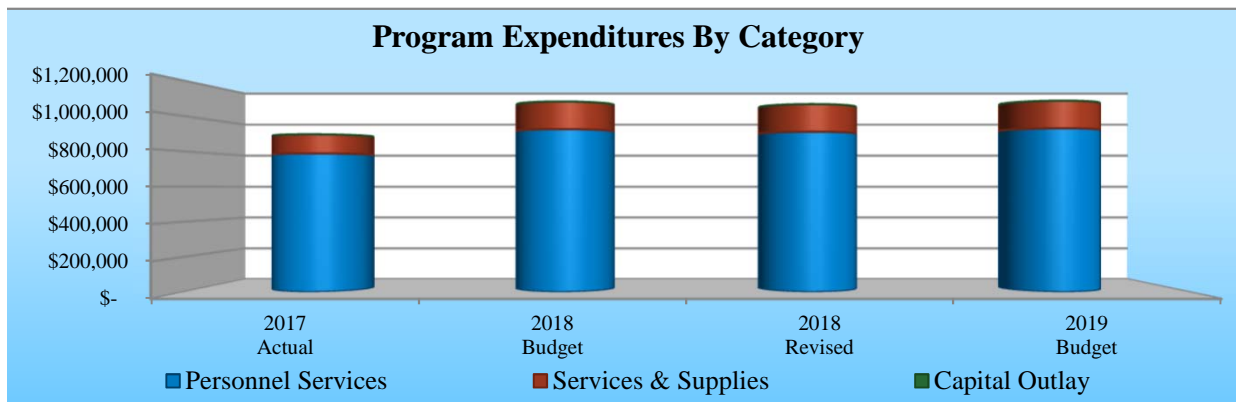
At left, Finance Director, Larry Dorr honoring Contract Administrator, Mary O'Halloran, for her 15 years of service and dedication to the City of Lakewood.

**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 accounting principles and budget policies and guidelines.

**Program Expenditures By Category**

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Personnel Services	\$ 788,190	\$ 925,553	\$ 910,883	\$ 930,277
Services & Supplies	108,144	155,987	155,987	155,987
Capital Outlay	-	-	-	-
<b>TOTAL:</b>	\$ 896,334	\$ 1,081,540	\$ 1,066,870	\$ 1,086,264

**Program Expenditures By Fund**

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
General Fund	\$ 865,463	\$ 1,049,518	\$ 1,034,932	\$ 1,052,801
Grants Fund	30,870	32,022	31,938	33,463
<b>TOTAL:</b>	\$ 896,334	\$ 1,081,540	\$ 1,066,870	\$ 1,086,264

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

	<b>2017 Revised</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
Accounting Manager	1.00	1.00	1.00	1.00
Accountant I	1.00	1.00	1.00	1.00
Accountant II	1.00	1.00	0.94	0.94
Accountant III	2.75	2.75	2.75	2.75
Accounting Technician	1.00	1.00	-	-
Payroll Accountant	1.00	1.00	1.00	1.00
Business Analyst & Appl Specialist	1.00	1.00	-	-
Business Operations Administrator	-	-	1.00	1.00
<b>Total Full-Time Positions (FTE):</b>	<b>8.75</b>	<b>8.75</b>	<b>7.69</b>	<b>7.69</b>
<b>Part-Time Hours</b>	<b>-</b>	<b>-</b>	<b>1,740</b>	<b>1,740</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>8.75</b>	<b>8.75</b>	<b>8.53</b>	<b>8.53</b>

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

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

- ♦ 2017 Actual vs. 2018 Budget is up \$137,363 due to a vacancy and budgeted salary and benefit increases.

**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 Actual</u>	<u>2018 Projected</u>
Payroll Checks & Direct Deposits Processed	38,221	38,611	39,595	40,000
Annual Employee Wage & Tax Statements (W-2s) Prepared and Filed	2,064	2,113	2,177	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 Actual</u>	<u>2018 Projected</u>
Number of Accounts Receivable Billed	389	307	299	300
Cash Receipts-End of Day Input	6,029	6,492	7,249	7,300
Cash Receipts-Deposited Items	113,683	96,485	94,230	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 Actual</u>	<u>2018 Projected</u>
Number of Accounts Payable Checks Processed	6,421	6,301	6,109	6,100
Number of Purchase Card Annual Information Returns Prepared & Filed (1099s)	21,651	22,992	24,221	25,000
	215	199	238	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 Actual</u>	<u>2018 Projected</u>
Water and Sanitation Bills	53,417	53,626	54,024	54,000
Stormwater Bills	57,728	59,708	58,619	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 Actual</u>	<u>2018 Projected</u>
Grant Tracking & Reconciliations	42	42	29	30
Monthly Bank Account Reconciliations	288	257	269	269
General Ledger Journal Entries	1,754	1,793	1,654	1,660

♦ **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, 2017 the City Council adopted the 2018 Budget via Ordinance. The 2019 Budget is being presented to City Council for adoption by ordinance.

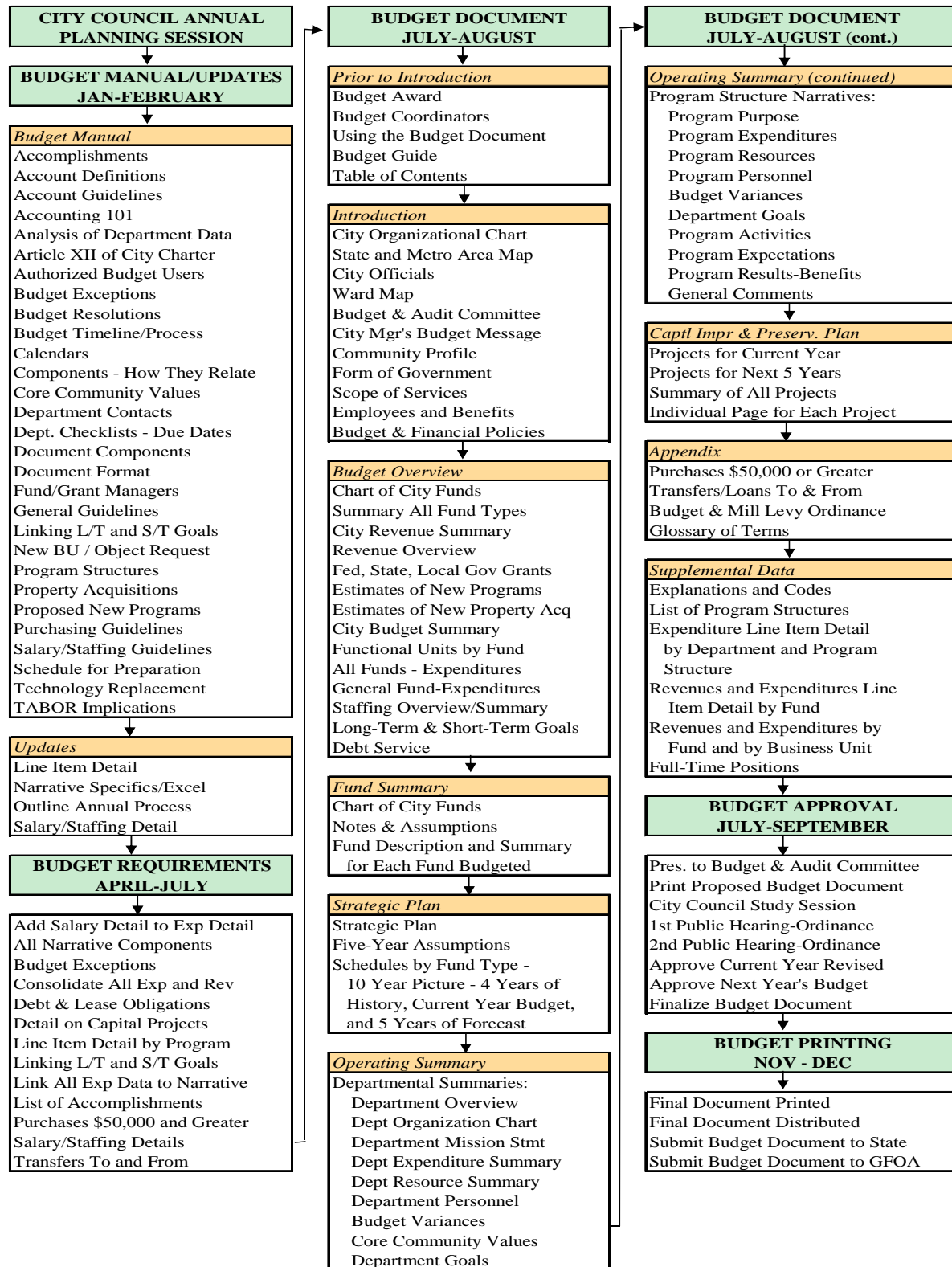
The City employs a bottom-up budgeting approach. As such, the Division facilitates all Citywide budget coordinators by providing training, a comprehensive budget manual, and in-depth financial templates. It also compiles all of the budget information into the published document.

The GFOA has reviewed the budget document and has awarded the Distinguished Budget Presentation Award for the 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, 2016 and for 28 previous years and the *Distinguished Budget Presentation Award* for the Citywide Budget for the fiscal year beginning January 1, 2018 and for the 18 previous years. The 2017 CAFR has been submitted for the award and the 2019 Budget will be submitted for the award.





**Program:** Property and Purchasing Services

**Department:** Finance

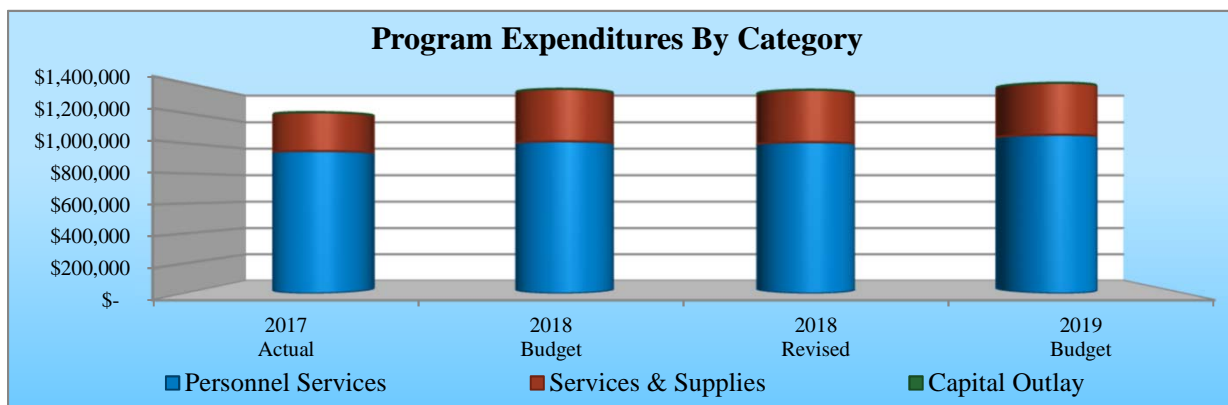
**Division:** Property and Purchasing Services

**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

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Personnel Services	\$ 948,451	\$ 1,012,474	\$ 1,006,745	\$ 1,055,766
Services & Supplies	257,177	347,237	347,237	347,307
Capital Outlay	652	200	200	200
<b>TOTAL:</b>	<b>\$ 1,206,280</b>	<b>\$ 1,359,911</b>	<b>\$ 1,354,182</b>	<b>\$ 1,403,272</b>



### Program Expenditures By Fund

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
General Fund	\$ 1,147,750	\$ 1,298,940	\$ 1,290,764	\$ 1,336,623
Capital Improvement Fund	58,530	60,971	63,418	66,649
<b>TOTAL:</b>	<b>\$ 1,206,280</b>	<b>\$ 1,359,911</b>	<b>\$ 1,354,182</b>	<b>\$ 1,403,272</b>

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

	<b>2017 Revised</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
Property & Purchasing Division Mgr	1.00	1.00	1.00	1.00
Buyer II	2.00	2.00	2.00	2.00
Contract Administrator	1.00	1.00	1.00	1.00
Purchasing/Mailroom Supervisor	1.00	1.00	1.00	1.00
Right of Way Agent	2.00	2.00	2.00	2.00
Right of Way Technician	1.00	1.00	1.00	1.00
<b>Total Full-Time Positions (FTE):</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>
<b>Part-Time Hours</b>	<b>4,420</b>	<b>4,420</b>	<b>4,420</b>	<b>4,420</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>10.13</b>	<b>10.13</b>	<b>10.13</b>	<b>10.13</b>

**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.

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**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:**

	2016	2017	2018	2019
<u>Mailroom Statistics</u>	<u>Actual</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>
Total Pieces of Outgoing Mail Processed	436,749	370,031	400,000	390,000

The above numbers do not include approximately 700 pieces of incoming and interoffice mail which are delivered to 17 external sites and 17 internal sites (within Lakewood City Commons) on a daily basis.

Charge backs of postage and labor to outside entities, such as home owner associations and Metro West Housing Solutions, have saved the City money, while causing a reduction in the number of automation (bulk-mail) and total mail pieces.

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

**Activity:** To meet the needs of the organization and its citizens, high-quality products and services at reasonable costs are procured and assets are disposed of through an open and competitive process.

**Expectation:** Compliance with the Purchasing Ordinance is assured through competitive solicitations to obtain the best value per dollar paid on the various assets, equipment, services, and contracts needed for the City to provide essential services to citizens. The Purchasing Section will work to maximize the exposure, interest, and number of responses on all solicitations.

**Result-Benefit:**

	2016	2017	2018	2019
<u>Purchasing Statistics</u>	<u>Actual</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>
Dollars in Purchase Orders	\$ 25,495,209	\$ 29,198,322	\$ 29,000,000	\$ 29,000,000
Purchasing Card Expenditures	\$ 10,734,735	\$ 10,192,078	\$ 10,000,000	\$ 10,000,000
Purchasing Card Rebate	\$ 171,359	\$ 163,834	\$ 161,000	\$ 160,000
Number of Solicitations	144	188	200	185
Number of Purchase Orders	474	451	460	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:**

	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
<b><u>Development Review Statistics</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Projected</u></b>	<b><u>Projected</u></b>
Initial Submittals	192	199	180	180
Re-submittals	57	100	80	50
Deeds/Rev. Lic. Agreements	38	33	45	40
Ordinances & Resolutions	5	5	10	8
Capital Proj Acquisitions	15	9	20	15
Total Reviews	<b>307</b>	<b>346</b>	<b>335</b>	<b>293</b>

**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).

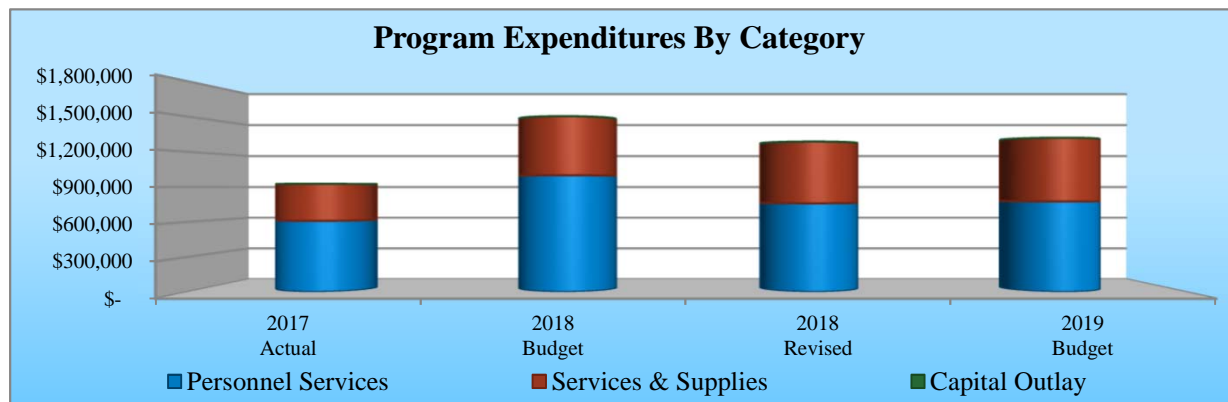
The Purchasing Division has received its sixth consecutive Excellence in Achievement award from the UPPCC, along with its second Sterling Award, in recognition of three consecutive years of professional certification by all eligible Purchasing Personnel.

**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

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Personnel Services	\$ 608,716	\$ 999,297	\$ 759,550	\$ 775,289
Services & Supplies	317,716	503,409	527,065	544,206
Capital Outlay	-	-	-	-
<b>TOTAL:</b>	\$ 926,432	\$ 1,502,706	\$ 1,286,615	\$ 1,319,495



### Program Expenditures By Fund

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
General Fund	\$ 926,432	\$ 1,502,706	\$ 1,286,615	\$ 1,319,495
<b>TOTAL:</b>	\$ 926,432	\$ 1,502,706	\$ 1,286,615	\$ 1,319,495

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

	<b>2017 Revised</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
Revenue Manager	1.00	1.00	1.00	1.00
Revenue Technician	4.00	4.00	3.35	3.00
Revenue Supervisor	2.00	2.00	2.00	2.00
Sales Tax Auditor	5.00	5.00	5.00	5.00
Senior Sales Tax Auditor	1.00	1.00	1.00	1.00
<b>Total Full-Time Positions (FTE):</b>	<b>13.00</b>	<b>13.00</b>	<b>12.35</b>	<b>12.00</b>
<b>Part-Time Hours</b>	<b>785</b>	<b>785</b>	<b>785</b>	<b>785</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>13.38</b>	<b>13.38</b>	<b>12.73</b>	<b>12.38</b>

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

- ♦ 2018 Budget vs. 2017 Actuals increased \$390,581 due to forecasted salary and benefit increases and vacant positions in 2017.
- ♦ 2018 Revised Budget vs. 2018 Budget decreased \$239,747 lower than forecasted salary and benefit increases and the transfer of one position to Community Resources.

❖ **Services & Supplies**

- ♦ 2018 Budget vs. 2017 Actuals increased \$185,693 due primarily to cost savings recognized 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 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.

<b><u>Procurement Card Audits</u></b>	<b><u>2015 Actual</u></b>	<b><u>2016 Actual</u></b>	<b><u>2017 Actual</u></b>	<b><u>2018 Projection</u></b>
Number of audits	60	76	67	83

♦ **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.

<b><u>Tax Administration &amp; Audit</u></b>	<b><u>2015 Actual</u></b>	<b><u>2016 Actual</u></b>	<b><u>2017 Actual</u></b>	<b><u>2018 Projection</u></b>
Number of licensed accounts	10,902	10,980	10,985	11,000
Number of returns processed	59,995	58,637	58,519	59,000
Delinquency revenue *	\$ 1,529,116	\$ 1,292,399	\$ 1,140,180	\$ 1,000,000

\* Delinquency revenue is based upon collections of balances more than 20 days overdue. Collection activities include: billing statements, liens, summons, or seizures. Delinquent revenues are expected to continue to decline as more users begin leveraging their online accounts for notifications, filings, and payments.



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

**Activity:** The City collects and administers Public Improvement Fees on behalf of several developers throughout the City in accordance with their respective agreements. These processes include comprehensive reporting, comparatives, and general analysis of the issues surrounding the collection of this fee.



**Expectation:** The Division will comply with the PIF Agreements while educating retailers of their PIF collection and remittance obligations.

**Result-Benefit:** Financial reports are provided to the parties of the agreements on a monthly, quarterly, fiscal, and annual basis. The City monitors PIF delinquencies on behalf of the developer and reports all outstanding liabilities. Additionally, the City initiates all tenant correspondence in regards to the PIF.

Retailers at Colorado Mills, Belmar, and Creekside are provided information periodically to assist in collecting and remitting the PIF on a monthly basis.



<b><u>PIF Section</u></b>	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Actual *</b>	<b>2018 Projection</b>
Number of retailers	381	393	400	400
Percent of collected accounts	97.2%	97.8%	97.9%	98.0%

\* The Colorado Mills mall was temporarily closed in May 2017 as a result of hail damage.

♦ **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 91% of the taxpayer base currently filing online.

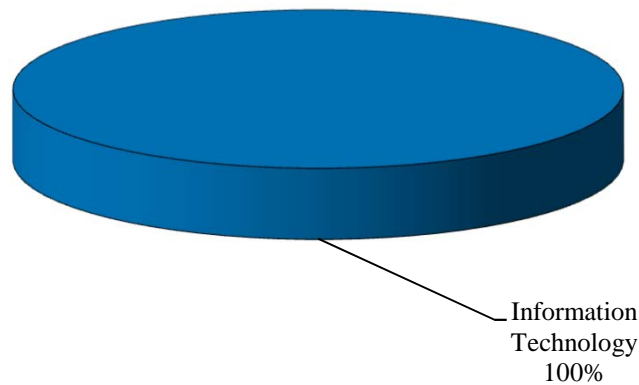


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# INFORMATION TECHNOLOGY

2019 Department Overview



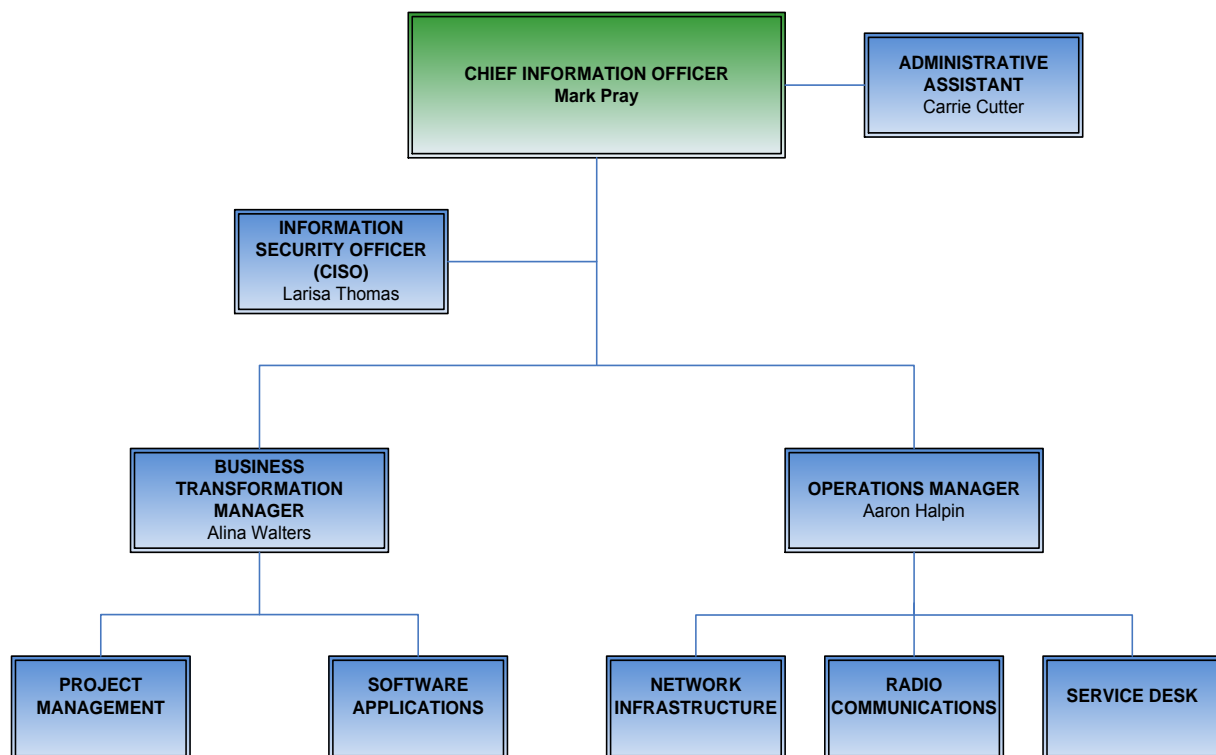
	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Information Technology	\$ 6,131,951	\$ 8,480,167	\$ 9,299,847	\$ 8,725,788
<b>TOTAL:</b>	\$ 6,131,951	\$ 8,480,167	\$ 9,299,847	\$ 8,725,788
<b>Percent to All Funds</b>	3.47%	4.19%	3.84%	4.24%



# INFORMATION TECHNOLOGY

(303) 987-7676

[www.lakewood.org/InformationTechnology/](http://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.

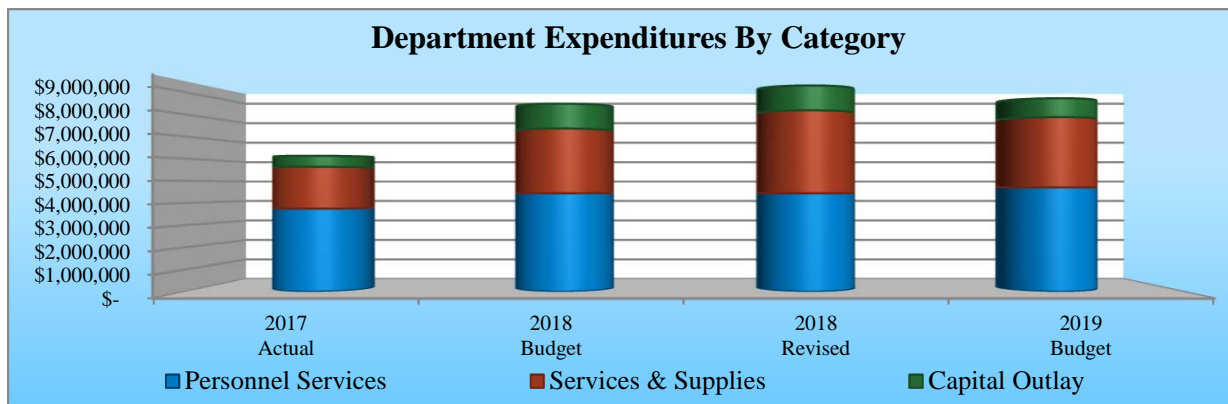
**Purpose:** In support of our mission, the IT Department is organized into two divisions with skillsets and goals to ensure that technology-focused initiatives are supported from concept through operations, and towards eventual asset retirement. More specifically, each division provides the following 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, technical solution delivery, and organizational change management support.

*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

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Personnel Services	\$ 3,744,541	\$ 4,443,634	\$ 4,438,314	\$ 4,709,403
Services & Supplies	1,888,711	2,917,533	3,742,533	3,166,385
Capital Outlay	498,699	1,119,000	1,119,000	850,000
<b>TOTAL:</b>	<b>\$ 6,131,951</b>	<b>\$ 8,480,167</b>	<b>\$ 9,299,847</b>	<b>\$ 8,725,788</b>



### Department Expenditures By Fund

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
General Fund	\$ 5,872,398	\$ 6,995,167	\$ 7,064,847	\$ 7,423,788
Equipment Replacement Fund	259,553	1,485,000	2,235,000	1,302,000
<b>TOTAL:</b>	<b>\$ 6,131,951</b>	<b>\$ 8,480,167</b>	<b>\$ 9,299,847</b>	<b>\$ 8,725,788</b>

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

	<b>2017 Revised</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
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	-	-
Business Analyst	2.00	2.00	1.00	1.00
Business Transformation Mgr	1.00	1.00	1.00	1.00
Communications Systems Tech	1.00	1.00	1.00	1.00
ERP Support Analyst	1.00	1.00	1.00	1.00
GIS Coordinator	1.00	1.00	1.00	1.00
GIS Technician	1.00	1.00	-	-
Information Security Officer	-	-	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	2.00	2.00
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	-	-
Senior Project Manager	2.00	2.00	2.00	2.00
Senior Software Engineer	1.00	1.00	4.00	4.00
Service Desk Agent	3.00	4.00	3.00	3.00
Service Desk Analyst	1.00	1.00	1.00	1.00
Service Desk Supervisor	1.00	1.00	1.00	1.00
Service Desk Technician	-	-	1.00	1.00
Software Applications Manager	1.00	1.00	1.00	1.00
Software Engineer	-	-	1.00	1.00
Systems Engineer	2.00	2.00	1.00	1.00
Technology Infrastructure Supv	-	-	1.00	1.00
Telecommunication Engineer	1.00	1.00	1.00	1.00
<b>Total Full-Time Positions (FTE):</b>	<b>33.00</b>	<b>34.00</b>	<b>34.00</b>	<b>34.00</b>
<b>Part-Time Hours</b>	-	-	-	-
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>33.00</b>	<b>34.00</b>	<b>34.00</b>	<b>34.00</b>



## Budget Variances

### ❖ Personnel Services

- ♦ 2018 Budget increased \$699,093 over 2017 actuals due to vacancies occurring during 2017 and budgeting 2018 at full staff with an additional service desk agent position.

### ❖ Services & Supplies

- ♦ 2018 Budget increased \$1,028,822 over 2017 actuals due to approved budget exceptions for a one-time transfer to start the infrastructure sustainability program, Lakewood.org refresh, building permits process assessment, assuming Police department telecommunications and partial software maintenance expenses.
- ♦ 2018 Revised Budget increased \$825,000 over 2018 Budget due to moving pre-appropriated funds for the MDC replacement and expansion of the core firewalls use and maintenance into 2018 Revised Budget.
- ♦ 2019 Budget decreased \$576,148 from the 2018 Revised Budget due to the MDC project forecasted to be procured by end of 2018 and adding new projects in 2019 for financial system upgrade, City mobile radio replacement, implementing on-going compliance efforts.

### ❖ Capital Outlay

- ♦ 2018 Budget increased \$620,301 over 2017 actuals due to the inception of the infrastructure sustainability program, the re-appropriation of the Court system replacement project, and new projects starting in 2018 for the Fleet management system upgrade, Police digital evidence management system upgrade, video arraignment system upgrades, and expansion of the City's electronic records management system.
- ♦ 2019 Budget decreased \$269,000 from the 2018 Revised Budget due to the one-time projects forecasted to be complete in 2018 and planning for a public safety radio system site migration in 2019.

## 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.



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

### Expectation:

Ability to develop and sustain 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.

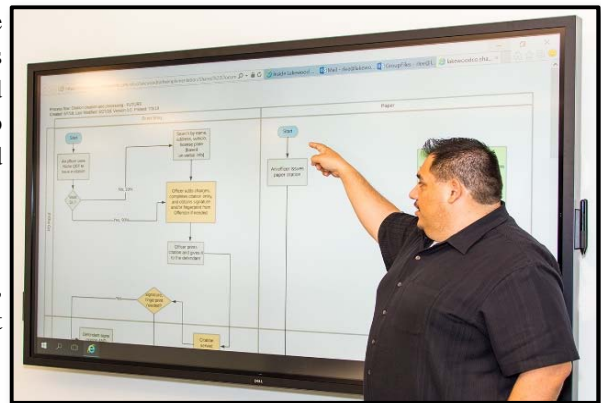


### ♦ GOAL: Drive continuous improvement to the organization through business process and technology innovations.

**Activity:** Partner with City personnel to evaluate improvement opportunities for both business processes as well as technological support, and implement effective and innovative solutions to ensure maximum operational capability and flexibility for the lowest cost.

### Expectation:

Collaborate with departments to document, streamline, and enhance intra- and inter-department business processes and the use of technical solutions.



### Result-Benefit:

Current projects in progress or planned include process improvements and technology upgrades associated with City systems that support police communications, financial operations, employee relations, permit management, utility billing, police records management, and court case management.

### ♦ GOAL: Enhance end-user service levels through streamlined operations.

**Activity:** Collaborate with City departments to refine service level agreements, provide transparency into the status of incidents, and enhance our end-users' access to and value gained from the IT service desk support team.

**Expectation:** The IT Department will provide 24x7 service availability through an intuitive user interface and with exceptional customer service support.





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

### Result-Benefit:

The IT department continually evaluates and refines service level expectations with City departments to ensure our services are aligned to business goals and demands, while also building value-added relationships.



### ◆ GOAL: Build a cyber-security culture that aligns with business needs City operational goals.

**Activity:** Continue annual mandatory Information Security training program, conduct monthly educational phishing assessments, and stay abreast of emerging cyber threats.

### Expectation:

Ensure appropriate programs and tools are available to help protect employees, the City, and to comply with laws and regulations as related to cyber-security threats.



### Result-Benefit:

Empower staff to deal with everyday security risks and act as a security shield for the City, thereby strengthening our internal security posture, as well as providing businesses and residents with assurance that their interactions with the City are secure.

### ◆ GOAL: Evolve IT organization into a Center of Excellence by becoming a catalyst and driver of innovation through an increased understanding of the City's business.

**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 meet business needs and 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 for effective investment selection and management.

### 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.





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

### ❖ PHYSICAL & TECHNOLOGICAL INFRASTRUCTURE

- ♦ **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.**

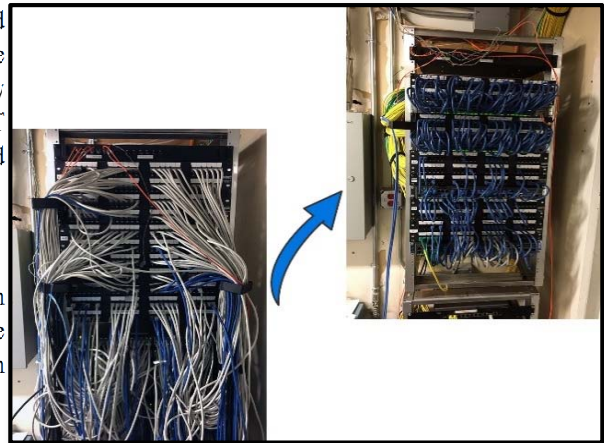
**Activity:** Stay abreast of advances in technology and the availability of technical services to maximize the use of the annual IT Infrastructure Sustainability Program, established to procure and maintain all IT related items required for secure, effective, and efficient City-wide operations.

**Expectation:**

Identify, prioritize, 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 technology investments within IT for greater visibility into the software applications portfolio.**

**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 solution recommendations and delivery.



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

### Expectation:

Plan for the consolidation of any technology solution payments and contracts not currently managed by the IT department.

### 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.

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### ♦ GOAL: Improve secure mobile and remote access to appropriate City personnel.

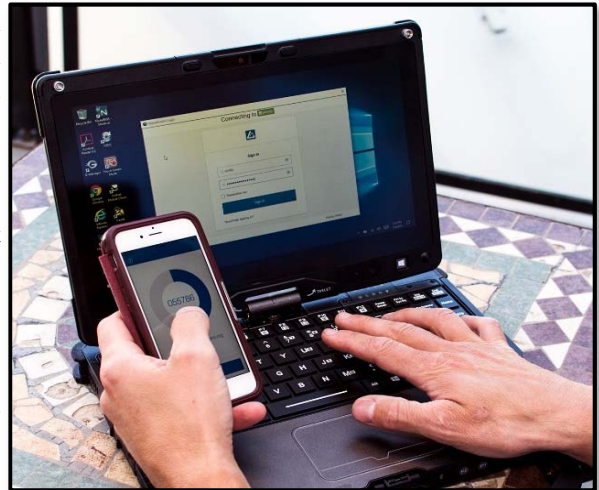
**Activity:** To protect the City's organizational systems, applications, and data when accessed through mobile devices, implement strategies and tools to keep exposure to risk and loss to a minimum.

### Expectation:

Consider security requirements when rolling out mobile solutions to include role-based permissions, dual-factor authentication, and training.

### Result-Benefit:

Ensure the realization of productivity gains and innovation opportunities obtainable through the use of mobile solutions



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### ♦ 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.

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### ♦ GOAL: Modernize core technology solutions to include human resources, permitting, web presence and financial, by streamlining processes and implementing efficient supporting technology.



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

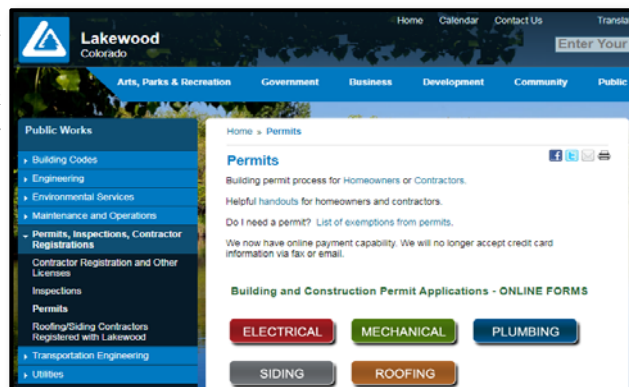
**Activity:** Partner with City departments to define the desired state of the City's core business processes and drive alignment to industry best practices and the long-term IT strategy for application and support innovation.

**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. Additionally, enhance the City's ability to engage with the community.



- ◆ **GOAL: Empower City personnel to leverage available technology for improved information sharing and knowledge transfer.**

**Activity:** Partner with City departments to make the organization's best problem-solving experiences reusable, enable better and faster decision making, inspire innovation, reduce the loss of knowledge, and improve internal and community relationships.

**Expectation:**

Through awareness, training, and the use of technology, create an information-sharing culture open to improvement.

**Result-Benefit:**

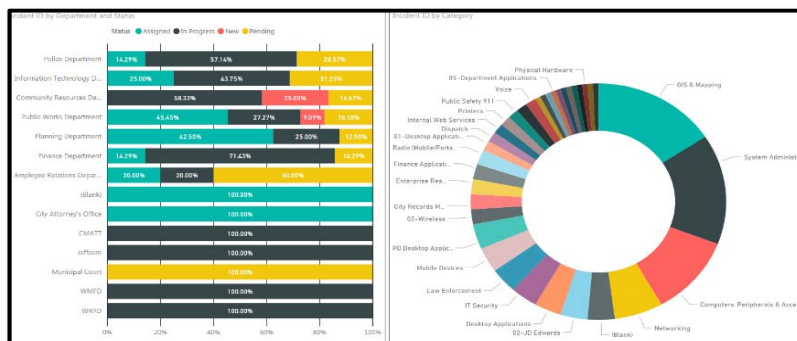
Build a learning organization and stimulate cultural change and innovation.

- ◆ **GOAL: Through meaningful data, strong relationships, and appropriate oversight, ensure effective prioritization of IT demand.**

**Activity:** Partner with City departments to identify, select, and implement solutions that are in the best interest of the City as a whole.

**Expectation:**

Leverage investment performance information for effective decision making.



**Result-Benefit:**

Ensure alignment of technical solutions to City and IT strategic goals.



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

- ♦ **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: Rationalize the City's software applications portfolio and focus IT resources on supporting emerging business opportunities rather than underutilized and obsolete systems.**

**Activity:** Develop tools, techniques, and tailorable processes to facilitate the selection, implementation, and retirement of technical solutions in support of maximizing City resources and community benefits.

**Expectation:**

Obtain visibility into application dependencies and operational needs through meaningful information sharing and metrics for effective IT portfolio management.

**Result-Benefit:**

Ensure that technical solutions support City operational goals and can adapt to our community's emerging needs.

- ♦ **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

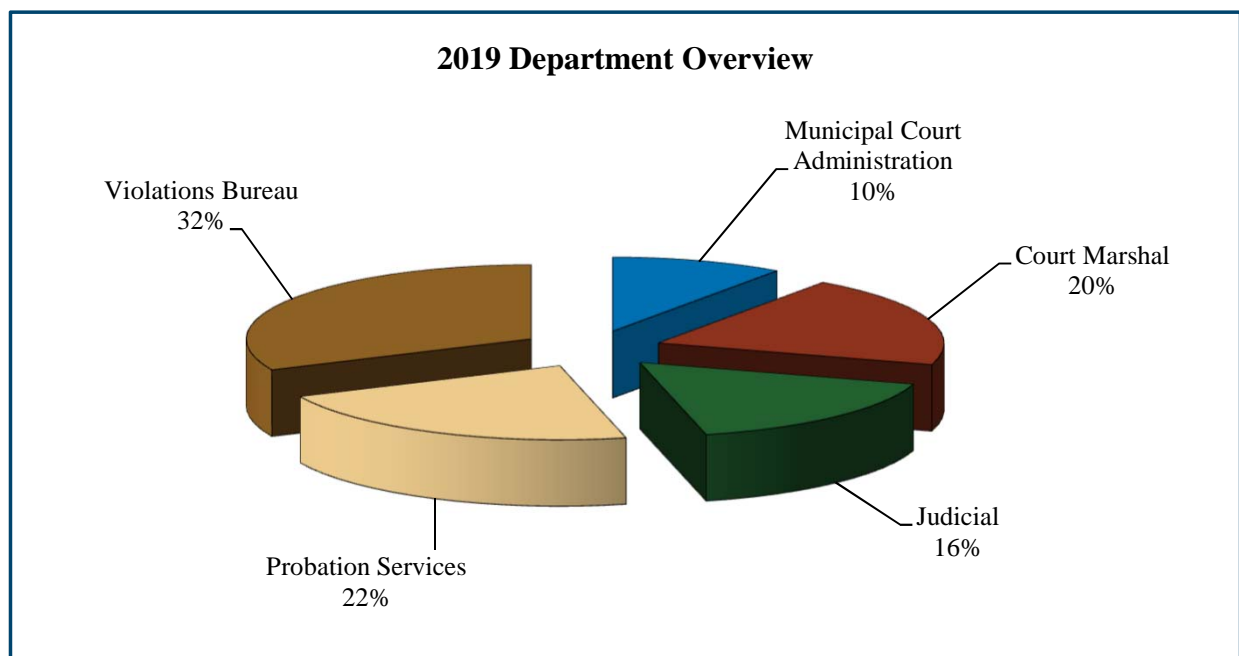
### Trends

- 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



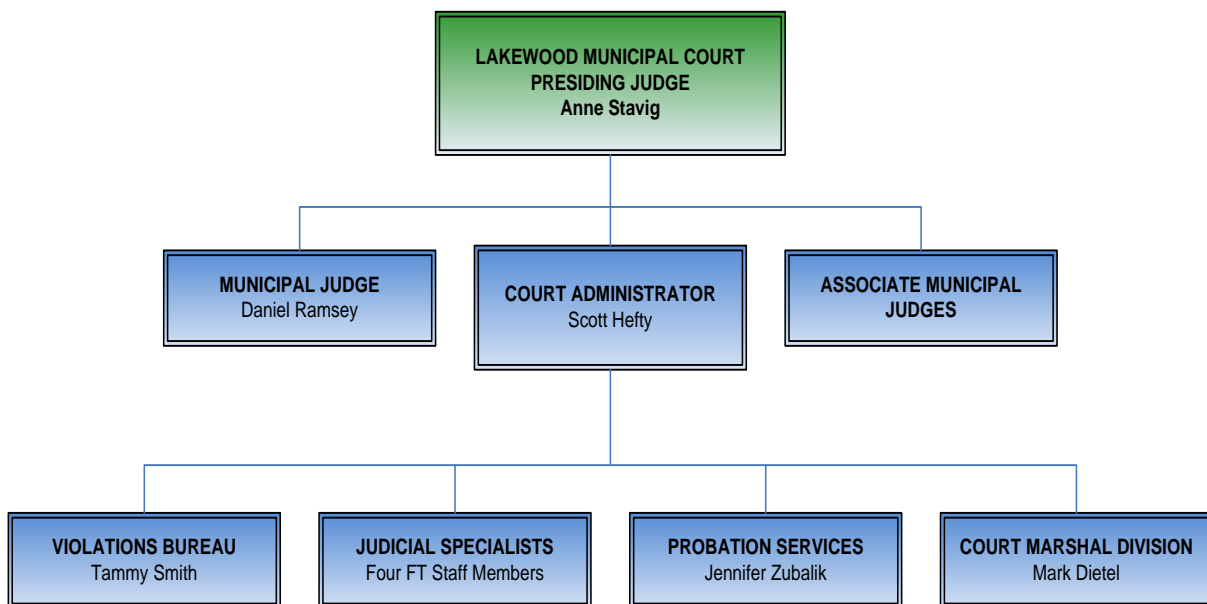
	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Municipal Court Administration	\$ 308,914	\$ 323,994	\$ 381,158	\$ 389,002
Court Marshal	672,409	767,763	740,701	790,354
Judicial	566,111	624,490	626,773	657,655
Probation Services	734,310	789,334	816,513	868,872
Violations Bureau	1,053,370	1,212,585	1,199,405	1,263,871
<b>TOTAL:</b>	<b>\$ 3,335,115</b>	<b>\$ 3,718,166</b>	<b>\$ 3,764,549</b>	<b>\$ 3,969,755</b>
<b>Percent to All Funds</b>	<b>1.89%</b>	<b>1.84%</b>	<b>1.55%</b>	<b>1.93%</b>



# MUNICIPAL COURT

(303) 987-7400

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





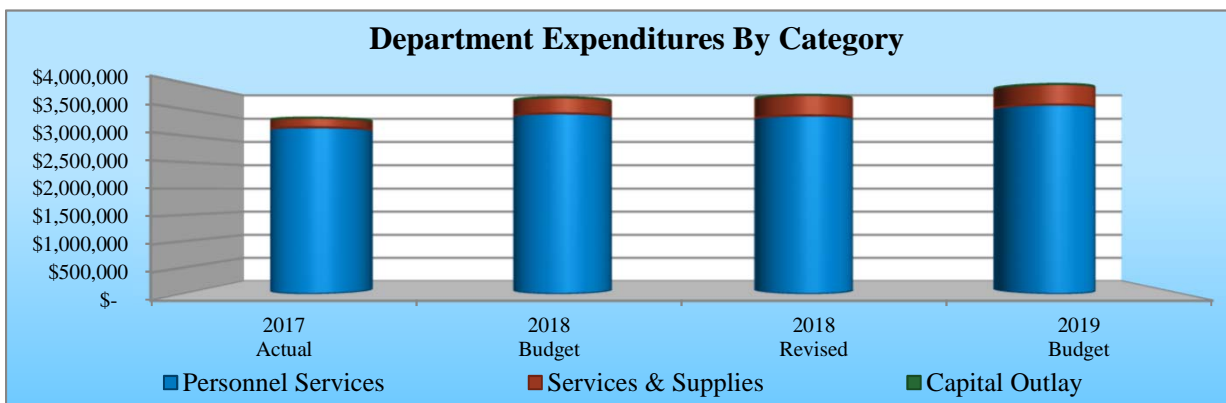


## Department: Municipal Court

**Mission Statement:** The mission of the Municipal Court is to seek justice and inspire public trust while providing fair and appropriate resolutions of Municipal Code violations in an efficient, knowledgeable, and respectful manner committed to community and victim safety, offender accountability, and the promotion of sound behavior.

### Department Expenditures By Category

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Personnel Services	\$ 3,155,430	\$ 3,416,753	\$ 3,378,336	\$ 3,583,295
Services & Supplies	179,685	301,413	386,213	386,460
Capital Outlay	-	-	-	-
<b>TOTAL:</b>	<b>\$ 3,335,115</b>	<b>\$ 3,718,166</b>	<b>\$ 3,764,549</b>	<b>\$ 3,969,755</b>



### Department Expenditures By Fund

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
General Fund	\$ 3,335,115	\$ 3,718,166	\$ 3,764,549	\$ 3,969,755
<b>TOTAL:</b>	<b>\$ 3,335,115</b>	<b>\$ 3,718,166</b>	<b>\$ 3,764,549</b>	<b>\$ 3,969,755</b>

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

	<b>2017 Revised</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
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	-	-
Court Technician	5.00	5.00	5.00	5.00
Judicial Specialist	5.00	5.00	6.00	6.00
Lead Court Specialist	1.00	1.00	1.00	1.00
Municipal Judge	1.00	1.00	1.00	1.00
Probation Support Technician	2.00	2.00	2.00	2.00
Probation/Diversion Officer	4.00	4.00	4.00	4.00
Senior Court Marshal	1.00	1.00	1.00	1.00
Senior Probation/Diversion Officer	1.00	1.00	1.00	1.00
Violations Bureau Manager	1.00	1.00	1.00	1.00
<b>Total Full-Time Positions (FTE):</b>	<b>30.00</b>	<b>30.00</b>	<b>30.00</b>	<b>30.00</b>
<b>Part-Time Hours</b>	<b>8,013</b>	<b>8,013</b>	<b>8,013</b>	<b>8,013</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>33.85</b>	<b>33.85</b>	<b>33.85</b>	<b>33.85</b>

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

- ♦ 2018 Budget increased \$261,323 over 2017 Actuals due to the implementation of several legislative bill such as HB17-1338 adds the requirement on the Marshals division the necessity to transport defendants at a much greater rate than before and HB16-1309 which finds that the both the United States and Colorado constitutions provides that an accused person has the right to be represented by counsel in criminal prosecutions. This constitutional right has been interpreted to mean that counsel will be provided at government expense for indigent persons in all cases in which incarceration is a possible penalty. Additionally, insurance premiums have increased along with pay raises and the increased use of judicial variable hours for judicial training on the courts new record management system.



## Budget Variances (Continued)

### ❖ Services & Supplies

- ♦ 2018 Budget increased \$121,728 over 2017 Actuals due to over the past several years the court has witnessed a steady increase in court interpreter needs, Guardian ad Litem (GAL) and public defender appointments.

The appointment of public defenders, GAL's and court interpreters are viewed as a strategic need for the community and are central to the function of the court. These services also provide for the application in delivering a "balanced approach" of criminal justice services which inspires public trust while providing fair and appropriate resolutions of violations in an efficient, knowledgeable, and respectful manner committed to community and victim safety, offender accountability, and the promotion of sound behavior.

- ♦ 2018 Revised Budget increased \$84,800 over 2018 Budget due to the need for additional variable Marshal hours, equity pay plan adjustments and the development of a career ladder in the probation division.

## Core Values / Goals

### ❖ SAFE COMMUNITY

- ♦ **GOAL:** Provide fair and appropriate resolutions to Municipal Code violations

### ❖ FISCAL RESPONSIBILITY

- ♦ **GOAL:** Manage a program that provides for collection of unpaid fines and fees

### ❖ PHYSICAL & TECHNOLOGICAL INFRASTRUCTURE

- ♦ **GOAL:** Provide the necessary support, training, technology, equipment, and facilities to achieve fair and efficient administration of justice. ECourt the municipal courts's browser-based records management system (RMS) will allow the Municipal Court to go paperless. One feature of ECourt is the use of Public Portals for defendants, service providers, public defenders, police, etc. The portals will be able to be accessed through most mobile devices. The Defendant's public portal will allow individuals to: Make online payments 24/7, view their upcoming court dates as well if they have an active warrant on the system and will be able to accept electronic filings from attorneys. Additionally, ECourt will provide almost instantaneous information to both in-house and outside customers.



**Program:** Municipal Court Administration

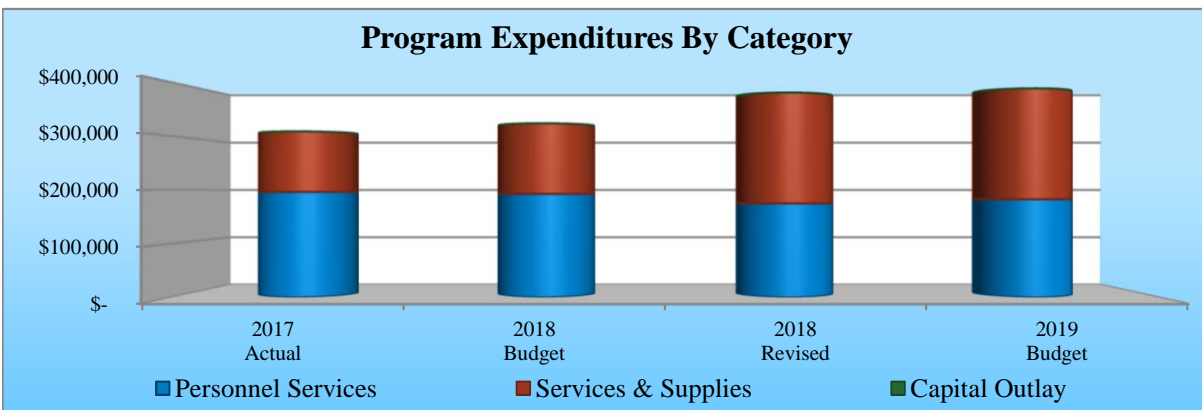
**Department:** Municipal Court

**Division:** Municipal Court

**Purpose:** The Administration Division provides management and leadership to the Municipal Court. This program is responsible for strategic planning, setting policy, organizing, staffing, budgeting, and monitoring all court programs. The three areas of concentration include personnel, fiscal, and liaison matters.

### Program Expenditures By Category

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Personnel Services	\$ 196,081	\$ 192,401	\$ 174,565	\$ 182,409
Services & Supplies	112,833	131,593	206,593	206,593
Capital Outlay	-	-	-	-
<b>TOTAL:</b>	<b>\$ 308,914</b>	<b>\$ 323,994</b>	<b>\$ 381,158</b>	<b>\$ 389,002</b>



### Program Expenditures By Fund

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
General Fund	\$ 308,914	\$ 323,994	\$ 381,158	\$ 389,002
<b>TOTAL:</b>	<b>\$ 308,914</b>	<b>\$ 323,994</b>	<b>\$ 381,158</b>	<b>\$ 389,002</b>

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

	<b>2017 Revised</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
Presiding Municipal Judge	0.15	0.15	0.15	0.15
Court Administrator	1.00	1.00	1.00	1.00
<b>Total Full-Time Positions (FTE):</b>	<b>1.15</b>	<b>1.15</b>	<b>1.15</b>	<b>1.15</b>
<b>Part-Time Hours</b>	-	-	-	-
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>1.15</b>	<b>1.15</b>	<b>1.15</b>	<b>1.15</b>

**Budget Variances**❖ **Supplies & Services**

- ♦ 2018 Revised budget has increased \$75,000 over the 2018 Budget due to passage of HB 16-1309. This is a statutory requirement that finds both the United States and Colorado constitutions provides for an accused person has the right to be represented by counsel in criminal prosecutions. This constitutional right has been interpreted to mean counsel will be provided at government expense for indigent persons in all cases in which incarceration is a possible penalty.

**Goals / Activities / Expectations / Results-Benefits**♦ **GOAL: Provide fair and appropriate resolutions to Municipal Code violations**

**Activity:** Ensure defendants who meet indigency guidelines, where jail is a possible sentence, are afforded the opportunity of no-cost representation.

**Expectation:** Legal defense is provided in compliance with applicable rules and laws.

**Result-Benefit:** The Municipal Court reviewed applications for representation by a Public Defender and either denied or granted such in accordance with legal requirements. Requests granted and requests denied do not equal the total requested for public defender because of withdrawn requests as well as reappointments of the public defender.

	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>
Requests for Counsel	1,260	1,181	1,223	1,136
Denied Public Defender	101	96	123	136
Granted Public Defender	1,037	943	923	923



## 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

Legislation passed in the 2016, HB16-1309 concerning a defendant right to counsel in certain cases considered for by the municipal Courts and 2017 HB17-1338 which necessitates the prompt appearance with 2 or 4 days when a defendant is detained will require additional Marshal division work-hours to conduct statewide transports. These and other legislative initiatives 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. Additionally, we have been moving forward along with IT and Journal Technologies in the development on a new record management system application which should be ready for implementation in November 2018.

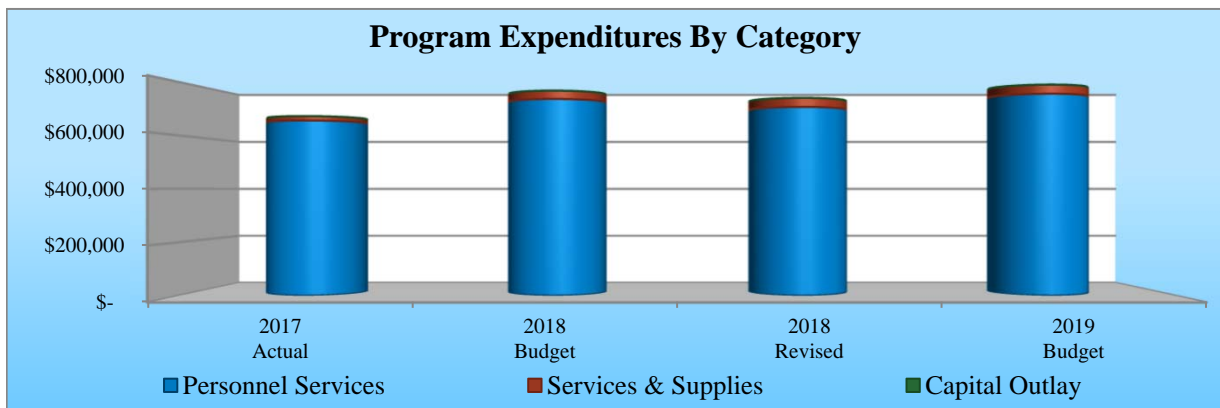
Over the past several years the court has witnessed a steady increase in court interpreter needs and Guardian ad Litem (GAL) and public defender appointments. The appointment of these services is viewed as a strategic need for the community and are central to the core function of this court. They also provide for the application in delivering a “balanced approach” of criminal justice services which inspires public trust while providing fair and appropriate resolutions of violations in an efficient, knowledgeable, and respectful manner committed to community and victim safety, offender accountability, and the promotion of sound behavior.

**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

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Personnel Services	\$ 656,128	\$ 736,638	\$ 706,776	\$ 756,220
Services & Supplies	16,281	31,125	33,925	34,135
Capital Outlay	-	-	-	-
<b>TOTAL:</b>	<b>\$ 672,409</b>	<b>\$ 767,763</b>	<b>\$ 740,701</b>	<b>\$ 790,354</b>



### Program Expenditures By Fund

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
General Fund	\$ 672,409	\$ 767,763	\$ 740,701	\$ 790,354
<b>TOTAL:</b>	<b>\$ 672,409</b>	<b>\$ 767,763</b>	<b>\$ 740,701</b>	<b>\$ 790,354</b>

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

	<b>2017 Revised</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
Chief Court Marshal	1.00	1.00	1.00	1.00
Court Marshal	4.00	4.00	4.00	4.00
Probation Support Tech	1.00	1.00	0.50	0.50
Senior Court Marshal	1.00	1.00	1.00	1.00
<b>Total Full-Time Positions (FTE):</b>	<b>7.00</b>	<b>7.00</b>	<b>6.50</b>	<b>6.50</b>
<b>Part-Time Hours</b>	<b>1,817</b>	<b>1,817</b>	<b>1,817</b>	<b>1,817</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>7.87</b>	<b>7.87</b>	<b>7.37</b>	<b>7.37</b>

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

- 2018 Original Budget increased \$80,510 over 2017 Actuals due to the passage of HB17-1338 which necessitates the prompt appearance in court for all defendants within 2-4 days of being notified by another law enforcement agency. If a person is detained in a jail on a municipal hold and does not immediately receive a personal recognizance bond, jails are required to (shall) promptly notify the municipal court of the hold or, if the municipal hold is the sole basis for the person's detention, notify the municipal court of the hold within 4 hours. HB17-1338 clearly places additional burdens on the Lakewood Marshals to transport defendants either directly to municipal court for arraignment, or to lodge them at the Jefferson County Jail for video arraignment within this time restriction.

**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.

	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>
CBI Criminal Histories	5,721	6,116	6,100	5,623
Arrests	42	16	20	66



**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.

	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>
Warrants Entered	6,657	5,283	5,300	4,597

**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.

	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>
Prisoners Transported	533	491	550	399
Video Arraignments	4,835	4,119	4,200	3,752

**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.

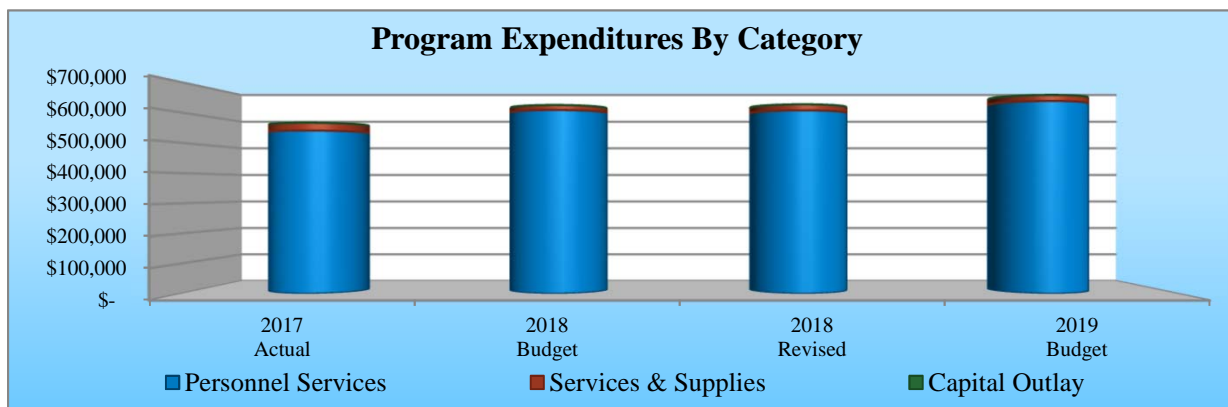


**Program:** Judicial  
**Department:** Municipal Court  
**Division:** Municipal Court

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

### Program Expenditures By Category

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Personnel Services	\$ 540,533	\$ 608,140	\$ 606,923	\$ 637,805
Services & Supplies	25,578	16,350	19,850	19,850
Capital Outlay	-	-	-	-
<b>TOTAL:</b>	<b>\$ 566,111</b>	<b>\$ 624,490</b>	<b>\$ 626,773</b>	<b>\$ 657,655</b>



### Program Expenditures By Fund

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
General Fund	\$ 566,111	\$ 624,490	\$ 626,773	\$ 657,655
<b>TOTAL:</b>	<b>\$ 566,111</b>	<b>\$ 624,490</b>	<b>\$ 626,773</b>	<b>\$ 657,655</b>

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

	<b>2017 Revised</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
Presiding Municipal Judge	0.85	0.85	0.85	0.85
Municipal Judge	1.00	1.00	1.00	1.00
<b>Total Full-Time Positions (FTE):</b>	<b>1.85</b>	<b>1.85</b>	<b>1.85</b>	<b>1.85</b>
<b>Part-Time Hours</b>	<b>3,059</b>	<b>3,059</b>	<b>3,059</b>	<b>3,059</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>3.32</b>	<b>3.32</b>	<b>3.32</b>	<b>3.32</b>

**Budget Variances**

- ♦ None.

**Goals / Activities / Expectations / Results-Benefits**♦ **GOAL: Provide fair and appropriate resolutions to Municipal Code violations**

**Activity:** Judges, in 3 courtrooms running simultaneously 5 days a week, hear all municipal cases for misdemeanor and traffic offenses filed by the Lakewood Police Department. The judges advise defendants of their rights, hold hearings and trials, and impose sentences designed to hold offenders accountable, enhance community safety and promote positive life changes to reduce criminal activity.

**Expectation:** The judges fairly and efficiently hold hearings and trials on all summons for misdemeanor and traffic offenses filed by the Lakewood Police Department. Judges remain educated on legal and constitutional laws as well as appropriate treatment and consequences for offenders.

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

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

	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>
Arraignments Scheduled	11,125	12,094	10,500	11,372
Arraignments Held	7,308	7,441	6,820	7,380
Trials to Court Scheduled	618	591	601	580
Trials to Court Held	85	66	79	76
Jury Trials Scheduled	95	105	134	96
Jury Trials Held	19	34	36	16
Reached Disposition at Trial	135	118	99	96
Prisoner / Video Hearings	4,835	4,120	3,752	3,312
Bond Returns / Failure to				
Appear Hearings Scheduled	3,427	2,955	2,541	2,312
Bond Returns / Failure to				
Appear Hearings Held	2,205	2,005	1,662	1,408
Pre-trials / Disposition Hearings				
Scheduled	1,199	1,472	1,535	1,160
Pre-trials / Disposition Hearings				
Held	812	899	928	856
Probation Related Cases				
Scheduled	4,005	3,865	3,507	3,196
Probation Related Cases Held	1,774	1,817	1,658	1,940
Initial Public Defender Hearings				
Scheduled	1,562	1,528	1,486	1,448
Initial Public Defender Hearings				
Held	1,035	983	972	1,028
Other Hearings Scheduled	2,338	2,408	2,579	2,580
Other Hearings Held	1,042	1,097	963	1,376
Court Cases Closed	19,879	n/a	n/a	n/a

**General Comments**

The Judicial Division is committed to excellence in providing fair, impartial, and timely resolutions to all persons charged with municipal code violations in an atmosphere of respect for the public.

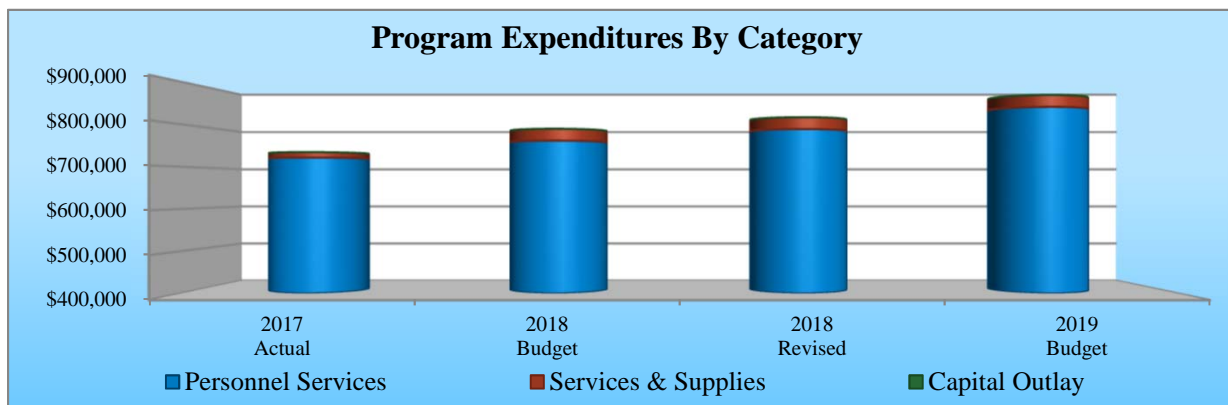
The Court maintains a high standard of legal expertise to protect the constitutional rights of offenders and victims and to provide focused interventions individually designed to promote healthy behavior and reduce criminal activity. The Court has developed specialized programs which include the Lakewood Municipal Court Veterans Process (LMCVP) which works with justice involved veterans and the Lakewood Early Action Program (LEAP), formerly the "Sobesky Academy Court", patterned after juvenile mental health courts. Additionally, the Court uses its professional probation department to supervise juveniles and high risk adult offenders, offering mental health and addiction treatment and a variety of specialized programs such as a graffiti cleanup program, a Girls Circle Group, the Youth Education Treatment program (YET) and Teen Court among other interventions.

**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; Lakewood Early Action Program (LEAP); Girl's Circle; Lakewood Municipal Court Veterans Process (LMCVP); and the Youth Education Team (YET).

**Program Expenditures By Category**

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Personnel Services	\$ 721,680	\$ 761,440	\$ 788,619	\$ 840,941
Services & Supplies	12,631	27,894	27,894	27,931
Capital Outlay	-	-	-	-
<b>TOTAL:</b>	<b>\$ 734,310</b>	<b>\$ 789,334</b>	<b>\$ 816,513</b>	<b>\$ 868,872</b>

**Program Expenditures By Fund**

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
General Fund	\$ 734,310	\$ 789,334	\$ 816,513	\$ 868,872
Grants Fund	-	-	-	-
<b>TOTAL:</b>	<b>\$ 734,310</b>	<b>\$ 789,334</b>	<b>\$ 816,513</b>	<b>\$ 868,872</b>

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

	<b>2017 Revised</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
Chief Probation Officer	1.00	1.00	1.00	1.00
Probation/Diversion Officer	4.00	4.00	4.00	4.00
Probation Support Technician	1.00	1.00	1.50	1.50
Senior Probation/Diversion Officer	1.00	1.00	1.00	1.00
<b>Total Full-Time Positions (FTE):</b>	<b>7.00</b>	<b>7.00</b>	<b>7.50</b>	<b>7.50</b>
<b>Part-Time Hours</b>	<b>3,137</b>	<b>3,137</b>	<b>3,137</b>	<b>3,137</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>8.51</b>	<b>8.51</b>	<b>9.01</b>	<b>9.01</b>

**Budget Variances**

- ♦ None.

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

- ♦ **GOAL:** Provide the necessary support, training, technology, equipment, and facilities to achieve fair and efficient administration of justice

**Activity:** Offenders referred to the Probation Division are evaluated and appropriate sentencing recommendations are made to the Court. Offenders are monitored for compliance.

**Expectation:** The Division provides sentencing recommendations that are appropriate for the offender and the crime. Compliance with court orders are monitored.

**Result-Benefit:**

	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>
Probation statistics:				
Number of cases referred to probation	1,227	1,241	1,108	1,492
Average number of cases under supervision per probation officer	165	180	146	148

**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.

	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>
Number of locations where graffiti was removed	803	670	879	672

Juveniles have the opportunity to participate in peer sentencing and YET (Youth Educational Team).

	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>
Number of Teen Court cases and participants	64	26	56	46
Number of YET participants	145	178	111	124

**General Comments**

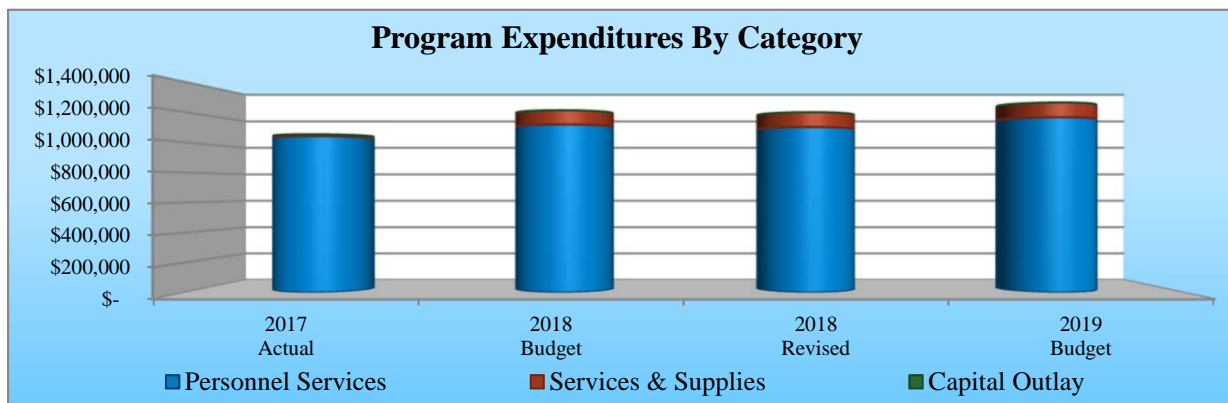
The Probation Division continues to collaborate with other agencies to improve services. Since Probation instituted risk assessments testing for all juvenile probation referrals in 2014, the office has seen an increase in the percentage of high and very high risk youths referred and a decrease in low 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

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Personnel Services	\$ 1,041,008	\$ 1,118,134	\$ 1,101,454	\$ 1,165,920
Services & Supplies	12,362	94,451	97,951	97,951
Capital Outlay	-	-	-	-
<b>TOTAL:</b>	<b>\$ 1,053,370</b>	<b>\$ 1,212,585</b>	<b>\$ 1,199,405</b>	<b>\$ 1,263,871</b>



### Program Expenditures By Fund

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
General Fund	\$ 1,053,370	\$ 1,212,585	\$ 1,199,405	\$ 1,263,871
<b>TOTAL:</b>	<b>\$ 1,053,370</b>	<b>\$ 1,212,585</b>	<b>\$ 1,199,405</b>	<b>\$ 1,263,871</b>



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

	<b>2017 Revised</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
Violations Bureau Manager	1.00	1.00	1.00	1.00
Judicial Specialist	5.00	5.00	6.00	6.00
Court Technician	5.00	5.00	5.00	5.00
Court Tech / Judicial Specialist	1.00	1.00	-	-
Lead Court Specialist	1.00	1.00	1.00	1.00
<b>Total Full-Time Positions (FTE):</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>
<b>Part-Time Hours</b>	-	-	-	-
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>

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

- ♦ 2018 Budget increased \$77,126 over 2017 Actuals due to the development of an equity pay plan adjustments and creating of a career ladder in the Violation Bureau coupled with increases in insurance premiums and pay raises.

❖ **Supplies & Services**

- ♦ 2018 Budget increased \$82,089 over 2017 Actuals due to primarily to increases in payments to collections' contractor (recovered in revenues). Additionally, interpreter costs have increased by nearly 20 percent.

**Goals / Activities / Expectations / Results-Benefits**♦ **GOAL: Provide fair and appropriate resolutions to Municipal Code violations**

**Activity:** The Violations Bureau serves as the point of contact for all parties having business with the Court.

**Expectation:** The Violations Bureau provides information to all parties having business with the Court, completes all financial transactions, transfers information electronically to/from Department of Motor Vehicle, and subpoenas all jurors.

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

**Result-Benefit:** Jurors are subpoenaed, bonds posted, numerous transactions are made, records are provided, driving histories are requested, convictions are reported, and cases are set with interpreters as needed.

	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>
Jurors Subpoenaed	5,320	5,252	5,497	6,580
Financial Transactions	25,573	22,157	19,810	20,368
Bonds Posted	3,380	2,927	2,545	2,224
Records Provided	835	792	642	652
External Interpreters	437	447	480	512
Juvenile Information Records				
Requested	761	908	745	732
Driving Histories Requested from				
Department of Motor Vehicle	8,956	7,889	7,590	9,676
Convictions Reported to				
Department of Motor Vehicle	8,410	7,024	6,107	6,684
Cases Closed Without an				
Appearance	9,128	8,178	7,909	6,964

♦ **GOAL: Manage a program that provides for collection of unpaid fines and fees**

**Activity:** Unpaid traffic infraction and parking cases are sent to an external collection agency.

**Expectation:** The collection process is managed through open communication; accounts are monitored; and payments are applied promptly.

**Result-Benefit:** The collection agency has been successful in recovering outstanding fines and fees owed to the Municipal Court.

	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>
Traffic Infractions Sent to				
Collections	724	518	461	464
Parking Cases Sent to				
Collections	1168	1,110	1350	1,652

♦ **GOAL: Provide the necessary support, training, technology, equipment, and facilities to achieve fair and efficient administration of justice**

**Activity:** Court staff processes all cases filed in the Municipal Court.

**Expectation:** Court staff maintains the court records and verifies completion of judicial orders.

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

**Result-Benefit:** Staff reviews and processes all incoming summonses and maintains all paperwork and records created from these cases.

	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>
New Summonses Received	19,811	17,609	16,971	18,388
Traffic Infractions	5,176	4,374	3,949	5,128
Traffic Offenses	2,641	2,699	2,608	2,648
Insurance Violations	2,263	1,789	1,757	1,956
Parking Violations	3,952	3,692	4,031	4,748
Animal Control	170	186	173	148
Adult Penal	4,570	3,723	3,493	2,860
Domestic Violence	199	160	159	156
Zoning Violations	48	37	52	12
Juvenile Penal	761	908	749	732

**General Comments**

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

The Violations Bureau Division identifies, recommends, and coordinates the destruction of inactive records which have reached the end of the required retention under state law. The Division reviews electronic recordkeeping systems to include the court application and imaging program to ensure each system meets record retention and public access requirements.

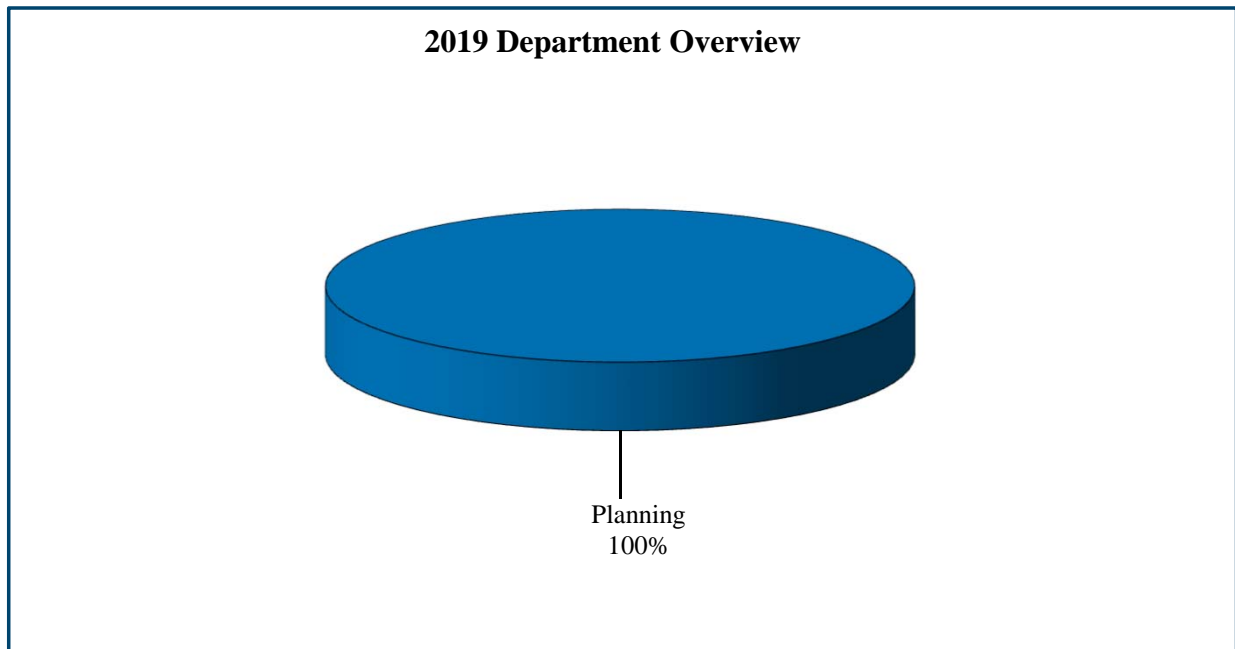
The Division continues to pursue collections through Integral Recoveries on unpaid cases. Integral Recoveries demonstrates a great deal of efficiency in monitoring and collecting on past due accounts.



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# PLANNING



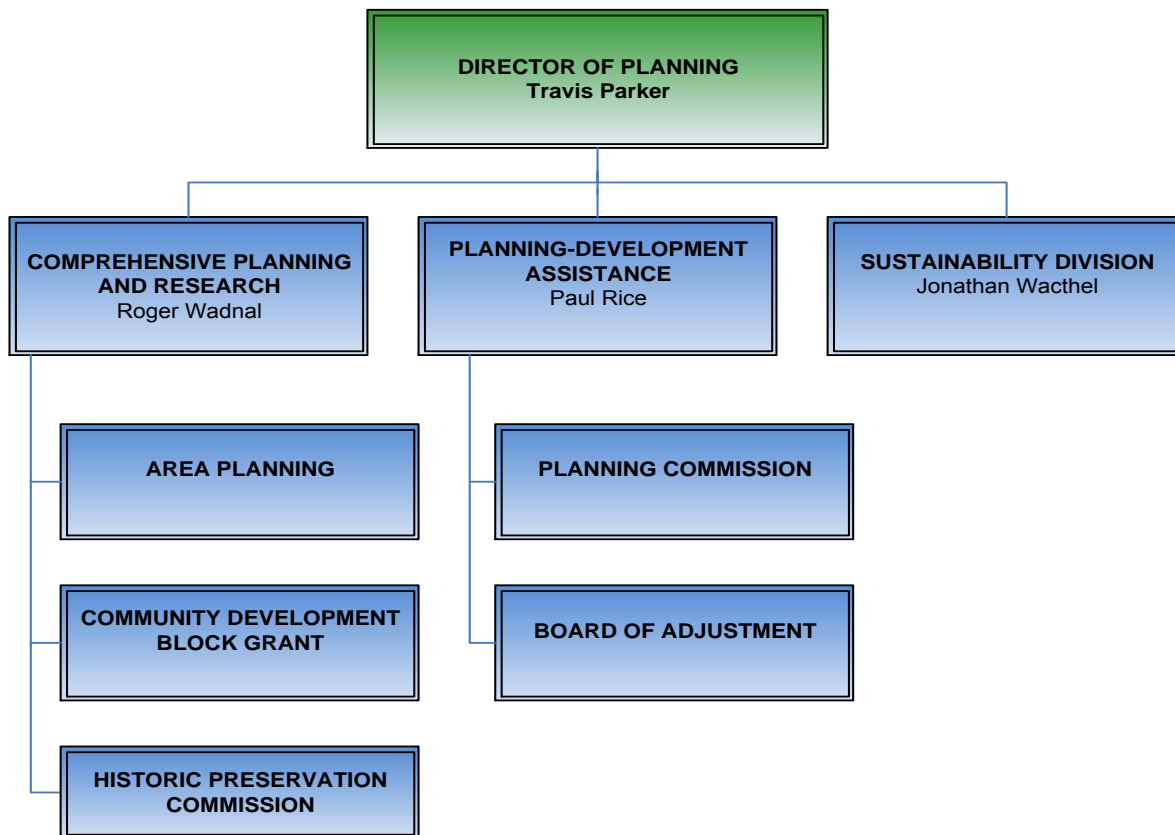
	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Planning	\$ 2,795,832	\$ 4,158,954	\$ 4,644,211	\$ 4,324,211
<b>TOTAL:</b>	\$ 2,795,832	\$ 4,158,954	\$ 4,644,211	\$ 4,324,211
<b>Percent to All Funds</b>	1.58%	2.06%	1.92%	2.10%



# PLANNING

(303) 987-7900

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





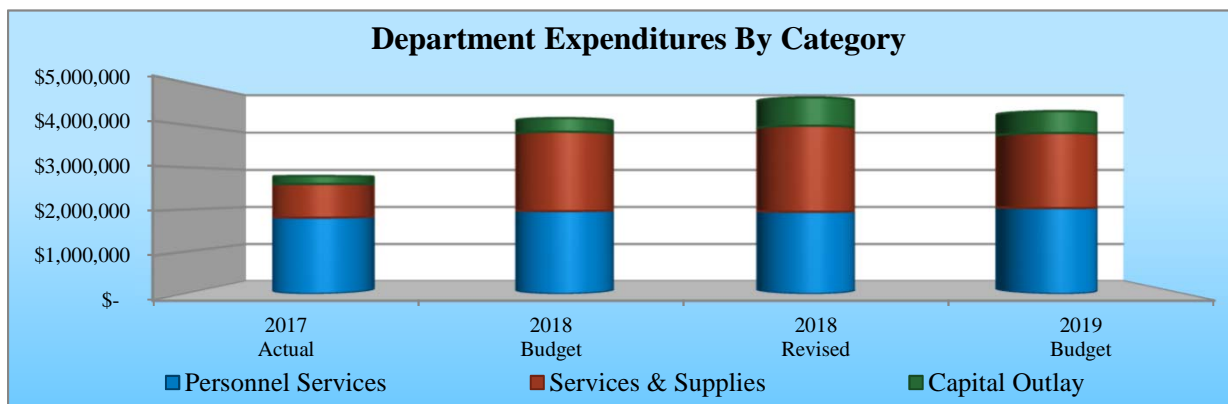
## Department: Planning

**Mission Statement:** Provide a structure for orderly land development and redevelopment and provide strategic sustainability planning that will ensure the continued social and economic well-being of our community.

**Purpose:** The Planning Department develops and implements plans and programs to improve the quality of life for Lakewood citizens; improve resource efficiency; preserve and enhance environmental attributes; and strengthen and broaden the economic base of the City. The Planning Department also guides land development projects by reviewing all proposals against the vision outlined in the Comprehensive Plan; enforcing the development standards established by the Zoning Ordinance, Subdivision Ordinance, and City policies; and coordinating interdepartmental involvement. The Department is responsible for developing and implementing the Lakewood Comprehensive Plan and Sustainability Plan.

### Department Expenditures By Category

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Personnel Services	\$ 1,806,616	\$ 1,962,969	\$ 1,944,792	\$ 2,033,979
Services & Supplies	800,292	1,874,237	2,034,919	1,775,732
Capital Outlay	188,924	321,748	664,500	514,500
<b>TOTAL:</b>	<b>\$ 2,795,832</b>	<b>\$ 4,158,954</b>	<b>\$ 4,644,211</b>	<b>\$ 4,324,211</b>



### Department Expenditures By Fund

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
General Fund	\$ 1,844,360	\$ 2,070,525	\$ 2,096,875	\$ 2,152,771
Capital Improvement Fund	179,145	\$ 390,000	\$ 620,000	\$ 190,000
Grants Fund	772,326	\$ 1,698,429	\$ 1,927,336	\$ 1,981,441
<b>TOTAL:</b>	<b>\$ 2,795,832</b>	<b>\$ 4,158,954</b>	<b>\$ 4,644,211</b>	<b>\$ 4,324,211</b>

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

	<b>2017 Revised</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
Director of Planning	1.00	1.00	1.00	1.00
Associate Planner	-	-	3.00	3.00
Associate Planner - Coordinator	2.00	2.00	-	-
Associate Planner - Specialist	2.00	2.00	-	-
Business Specialist	2.00	2.00	2.00	2.00
Planning Mgr- Compreh & Research	1.00	1.00	1.00	1.00
Planner	-	-	2.00	2.00
Planning Mgr - Devlp Assistance	1.00	1.00	1.00	1.00
Principal Planner	5.00	5.00	3.00	3.00
Planning Mgr - Sustainability	1.00	1.00	1.00	1.00
Sr. Planner	-	-	1.00	1.00
Sr. Sustainability Planner	-	-	1.00	1.00
Sustainability Planner	1.00	1.00	-	-
<b>Total Full-Time Positions (FTE):</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>
<b>Part-Time Hours</b>	<b>4,655</b>	<b>4,655</b>	<b>4,655</b>	<b>4,655</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>18.24</b>	<b>18.24</b>	<b>18.24</b>	<b>18.24</b>
Planning Commissioners*	7.00	7.00	7.00	7.00

\*Not included in Citywide staffing counts

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

- ♦ 2018 Budget increased \$227,166 over 2017 Actuals due to a position going to part time variable and new full-time positon being filled at a lower classification.

❖ **Services & Supplies**

- ♦ 2018 Budget increased \$1,220,440 over 2017 Actuals generally due to the timing of the Community Development Block Grant (CDBG) programs and projects.
- ♦ 2019 Budget decreased \$165,682 from 2018 Revised Budget generally due to the timing of the Community Development Block Grant (CDBG) programs and projects.

❖ **Capital Outlay**

- ♦ 2018 Budget increased \$325,576 over 2017 Actuals generally due to the timing of the Neighborhood Participation Program (NPP) and Community Development Block Grant (CDBG) programs and projects.
- ♦ 2018 Revised Budget increased \$150,000 over 2018 Budget generally due to the timing of the Neighborhood Participation Program (NPP) and Community Development Block Grant (CDBG) programs and projects.
- ♦ 2019 Budget decreased \$342,752 from 2018 Revised Budget due to generally due to the timing of the Community Development Block Grant (CDBG) programs and projects.





## Core Community Values / Department Goals / Program Activities

### ❖ SAFE COMMUNITY

#### ◆ GOAL: Strengthen and support Lakewood's neighborhoods

**Activity:** The Comprehensive Planning and Research Division will continue to:

- ◆ Ensure that the CDBG and HOME programs address current community needs and provide primary benefit to low-and moderate-income persons.
- ◆ Use CDBG and HOME funds to address community needs identified in the adopted Housing and Community Development Plan (the Consolidated Plan).

**Expectation:** CDBG funds are used to implement goals in adopted neighborhood plans in CDBG qualified neighborhoods. Staff will implement the 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 community.

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**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.

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

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

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

	2015	2016	2017	2018
Planning Cases Received	Actual	Actual	Actual	Projected
Preplanning	79	79	99	102
Rezoning & Modifications	8	8	1	5
Final Site Plans	24	24	39	22
Subdivision Applications	17	17	27	22
Annexations	0	0	0	0
Variances	9	10	19	15
Other Cases	48	49	76	130
<b>TOTAL</b>	185	187	261	296

**GOAL: Promote physical wellbeing through healthy eating and active living**

**Activity:** Conduct an assessment of local food production and access, and support regional HEAL initiatives.

**Expectation:** Define and identify local food assets and work to support public health and the local economy through expanded access and number of assets. Work with the University of Colorado in Denver to complete food access study and support Jeffco Active Living Coalition Food Policy Council.

**Result-Benefit:** Progress towards community goals and targets in the Sustainability Plan and Comprehensive Plan related to local production and public health.

❖ **COMMUNITY SUSTAINABILITY**

- ♦ **GOAL: Create balance among the environment, the economy and society to ensure that we do not compromise the quality of life for future generations**

**Activity:**

- ♦ Continue to work collaboratively across the organization in order to achieve the adopted goals and measurable targets included in the City of Lakewood Sustainability Plan.
- ♦ Staff will continue to work collaboratively across the organization and the community in 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.

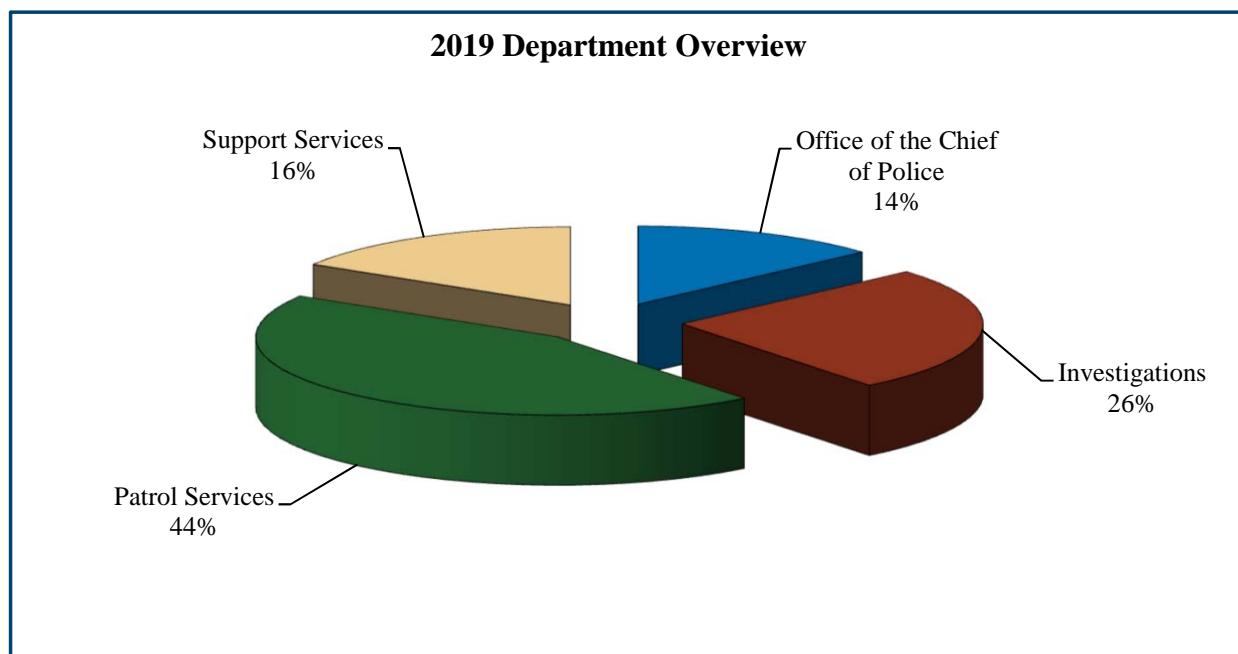


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# POLICE



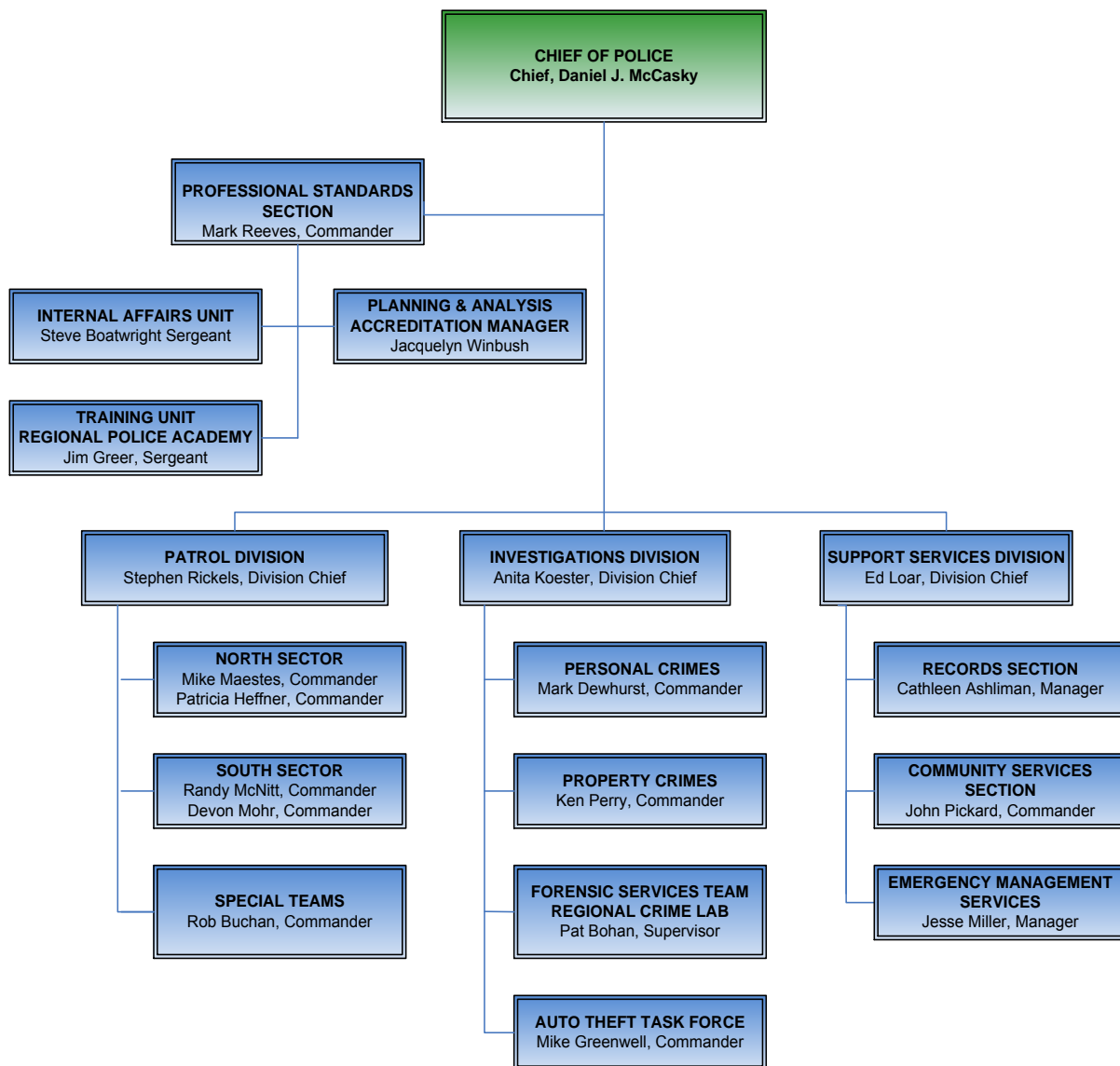
	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Office of the Chief of Police	\$ 4,816,790	\$ 8,148,266	\$ 5,173,156	\$ 7,647,229
Investigations	13,123,687	13,257,393	14,068,419	14,867,319
Patrol Services	22,929,578	23,989,680	24,252,735	25,359,425
Support Services	9,101,064	10,025,496	9,831,113	9,307,887
<b>TOTAL:</b>	<b>\$ 49,971,120</b>	<b>\$ 55,420,835</b>	<b>\$ 53,325,422</b>	<b>\$ 57,181,860</b>
<b>Percent to All Funds</b>	<b>28.25%</b>	<b>27.39%</b>	<b>22.01%</b>	<b>27.78%</b>



# POLICE DEPARTMENT

(303) 987-7150

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

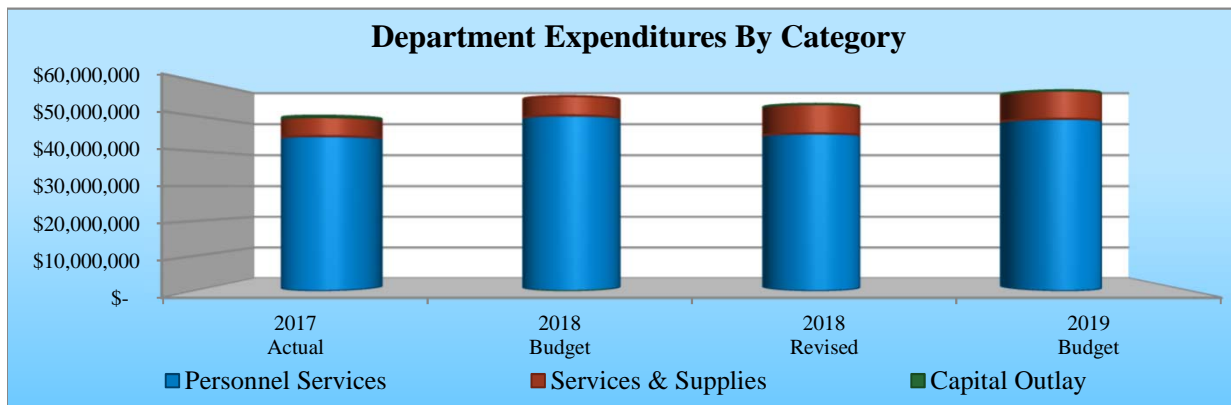


## Department: Police

**Mission Statement:** The men and women of the Lakewood Police Department will protect and serve with integrity, intelligence, and initiative. Working with our community, we will bring to justice those who commit crime and cause disorder in our City.

### Department Expenditures By Category

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Personnel Services	\$ 44,176,932	\$ 50,056,798	\$ 44,931,935	\$ 49,108,092
Services & Supplies	5,398,451	5,448,611	8,330,487	8,010,768
Capital Outlay	395,736	(84,574)	63,000	63,000
<b>TOTAL:</b>	<b>\$ 49,971,120</b>	<b>\$ 55,420,835</b>	<b>\$ 53,325,422</b>	<b>\$ 57,181,860</b>



### Department Expenditures By Fund

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
General Fund	\$ 46,796,820	\$ 52,499,389	\$ 50,178,676	\$ 54,419,675
Capital Improvement Fund	-	-	-	-
Grants Fund	3,174,300	2,921,446	3,146,746	2,762,185
<b>TOTAL:</b>	<b>\$ 49,971,120</b>	<b>\$ 55,420,835</b>	<b>\$ 53,325,422</b>	<b>\$ 57,181,860</b>

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

	<b>2017 Revised</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
Chief of Police	1.00	1.00	1.00	1.00
Police Division Chief	3.00	3.00	3.00	3.00
Administrative Assistant	1.00	1.00	1.00	1.00
Animal Control Officer I	4.00	4.00	4.00	4.00
Animal Control Officer II	2.00	2.00	2.00	2.00
Animal Control Supervisor	1.00	1.00	1.00	1.00
Business Specialist	4.00	4.00	4.00	4.00
Business Support Specialist	1.00	1.00	1.00	1.00
Code Enforcement Coordinator	1.00	1.00	1.00	1.00
Code Enforcement Officer	3.00	3.00	3.00	3.00
Code Enforcement Technician	1.00	1.00	1.00	1.00
Crime Analyst I	2.00	2.00	2.00	2.00
Crime Analyst II	1.00	1.00	1.00	1.00
Crime Scene Analyst	2.00	2.00	2.00	2.00
Emergency Manager	1.00	1.00	1.00	1.00
Equipment Service Technician	1.00	1.00	1.00	1.00
Fingerprint Technician	2.00	2.00	2.00	2.00
Forensic Analysis Supervisor	1.00	1.00	1.00	1.00
Forensic Imaging Analyst	1.00	1.00	1.00	1.00
Investigation Technician I	4.00	4.00	3.00	3.00
Investigation Technician II	7.00	7.00	8.00	8.00
Latent Print Examiner	3.00	3.00	3.00	3.00
Lead Code Enforcement Officer	1.00	1.00	1.00	1.00
Offender Registrar	2.00	2.00	2.00	2.00
Patrol Support Coordinator	1.00	1.00	1.00	1.00
Patrol Support Technician	2.00	2.00	2.00	2.00
Police Administrative Coordinator	1.00	1.00	1.00	1.00
Police Agent	227.00	231.00	231.00	233.00
Police Commander	10.00	10.00	10.00	10.00
Police Communications Manager	1.00	1.00	0.17	-
Police Communications Supervisor	3.00	3.00	0.50	-
Police Community Service Officer	5.00	5.00	5.00	9.00
Police Computer Analyst	1.00	1.00	1.00	1.00
Police Court Liaison	1.00	1.00	1.00	1.00
Police Dispatcher	30.00	30.00	5.00	-
Police Fugitive Warrant Technician	1.00	1.00	1.00	1.00
Police Info Mgmt Systems Analyst	2.00	2.00	2.00	2.00
Police Info Mgmt Technician	18.00	18.00	17.00	17.00
Police Info Validations Technician	1.00	1.00	1.00	1.00
Police Lead Dispatcher	3.00	3.00	0.50	-
Police Property Evidence Technician	7.00	7.00	7.00	7.00
Police Property Services Supervisor	1.00	1.00	1.00	1.00
Police Records Admin Technician	1.00	1.00	1.00	1.00
Police Records Compliance Coordinator	1.00	1.00	1.00	1.00
Police Records Manager	1.00	1.00	1.00	1.00
Police Records Supervisor	3.00	3.00	3.00	3.00
Police Sergeant	34.00	35.00	35.00	35.00
Police Training Unit Technician	1.00	1.00	1.00	1.00

**Full-Time Positions (continued)**

	<b>2017 Revised</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
Police Records Support Specialist	-	-	1.00	1.00
Police Volunteer Prgrm Coordinator	1.00	1.00	1.00	1.00
Public Information Officer II	1.00	1.00	1.00	1.00
Quality Assurance Coordinator	1.00	1.00	1.00	1.00
Records Mgmt Sys Consortium Mgr	1.00	1.00	1.00	1.00
Records Mgmt Sys Consortium Tech Mgr	-	-	1.00	1.00
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
<b>Total Full-Time Positions (FTE):</b>	<b>418.00</b>	<b>423.00</b>	<b>393.17</b>	<b>393.00</b>
<b>Part-Time Hours</b>	<b>18,575</b>	<b>19,283</b>	<b>19,234</b>	<b>19,234</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>426.93</b>	<b>432.27</b>	<b>402.42</b>	<b>402.25</b>
<b>Police Recruits</b>	<b>36.00</b>	<b>22.00</b>	<b>27.00</b>	<b>20.00</b>

Staff teams from the Police Department, Finance, and Employee Relations meet on a quarterly basis to analyze Police Agent staffing. The purpose of the analysis is to understand turnover trends and anticipate the timing, sizing, and overall need for Agent recruit classes. The data for 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**

- ♦ 2018 Budget increased \$5,879,866 over 2017 Actuals due to receipt of the approval to hire additional agents, vacancy savings, and anticipated salary and benefit increases.
- ♦ 2018 Revised Budget decreased \$5,124,863 from the 2018 Budget due primarily to the transision of dispatch services to Jeffcom in April of 2018.
- ♦ 2019 Budget increased \$4,171,013 over 2018 Revised Budget due to planned salary and benefit cost increases as well as the addition of 2 agents and 4 community service officers in 2019.

**❖ Services & Supplies**

- ♦ 2018 Revised Budget increased \$2,881,876 from the 2018 Budget due primarily to the transision of dispatch services to Jeffcom in April of 2018.

**❖ Capital Outlay**

- ♦ 2018 Budget decreased \$480,310 from 2017 Actuals due to the purchase of multiple vehicles by the Auto Theft Task Force in 2017 that is not budgeted again in 2018.
- ♦ 2018 Revised Budget increased \$147,574 from the 2018 Budget due to the re-allocation of capital outlay reimbursements in the Records Management System Consortium to services and supplies.

## **Core Values / Goals**

### **❖ SAFE COMMUNITY**

- ♦ **GOAL: Preserve a safe and peaceful community**
- ♦ **GOAL: Enhance the public's perception of safety**
- ♦ **GOAL: Provide the highest possible level of customer service to the citizens of Lakewood**

### **❖ OPEN AND HONEST COMMUNICATION**

- ♦ **GOAL: Provide open communication and valuable information to the citizens of Lakewood**

### **❖ PHYSICAL & TECHNOLOGICAL INFRASTRUCTURE**

- ♦ **GOAL: Improve organizational effectiveness and efficiency**

### **❖ QUALITY LIVING ENVIRONMENT**

- ♦ **GOAL: Respond to the quality of life issues impacting the citizens of Lakewood**

### **❖ COMMUNITY SUSTAINABILITY**

- ♦ **GOAL: Position the Police Department to take advantage of environmental and economic sustainability projects or opportunities**

## **General Comments**

The Police Department will continue to provide responsive services in partnership with the community utilizing a problem-solving approach. Crime reduction and community security will be the highest priority. Policing strategies and technologies have been and will continue to be implemented with these goals in mind. Employee satisfaction and involvement in decision-making continues to be a guiding principle.

The department continues to leverage partnerships and technologies to better serve its citizens, lower crime and provide a sense of security within its neighborhoods. Social media will be used for providing crime prevention information to citizens and as a crime investigation source. Opportunities for alternative funding sources will be explored for services and equipment to include the Jefferson County Emergency Communications Authority as well as local, state, and federal grants. In 2019, the department's standard of excellence in service will be maintained by meeting the accreditation requirements set forth by the Commission on Accreditation for Law Enforcement Agencies. Participation in select regional task forces will augment public safety services.

### **General Comments (Continued)**

Lakewood Police Department will continue its commitment to exploring opportunities for resource sharing to include the continued support of the regional training academy, the Special Weapons And Tactics (SWAT) Team with Wheat Ridge, the county-wide regional crime lab, and developing an agreement for and implementation of a regional records management system. JeffCom 911, the regional communication center, will continue its work to ensure that quality service is provided to our community and police department. Lakewood Police Department went live with Jeffcom on April 4, 2018.

The initiatives for 2019 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 Investigation 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.

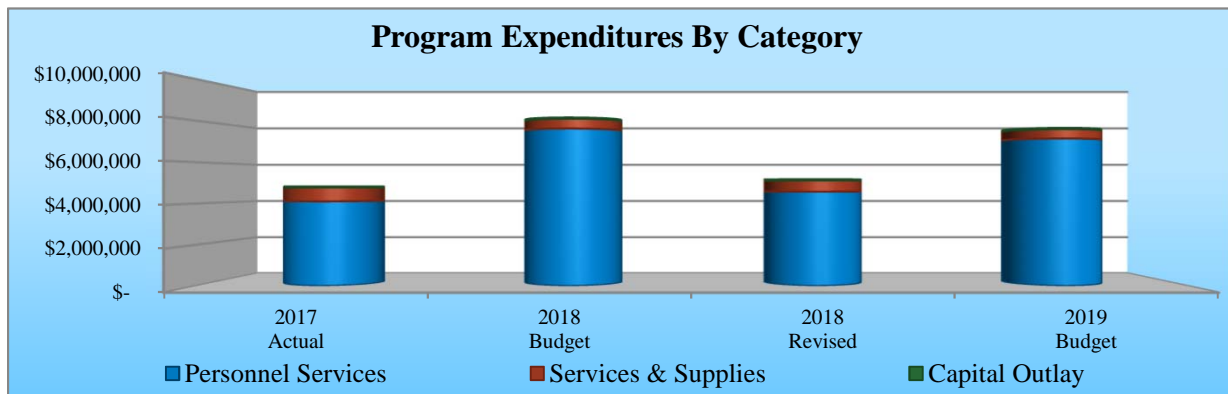
The office works closely with the City Manager's Office to ensure that the community's public safety needs are routinely met in an efficient and effective manner.

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**

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Personnel Services	\$ 4,105,450	\$ 7,620,962	\$ 4,575,219	\$ 7,139,107
Services & Supplies	676,041	474,304	544,936	455,122
Capital Outlay	35,300	53,000	53,000	53,000
<b>TOTAL:</b>	<b>\$ 4,816,790</b>	<b>\$ 8,148,266</b>	<b>\$ 5,173,156</b>	<b>\$ 7,647,229</b>





**Program Expenditures By Fund**

	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
General Fund	\$ 4,760,226	\$ 8,031,994	\$ 5,037,073	\$ 7,642,229
Grants Fund	56,564	116,272	136,083	5,000
<b>TOTAL:</b>	<b>\$ 4,816,790</b>	<b>\$ 8,148,266</b>	<b>\$ 5,173,156</b>	<b>\$ 7,647,229</b>

**Full-Time Positions**

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

	<b>2017 Revised</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
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	3.00	3.00	5.00	5.00
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
<b>Total Full-Time Positions (FTE):</b>	<b>13.00</b>	<b>13.00</b>	<b>15.00</b>	<b>15.00</b>
<b>Part-Time Hours</b>	<b>3,079</b>	<b>3,079</b>	<b>3,079</b>	<b>3,079</b>
<b>Total Full-Time and Part-Time</b>	<b>14.48</b>	<b>14.48</b>	<b>16.48</b>	<b>16.48</b>
<b>Anticipated Police Recruits</b>	<b>36.00</b>	<b>18.00</b>	<b>27.00</b>	<b>20.00</b>

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

- ♦ 2018 Budget increased \$3,515,512 over 2017 Actuals due to the receipt of approval to hire additional agents, vacancy savings, and anticipated salary and benefit increases.
- ♦ 2018 Revised Budget decreased \$3,045,743 from the 2018 Original Budget due to the graduation of police recruits who then transferred to the Patrol Division.
- ♦ 2019 Budget increased \$2,562,003 over the 2018 Revised budget due to the addition of additional agents and anticipated increases in salaries and benefits.



## Budget Variances (continued)

### ❖ Services & Supplies

- ♦ 2018 Budget decreased \$201,737 from 2017 Actuals due to expenditure of seizure funds collected in prior periods as well as the reduction in budget for police recruit uniforms, due to lower number of anticipated recruits.
- ♦ 2018 Revised Budget increased \$70,632 from the 2018 Original Budget due primarily to the increase in budget for police recruit uniforms and equipment based on the number of anticipated recruits.
- ♦ 2019 Budget decreased \$89,814 over the 2018 Revised budget due to lower number of anticipated police recruits and a decreased budget for associated uniforms and equipment.

## 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 employees of the appropriate and timely conclusion of investigations and responses to citizen inquiries. Through a Performance Audit System, the Department ensures that employee performance issues are identified and dealt with in an efficient manner.

Providing in-service training for sworn and civilian personnel ensures that employees are current and proficient in all areas mandated by law.



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

**Result-Benefit** In 2018, the section continued to administer a selection process that facilitates the goal of selecting and hiring a work force that is representative of the citizens it serves. The Recruitment Plan was revised with new strategies to achieve the goal of diversity in hiring. The Professional Standards Section successfully recruited and trained 39 new Police Agents in 2017, and 29 in 2018.

The Internal Affairs Section strives for a 90% case completion rate within 45 days.

At least 40 hours of in-service training for sworn personnel, as mandated by the State of Colorado Peace Officer Standards and Training, is coordinated throughout the year. In-service training for civilian personnel is coordinated, scheduled, and provided by the Training Unit. The department also hosts additional training each year which is also available to members of other statewide law enforcement agencies.

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

**Activity:** The Commission on Accreditation for Law Enforcement Agencies is a credentialing agency with a proven management model which provides a blueprint that promotes the efficient use of resources and improves service delivery. The accreditation process is a shared responsibility of the Professional Standards Section and the Planning and Analysis Unit. Compliance with all required standards is the responsibility of the entire Department and is assured through a review and an on-site inspection.



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

**Result-Benefit:** In 2017, the agency received its 10th accreditation award commending the agency for demonstrating a commitment to professional excellence in policy and practice. The next Accreditation Assessment will occur in 2021.

### ♦ **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 2019. Management Staff researches and develops an efficiency resource management model to enhance service delivery. The Police Department is committed to responding to the needs of the community by establishing a close working relationship with the various interest groups that exist. This will be accomplished through a Speakers Bureau and various media outlets to include social media, active participation with business and neighborhood associations as well as with development and implementation of the City's Comprehensive Plan.



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

**Result-Benefit:** Members of the Department take every opportunity available to continue partnering with the community and other City departments to develop problem-solving strategies to address crime and the fear of crime. The Department will continue to utilize traditional communication mediums, social media, and the Lakewood website, to communicate with the public on a continuous basis.

### ♦ **GOAL: Improve organizational effectiveness and efficiency**

**Activity:** The Office of the Chief of Police provides the support for managing the mission of the Department. The Police Department is held accountable through the planning, budget, policy, and feedback processes. Full accountability is best assured through combined public and police participation processes.

**Expectation:** The Office of the Chief of Police will provide clear written articulation of policies and procedures.

**Result-Benefit:** Written policies and procedures provide employees with a clear understanding of the constraints and expectations relating to the performance of their duties.

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**Activity:** The Office of the Chief of Police develops the Department's human resource potential.

**Expectation:** The Chief of Police provides direction in the development and enhancement of recruitment and personal and professional growth for employees by researching and developing strategies to address motivation, career development, enrichment, and leadership.

**Result-Benefit:** The Office of the Chief of Police will continue to strive to develop and enhance career development by reviewing job performance and providing opportunities for individual growth and development at all levels.

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**Activity:** Technology training and software enhancements will continue to be developed in the Professional Standards Section. The future will provide enhancements to the training software, policy and procedure reorganization and development, and accreditation management that will allow for electronic filing of documents.

**Expectation:** The Internal Affairs Unit will continue to produce statistical data that will be used for analysis of citizen complaints and disciplinary matters, and use-of-force data. Off-duty employment management software will provide efficient scheduling and accountability. Electronic management of the policies, procedures, and training bulletins is not only efficient but also allows for ease in distribution and accountability for information being presented.

**Result-Benefit:** All three technologies will provide up-to-date monitoring of internal activities, long-term data for planning purposes, and analysis reports for accountability in discipline, training, and off-duty employment.



## 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 toward this target by identifying sustainability projects that are responsible and beneficial to the community and environment. The Employees' Committee for a Sustainable Lakewood is a cross-departmental committee that works to: increase the efficiency, coordination, and sustainability of City operations; establish educational and outreach programs; explore opportunities to enhance sustainability through municipal policy; and collect ideas that encourage sustainable choices and practices.

**Expectation:** The Police Department continues to support the Lakewood Employees' Committee for a Sustainable Lakewood through police membership and participation.

**Result-Benefit:** Each division will identify and implement practices that encourage sustainability to include elimination of paper resource materials, utilizing PowerDMS for testing at the academy and other forms of electronic records, and the 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 2019 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 2019.



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**Program:** Investigations

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**Department:** Police

**Division:** Investigations

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**Purpose:** The Investigations Division is primarily responsible for conducting follow-up criminal investigations, collecting, preserving, and analyzing physical evidence, arresting suspects, filing criminal cases, and assisting with the prosecution of those cases. Three Sections consisting of 12 teams make up the Investigations Division: General Investigations, which is split into teams with detectives specializing in behaviors associated with specific crimes, Colorado Metropolitan Auto Theft Task Force (CMATT), and Criminalistics.

The teams of detectives are located on two separate floors with an Investigations Commander overseeing each floor. Teams are located in close proximity to those working overlapping crimes to assist in collaboration and encouraging teamwork. Teams on the lower floor are the new Family Crimes Team, Persons Team, Burglary / Robbery, Economic Crimes and Victim Advocates. Those teams on the upper floor are Crimes Against Children, Juvenile Crime Team including School Resource Officers, Theft Team, Special Investigation Unit, Sex Offender Apprehension and Registration Team and West Metro Drug Task Force. These teams are responsible for investigations involving assaults, homicides, sexual assaults, child abuses, and juvenile delinquency matters. These teams are also responsible for gathering criminal intelligence and conducting background investigations for liquor licenses, towing operators, pawnshops, adult retail businesses, and massage parlors. The Victim Assistance Unit staffed by non-sworn personnel provides direct services and crisis intervention to victims and witnesses of crimes. The Victim Assistance Unit administers the Victim Compensation Fund.

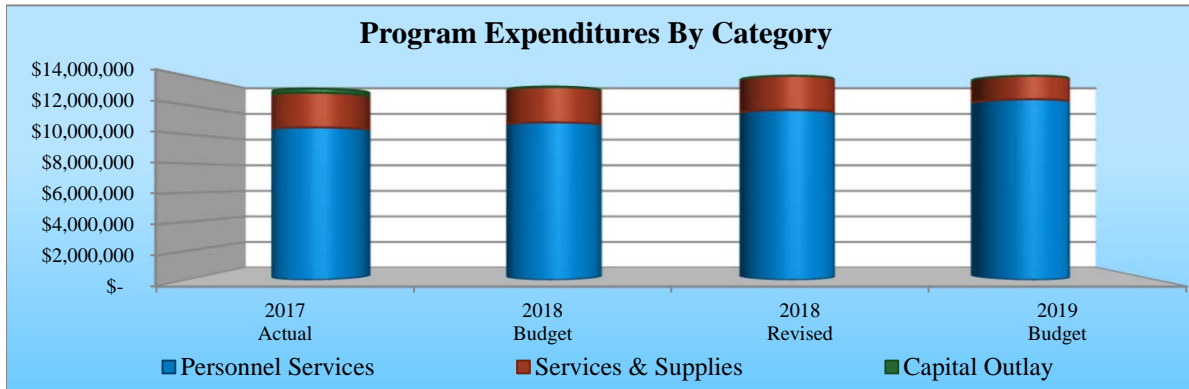
The Lakewood Police Department continues to co-host the multi-agency Metropolitan Auto Theft Task Force. CMATT's mission is to investigate continuing problems caused by auto theft crimes in the Denver metropolitan area. CMATT is funded by the Colorado Auto Theft Prevention Authority and supported by the partnering law enforcement agencies. CMATT utilizes a proactive investigative approach incorporating data sharing and public education to impact the organized criminal efforts related to auto theft.

The Criminalistics Section 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**

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Personnel Services	\$ 10,470,153	\$ 10,812,946	\$ 11,661,125	\$ 12,392,587
Services & Supplies	2,375,957	2,421,447	2,397,294	2,464,732
Capital Outlay	277,577	23,000	10,000	10,000
<b>TOTAL:</b>	<b>\$ 13,123,687</b>	<b>\$ 13,257,393</b>	<b>\$ 14,068,419</b>	<b>\$ 14,867,319</b>

**Program Expenditures By Fund**

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
General Fund	\$ 10,558,769	\$ 10,799,900	\$ 11,696,394	\$ 12,291,396
Grants Fund	2,564,918	2,457,493	2,372,025	2,575,923
<b>TOTAL:</b>	<b>\$ 13,123,687</b>	<b>\$ 13,257,393</b>	<b>\$ 14,068,419</b>	<b>\$ 14,867,319</b>

**Full-Time Positions**

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

	2017 Revised	2018 Budget	2018 Revised	2019 Budget
Police Division Chief	1.00	1.00	1.00	1.00
Business Specialist	1.00	1.00	1.00	1.00
Crime Analyst I	1.00	1.00	1.00	1.00
Crime Scene Analyst	2.00	2.00	2.00	2.00
Forensic Analysis Supervisor	1.00	1.00	1.00	1.00
Forensic Imaging Analyst	1.00	1.00	1.00	1.00
Investigation Technician I	4.00	4.00	3.00	3.00
Investigation Technician II	6.00	6.00	7.00	7.00
Latent Print Examiner	3.00	3.00	3.00	3.00
Offender Registrar	2.00	2.00	2.00	2.00

**Full-Time Positions (continued)**

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

	<b>2017 Revised</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
Police Agent	49.00	49.00	56.00	56.00
Police Commander	3.00	3.00	3.00	3.00
Police Computer Analyst	1.00	1.00	1.00	1.00
Police Sergeant	9.00	9.00	10.00	10.00
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
<b>Total Full-Time Positions (FTE):</b>	<b>93.00</b>	<b>93.00</b>	<b>101.00</b>	<b>101.00</b>
<b>Part-Time Hours</b>	<b>3,096</b>	<b>3,804</b>	<b>4,844</b>	<b>4,844</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>94.49</b>	<b>94.83</b>	<b>103.33</b>	<b>103.33</b>

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

- ♦ 2018 Revised Budget increased \$848,179 over 2018 Budget due to higher than anticipated compensation increases for sworn employees.

❖ **Capital Outlay**

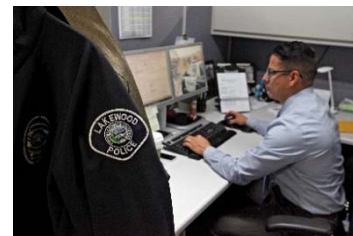
- ♦ 2018 Budget decreased \$254,577 from 2017 Actuals due to the purchase of multiple vehicles by the Auto Theft Task Force in 2017 that is not budgeted again in 2018.

**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). CATPA-Metropolitan Auto Theft Task Force utilizes an intelligence led investigative approach with the mission to aggressively investigate reported auto theft and its related crimes, recover property and proactively prevent auto theft. CMATT will accomplish this mission by utilizing various investigative, analytical and outreach methods. CMATT completed it's merging of three separate auto theft task forces in the Denver metropolitan region into one task force and consists of investigative and crime analysis personnel from eleven different agencies. Lakewood Police Department serves as the fiscal and management oversight of this multi-agency task force.

**Expectation:** CMATT will reduce the incidences of auto theft crimes through proactive investigations by arresting, prosecuting, and recovering stolen vehicles. CMATT will employ intelligence-led investigative approaches and provide a unified and focused law enforcement approach to reduce auto theft in the metropolitan area. The Lakewood Police Department will continue to be the fiscal and management agent for CMATT.

**Result-Benefit:** In 2017, there was a 10.77% 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 91%. CMATT alone recovered over \$3 million in stolen vehicles. CMATT held fourteen (14) 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 Investigation Division 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 5,907 victims in 2017 and responded to 728 call-outs to assist Agents and Detectives. It is anticipated the team's services will continue to grow.

	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
Victims Served	5,224	5,907	5,700	5,700
Victim Services Call-Out	585	728	700	700
Assigned Cases	4,177	5,179	5,000	5,000

**Activity:** Forensic examination of cellular telephones will continue to increase with the rapid advances in technology. What used 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.

	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
	<b>Actual</b>	<b>Actual</b>	<b>Revised</b>	<b>Budget</b>
Sex Offender Registrations	1,847	1,852	2,081	2,081

**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 were proactive in the schools teaching law and criminal justice related classes. During summer breaks, the SROs work with local and state probation officers conducting visits to the homes of juveniles who have been sentenced to probation for criminal activity or who have school disciplinary problems. These visits reinforce behaviors expected of students during the school year. The SROs also sponsor the Lakewood Police Department Youth Police Academy.

The Investigations Division will continue to maintain public and private professional associations. The Division is a member of Denver Metro Crime Stoppers and partners with The Ralston House, which is dedicated to helping children and teens heal from the trauma of sexual, physical, and/or emotional abuse. It is the only child advocacy center in Jefferson County.



### 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 is able to provide DNA analysis. The City provides partial funding for the DNA Analyst.

The workload for the Major Crimes Unit and other Investigative Units has increased over the years. The caseload is higher, both objectively in volume and subjectively in complexity than any other investigative unit in the department. This caseload is presenting challenges to completing thorough and proper investigation of the most serious crimes. After a comprehensive staffing study of the Investigations Division, there was a reorganization starting at the beginning of 2018 within the division. It consisted of moving teams of detectives to locations which would allow for better communication and collaboration between the groups. This also included the creation of a Family Crimes Team responsible to investigate cases of domestic violence, sexual assault and cases against the elderly and at risk adults as mandated by the State of Colorado.



The Investigations Division continues to evaluate practices, programs, and technological advancements to ensure peak effectiveness within the parameters of our available resources. An emphasis on professionalism, excellence in service, and accountability is an ongoing goal for all members of the division. An emerging technology being explored is the use of surveillance cameras along public corridors with a concentration in higher crime areas. This camera system, known as ARGUS, has already been leveraged to apprehend criminals and has been used as evidence in many cases.

**Program:** Patrol Services**Department:** Police**Division:** Patrol

**Purpose:** Patrol Services performs the types of police activities that are most visible to citizens. These include responding to citizen's requests for emergency and non-emergency assistance as well as proactive, agent-initiated activity. The investigation of criminal offenses, the initial documentation, and the apprehension of offenders, are among the primary responsibilities of a patrol agent. In addition, considerable time and effort are also devoted to non-criminal activities that help ensure the safety of individuals and the community in general.

Patrol Services meets the challenges of a more complex society through specialization. The daytime and evening Traffic Teams provide enforcement, investigation, and education on traffic-related issues. The Mills Team provides police services to the area surrounding this distinctive retail complex. The Special Enforcement Team (SET) is designed as a flexible unit that can quickly change focus to address emerging crime trends within the city. Special Weapons and Tactics (SWAT) is capable of responding as a coordinated, highly trained unit to critical incidents. The Community Action Team (CAT) is responsible for administering a variety of crime prevention programs. Education, directed intervention, mediation, and enforcement are areas of particular focus. This unit plays a critical role in our community policing efforts. Four agents and one sergeant have been added to the CAT Team to address homelessness and those suffering from mental illness. Community Service Officers (CSO) are non-sworn employees who are assigned the more routine tasks, thereby freeing agents for higher priority calls for service. The Patrol Support Team (PST) provides clerical and administrative services for the division including service and maintenance needs and staffing the Telephone Reporting Unit (TRU).

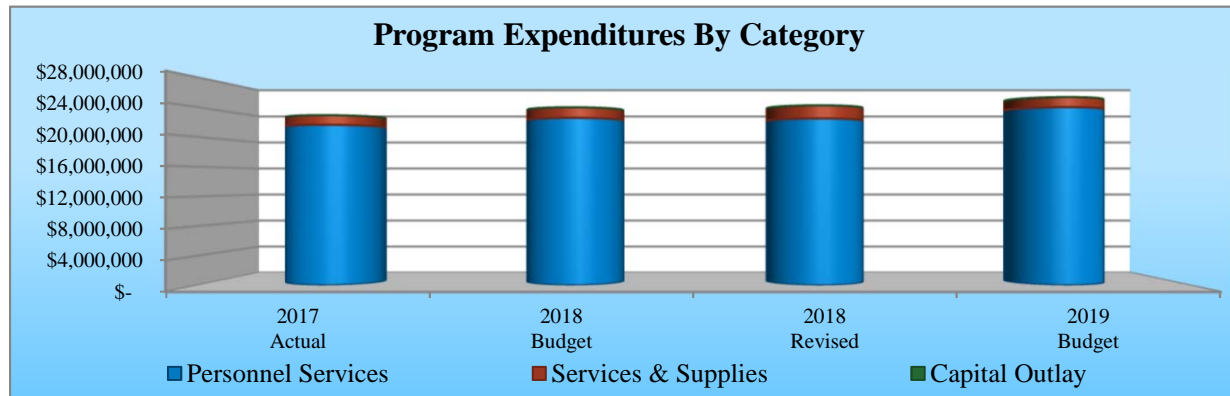
As the most visible arm of the Police Department, Patrol Services, is the primary resource for the department's community policing philosophy. The Patrol Division's sector-based approach divides the city into two distinct areas. Agents are assigned to specific geographical areas, so that they can become more knowledgeable about the communities they serve. This promotes community partnerships and uses them to identify and solve crime and enhance quality of life in the City.



National Night Out

**Program Expenditures By Category**

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Personnel Services	\$ 21,638,441	\$ 22,569,339	\$ 22,491,464	\$ 24,008,949
Services & Supplies	1,291,137	1,420,341	1,761,271	1,350,476
Capital Outlay	-	-	-	-
<b>TOTAL:</b>	<b>\$ 22,929,578</b>	<b>\$ 23,989,680</b>	<b>\$ 24,252,735</b>	<b>\$ 25,359,425</b>

**Program Expenditures By Category (continued)****Program Expenditures By Fund**

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
General Fund	\$ 22,846,913	\$ 23,905,174	\$ 23,682,844	\$ 25,247,025
Grants Fund	82,665	84,506	569,891	112,400
<b>TOTAL:</b>	<b>\$ 22,929,578</b>	<b>\$ 23,989,680</b>	<b>\$ 24,252,735</b>	<b>\$ 25,359,425</b>

**Full-Time Positions**

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

	2017 Revised	2018 Budget	2018 Revised	2019 Budget
Police Division Chief	1.00	1.00	1.00	1.00
Business Specialist	1.00	1.00	1.00	1.00
Equipment Service Technician	1.00	1.00	1.00	1.00
Investigative Technician II	1.00	1.00	1.00	1.00
Patrol Support Coordinator	1.00	1.00	1.00	1.00
Patrol Support Technician	2.00	2.00	2.00	2.00
Police Agent	174.00	178.00	170.00	172.00
Police Commander	5.00	5.00	4.75	5.00
Police Community Service Officer	5.00	5.00	5.00	9.00
Police Sergeant	23.00	24.00	23.00	23.00
<b>Total Full-Time Positions (FTE):</b>	<b>214.00</b>	<b>219.00</b>	<b>209.75</b>	<b>216.00</b>
<b>Part-Time Hours</b>	<b>419</b>	<b>419</b>	<b>419</b>	<b>419</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>214.20</b>	<b>219.20</b>	<b>209.95</b>	<b>216.20</b>



## Budget Variances

### ❖ Services & Supplies

- ♦ 2018 Budget increased \$129,204 over 2017 Actuals due to increased vehicle maintenance expense as a result of a larger fleet of patrol vehicles.
- ♦ 2018 Revised Budget increased \$340,930 over 2018 Budget due to the planned expansion of Police MDC replacements project.
- ♦ 2019 Budget decreased \$410,795 from 2018 Revised Budget due to temporary increase in 2018 for the expansion of the MDC replacement project.

## Goals / Activities / Expectations / Results-Benefits

### ♦ GOAL: Preserve a safe and peaceful community

**Activity:** The Patrol Division will provide efficient and professional law enforcement responses to citizen's requests for emergency and non-emergency incidents at the highest possible level of service.

**Expectation:** Agents provided professional and timely law enforcement services when responding to 239,882 calls for service in 2017. This level of service will be maintained by encouraging citizens to use alternative reporting options for non-emergency incidents. Use of these options will continue to allow for immediate response to emergency calls.

**Result-Benefit:** The Patrol Division provides efficient responses to all calls for service by an average response time of 4-5 minutes, 10 seconds or less to emergency calls for service; 5 minutes to non-emergency calls.

	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
	<b>Actual</b>	<b>Actual</b>	<b>Revised</b>	<b>Budget</b>
Citizen Generated Calls	73,968	74,632	75,000	75,000
Officer Generated Calls	69,760	77,124	71,000	71,000
Emergency Response Time	5:00	2:24	4:55	4:55

In 2017, the SET Team engaged in many patrol activities resulting in 107 arrests. The SET Team participated in target enforcement operations, prostitution sting operations, and arrests of wanted subjects for the Investigation Division.

**Activity:** The Patrol Division will develop and implement community policing and crime prevention strategies. The goal is stemming the increase in crime and efficiently addressing quality of life concerns in areas of the City experiencing chronic and growing crime patterns and trends.

**Expectation:** The SET, CAT Team, and Patrol Agents working in tandem with the Investigation Division, will deploy to chronic problem areas of the City.

**Result-Benefit:** Once a target is selected, the goal is to conduct high visibility traffic and pedestrian stops in that specific area to reduce the number of occurring incidents. The Patrol Division, in coordination with the Investigation Division, will conduct operations in 2018 on a regular basis as time permits.



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

**Activity:** The Patrol Division has assigned an additional four (4) Agents and one (1) Sergeant to the Community Action Team, to enhance our current initiatives by improving our community service delivery, with an emphasis on homelessness and mental health.

**Expectation:** These dedicated liaisons will be able to perform functions including but not limited to: facilitate and attend important meetings, develop and implement strategies for resolving quality of life concerns, provide statistical reports, make community contacts, provide information for resources, maintain ongoing communication with community.

**Result-Benefit:** Reduce repeat calls for service, supplement Patrol shifts with specialized services and follow-up care to those in need, and improve quality of life for those persons living and visiting in the area.

	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
Motor Vehicle Thefts	19%	16%	10%	10%
First Degree Trespass	31%	24%	-10%	-10%
Disorderly Conduct	4%	4%	5%	5%

Motor vehicle theft increased metro-wide in 2017 by 10%.

**Activity:** The Traffic Teams and Patrol Agents will work to provide safe and expedient movement of vehicle and pedestrian traffic through the use of enforcement, education, and engineering strategies.



**Result-Benefit:** Driving Under the Influence (DUI) enforcement will continue to be a priority. The Department will continue to pursue grant funding to support enforcement initiatives. Motor vehicle accidents occurring at the five highest rated intersections will be evaluated. Motor vehicle accident data from the current year will be compared with the data from the previous year and it is anticipated there will be a decrease.

	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
Accidents @ 5 Worst				
Intersections	318	425	310	310
Accidents	5,876	5,516	5,800	5,800
Citations	14,665	14,649	16,000	16,000
DUI Arrests	567	575	570	570

**Activity:** The public's perception of safety will be enhanced through the application of Sector Based Problem Solving strategies.

**Expectation:** Each sector will be responsible for problem solving strategies within their assigned geographical area in order to address crime patterns and quality of life issues.



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

**Result-Benefit:** As crime patterns, trends, or concerns within each sector are identified, partnerships within the community and other agencies will be developed and maintained to reduce or eradicate neighborhood problems.

**Activity:** Training will be provided to members of the Patrol Division and Special Operations in areas of tactical skills, firearms training, less-lethal alternatives, and disaster and emergency preparedness.

**Expectation:** Special Weapons And Tactical Team (SWAT) members are used in situations when a tactical patrol response is needed but does not require full team engagement. This strategy reduces cost while providing enhanced safety to Police Agents and citizens in crisis. The formation of the West Metro SWAT, a partnership between Lakewood and Wheat Ridge Police Departments, has resulted in resource sharing to include personnel, equipment and providing ongoing training.

**Result-Benefit:** Training will be conducted in the following areas: in-service update, weapon qualifications, 120 hours of SWAT, requisite training on lethal, less-lethal, and tactical operations, and National Incident Management System (NIMS) compliancy. The regionalized approach of the West Metro SWAT has resulted in more efficient and safer responses to tactical situations.

♦ **GOAL: Improve organizational effectiveness and efficiency**

**Activity:** Areas of organizational development and improvement are continually evaluated.

**Expectation:** Analysis of patrol deployment structures and delivery of services will be on-going.

**Result-Benefit:** An annual analysis of patrol personnel deployment will be conducted to ensure efficient scheduling. The study will include future economic development and growth factors. In response to the analysis results, the Patrol Division will maintain professionalism and increase efficiency when providing services to the community.

	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
CSO Calls for Service	1,273	4,675	4,000	4,000
Percent of Total CFS	0.8%	1.9%	2.7%	2.7%

**Activity:** The Community Action Team (CAT) will engage in innovative community crime prevention, community resource referral, and take appropriate enforcement action in addressing crime, homelessness, citizens' perception of crime, and quality of life issues. The CAT Team will work with the two embedded Jefferson County Mental Health (JCMH) case workers to ensure those citizens who suffer from homelessness and mental illness, are being referred to the proper services.



Crime Free Multi-Housing



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

**Expectation:** CAT Team Agents assigned to each police sector will establish and maintain partnerships with various departments, cities, and community groups and organizations to seek creative and durable solutions to community issues.

**Result-Benefit:** As citizen expectations and demands for police services continue to increase, the CAT Team will be challenged to provide more flexible and collaborative problem solving in their assigned neighborhoods. This is reflected in part by the number of successfully concluded service requests dealt with throughout the year.

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**Activity:** Through the leveraging of the latest innovations in law enforcement technology, the Patrol Division will provide enhanced services to the community.

**Expectation:** The Patrol Division will continue to explore technology such as crime surveillance camera systems, mobile data computer upgrades, and crime databases, to be utilized on both mobile data computers and smart phones.

**Result-Benefit:** It is anticipated that through the use of technology, the ability to better serve the public in a professional and efficient manner will be realized. The Patrol Division will collaborate with Information Technology to ensure the most modern tools are available for use by Patrol Agents.

## General Comments

The Patrol Division has embraced the premise of Sector-Based Policing. This was derived from the basic tenets of community policing. It is recognized that the police alone are not the guardians of law and order, and that the police can be most effective in addressing crime and quality of life issues if they work closely with the community. It is a collaboration between the police and community that identifies and responds to community problems with the ultimate goal of reducing crime and increasing the citizens' sense of safety, security, and satisfaction with the Police Department.

The Patrol Division is confident that Sector-Based Policing will continue to be effective as the Division prepares to respond to the challenges of the future. The challenges in 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 responses could incorporate any or all of the following strategies: Data Driven Approaches to Crime and Traffic Safety (DDACTS), foot and bicycle patrols, proactive crime measures, flexible scheduling, and the use of a surveillance camera system.

A partnership with Jefferson County Mental Health (JCMH) has been developed and implemented. Two mental health crisis managers have been assigned to the Patrol Division to partner with Agents in the field. They provide immediate, alternative resources to those in need.

Special events will continue to require significant deployment of personnel in order to preserve a safe and peaceful community.



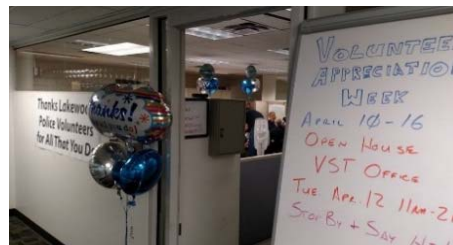
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**Program: Support Services****Department: Police****Division: Support Services**

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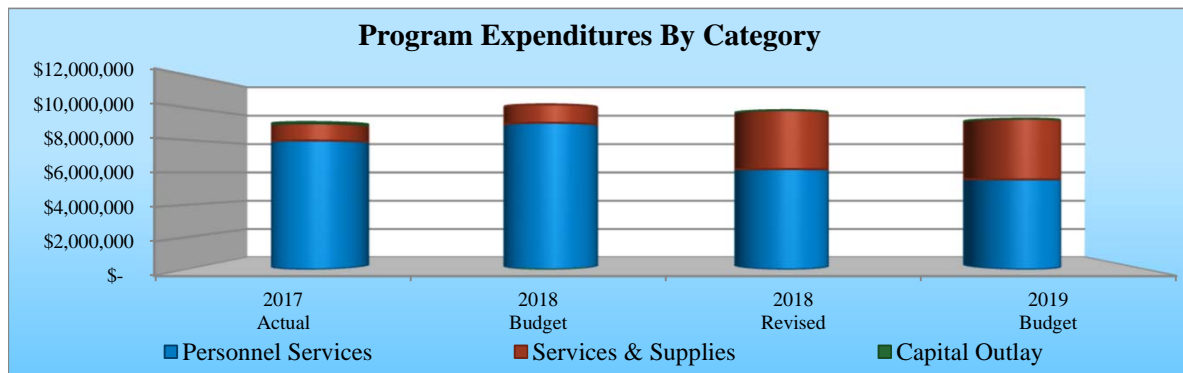
**Purpose:** The Support Services Division is comprised of three sections providing administrative and technical support to the Lakewood Police Department and the community.

1. The Police Records Section serves as the police department's primary information management center. The section manages and disseminates all criminal justice records to include incident/crime reporting, warrant processes, municipal and county bonds, traffic and criminal citations, quality control monitoring of electronic ticketing, and expungement orders. The information is maintained to assist victims of crime, enhance the decision-making for investigations, and for the timely prosecution of criminal activity. Records personnel work with various members of the department to promote and enhance the technology available, with the goal of increased efficiency and response to the request by citizens and other criminal justice agencies. Additionally, the section collects, processes, and submits statistical crime information to the state and federal crime databases.
2. The Emergency Management Section is responsible for administering Lakewood's Emergency Management and Homeland Security programs and providing response to hazardous material incidents.
3. The Community Services Section is comprised of the Animal Control Unit, Code Enforcement Unit, Crime Analysis Unit, Property Services Unit, Technology Liaison, and the Volunteer Program.
  - The Animal Control Unit enforces municipal ordinances relating to the welfare of animals and the responsibilities of animal owners. It plays a critical role in educating citizens about the humane and safe treatment of animals, as well as, responding to public safety concerns with companion animals, exotic pets, and indigenous wildlife. Compliance with the Jefferson County dog licensing requirements is a continuing focus.
  - The Code Enforcement Unit provides enforcement of the Municipal Code 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, overflowing dumpsters, trash and graffiti. Officers also enforce the Zoning Ordinance as it pertains to land use issues, parking requirements, fence regulations, home businesses, and signs. Reviews and inspections are conducted to ensure new development of residential site plan landscape requirements are met.
  - The Crime Analysis Team is composed of support positions whose purpose is to analyze and disseminate timely and pertinent information relative to crime patterns and trends to assist operational and administrative personnel.
  - The Property & Evidence Unit serves the Lakewood Police Department and citizens by accepting and maintaining items booked for safekeeping and evidentiary value. The objectives of the Unit are to temporarily store found property and safekeeping (drop items) and to maintain the highest level of integrity in evidence handling until needed for the judicial process. To meet these objectives, the preservation, storage, custody tracking, and timely release of property and evidence are essential functions to the daily operations of the Unit.
  - The Technology Liaison Agent provides 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.



**Program Expenditures By Category**

	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
Personnel Services	\$ 7,962,888	\$ 9,053,551	\$ 6,204,127	\$ 5,567,449
Services & Supplies	1,055,317	1,132,519	3,626,986	3,740,437
Capital Outlay	82,859	(160,574)	-	-
<b>TOTAL:</b>	<b>\$ 9,101,064</b>	<b>\$ 10,025,496</b>	<b>\$ 9,831,113</b>	<b>\$ 9,307,887</b>

**Program Expenditures By Fund**

	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
General Fund	\$ 8,630,911	\$ 9,762,321	\$ 9,762,366	\$ 9,239,025
Capital Improvement Fund	-	-	-	-
Grants Fund	470,153	263,175	68,747	68,862
<b>TOTAL:</b>	<b>\$ 9,101,064</b>	<b>\$ 10,025,496</b>	<b>\$ 9,831,113</b>	<b>\$ 9,307,887</b>

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

	<b>2017 Revised</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
Police Division Chief	1.00	1.00	1.00	1.00
Animal Control Officer I	4.00	4.00	4.00	4.00
Animal Control Officer II	2.00	2.00	2.00	2.00
Animal Control Supervisor	1.00	1.00	1.00	1.00
Business Specialist	1.00	1.00	1.00	1.00
Business Support Specialist	1.00	1.00	1.00	1.00
Code Enforcement Coordinator	1.00	1.00	1.00	1.00
Code Enforcement Officer	3.00	3.00	3.00	3.00
Code Enforcement Technician	1.00	1.00	1.00	1.00
Crime Analyst I	-	-	1.00	1.00
Crime Analyst 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	-	-
Police Commander	1.00	1.00	1.25	1.00
Police Communications Manager	1.00	1.00	0.17	-
Police Communications Supervisor	3.00	3.00	0.50	-
Police Community Service Officer	3.00	3.00	-	-
Police Dispatcher	30.00	30.00	5.00	-
Police Fugitive Warrant Technician	1.00	1.00	1.00	1.00
Police Info Mgmt Systems Analyst	2.00	2.00	2.00	2.00
Police Info Mgmt Technician	18.00	18.00	17.00	17.00
Police Info Validations Technician	1.00	1.00	1.00	1.00
Police Lead Dispatcher	3.00	3.00	0.50	-
Police Property Evidence Technician	7.00	7.00	7.00	7.00
Police Property Services Supervisor	1.00	1.00	1.00	1.00
Police Records Admin Technician	1.00	1.00	1.00	1.00
Police Records Manager	1.00	1.00	1.00	1.00
Police Records Supervisor	3.00	3.00	3.00	3.00
Police Records Support Specialist	-	-	1.00	1.00
Police Volunteer Prgrm Coordinator	1.00	1.00	1.00	1.00
Police Records Compliance Coordinator	1.00	1.00	1.00	1.00
Records Mgmt Sys Consortium Mgr	1.00	1.00	1.00	1.00
Records Mgmt Sys Consortium Tech Mg	-	-	1.00	1.00
<b>Total Full-Time Positions (FTE):</b>	<b>100.00</b>	<b>100.00</b>	<b>67.42</b>	<b>61.00</b>
<b>Part-Time Hours</b>	<b>11,981</b>	<b>11,981</b>	<b>10,892</b>	<b>10,892</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>105.76</b>	<b>105.76</b>	<b>72.66</b>	<b>66.24</b>



## Budget Variances

### ❖ Personnel Services

- ♦ 2018 Budget increased \$1,090,663 over 2017 Actuals due to vacancy savings recognized in 2017.
- ♦ 2018 Revised Budget decreased \$2,849,424 from 2018 Budget due to the transision of dispatch services to Jeffcom in April of 2018.
- ♦ 2019 Budget decreased \$636,677 from 2018 Revised Budget due to the transision of dispatch services (and employees) to Jeffcom in April of 2018.

### ❖ Services & Supplies

- ♦ 2018 Revised Budget increased \$2,494,467 over 2018 Budget due to the transision of dispatch services to Jeffcom in April of 2018.
- ♦ 2019 Budget increased \$113,451 over 2018 Revised Budget due to escalation in the Jeffcom contract amount.

### ❖ Capital Outlay

- ♦ 2018 Budget decreased \$243,433 from 2017 Actuals due to the reallocation of IGA reimbursements from the Records Management System Consortium to the proper category (Services and supplies).
- ♦ 2019 Budget increased \$160,574 over 2018 Revised Budget due to the reallocation of capital outlay reimbursements in the Records Managemetn System Consortium to services and supplies.

## Goals / Activities / Expectations / Results-Benefits

### ♦ GOAL: Preserve a safe and peaceful community

**Activity:** Continue to develop emergency plans and procedures focused on preparation, response and recovery to the threats and hazards to the community with an ongoing focus on education and outreach.

**Expectation:** The Emergency Management Section will provide effective emergency management leadership and coordinate response to man-made and natural emergencies and hazardous material spills.

**Result-Benefit:** Police department personnel will respond and provide control, containment, clean-up and mitigation response to hazardous materials incidents occurring in the City of Lakewood. Response to critical incidents will be in accordance with Incident Command System (ICS) protocols.

### ♦ GOAL: Enhance the public's perception of safety

**Activity:** To aid in successful criminal prosecution, 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.

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

	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
Property Received	41,577	47,822	54,000	59,000
Property Released	23,250	33,565	35,000	38,500
Fingerprinting	348	385	425	430

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

**Activity:** Community Development Block Grant (CDBG) funds are utilized in low-and moderate-income areas.

**Expectation:** A Code Enforcement Officer is assigned to address code enforcement issues that arise in the CDBG areas.

**Result-Benefit:** Neighborhood issues are reduced by providing necessary funds to those in need with owner occupied properties, in the identified CDBG Neighborhood area. A neighborhood cleanup will be the focus for 2018.

**Activity:** Manage and coordinate the 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.

On April 4, 2018, the Lakewood Police Department's Communication Section became a member of the new Jeffcom 911 Communication Center. The center is comprised of eight Jefferson County and surrounding districts. Jeffcom 911 works to provide police, fire, and emergency medical dispatch service, support, and public safety education.

	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
Total Calls Processed	408,285	406,672	411,535	N/A
Incoming	322,217	319,428	378,583	N/A
Outgoing	94,101	87,136	97,383	N/A
Wireless Calls to 911	83%	78%	90%	N/A

**Activity:** The Records Section will research possible technological and process improvements to minimize the number of visits customers must make to the police department to receive their needed documents.

**Expectation:** Two identified processes are simplifying the impounded vehicle release procedures and providing online options for report requests and payment. Customers may now utilize the Carfax website to request and download traffic accident reports instead of physically coming in to the police department.

**Result-Benefit:** More meaningful statistics will be kept to help in the analysis of where time is being spent, so improvement efforts can be focused where they will have the greatest impact. Efficiency savings for the customer improves community satisfaction.



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

**Activity:** The Support Services Division will continue efforts with the members of the Criminal Justice Records Management System Consortium (RMSC), for the implementation of the Niche Regional Records Management System (RMS). Implementation with the first agencies began in 2018, with Lakewood going live in 2019.

**Expectation:** Working cooperatively within a consortium the 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 2018.

### ♦ **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.

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**Activity:** Provide outreach to citizens through clinics, events and City sponsored meetings to promote responsible pet ownership.

**Expectation:** The Animal Control Unit will provide education and information regarding reduced cost vaccination and veterinary care opportunities for pet owning residents within the community.

**Result-Benefit:** Vaccination compliance reduces the impact of potential zoonotic outbreaks. Affordable veterinary care results in responsible pet ownership, reduces animal neglect and decreases the number of pets euthanized in shelters.

### ♦ **GOAL: Improve organizational effectiveness and efficiency**

**Activity:** The Emergency Management Section will provide a formal All Hazards Plan to provide employees and city departments with a clear understanding of the constraints and expectations relating to Emergency Management and response to critical incidents. The plan will follow standard Incident Command System (ICS) protocols.

**Expectation:** Plans for carrying out the agency's activities will be revised as necessary by the Emergency Management Manager.

**Result-Benefit:** The expanding scope and sophistication of emergency operations require law enforcement to act quickly to stabilize and control emergency situations. Affected personnel will receive annual training in the All Hazard Plan and ICS responsibilities.

A minimum of one (1) training exercise will occur annually and will include tabletop and/or actual exercises, multiple agency involvement and may be in conjunction with specific plans.

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

**Activity:** The Animal Control Unit will respond to and investigate allegations of crime. Animal Control Officers will be subject matter experts on ordinance and statute violations for cruelty, neglect, dangerous dogs, and animal fighting.



**Expectation:** Animal Control Officers will proactively patrol neighborhoods and parks within our jurisdiction in addition to responding to calls for service and investigating violations.

**Result-Benefit:** Animal Control Officers will increase neighborhood visibility to remind residents of animal control ordinances and owner responsibilities.

	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
	<b>Actual</b>	<b>Actual</b>	<b>Revised</b>	<b>Budget</b>
Bites	276	315	300	300
Calls for Service	8,615	9,018	9,000	9,000
Follow-up	6,173	5,485	6,500	6,500
Impoundments	784	567	600	600
Field Returns	52	160	200	200
Summons	178	174	200	200
Vicious, aggressive	44	34	45	45
Coyote Complaints	25	19	20	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 best format and mechanism for moving police report data to the new Niche RMS.

**Results-Benefit:** Combining the various databases and formats from legacy systems into a single repository will ensure the continued accessibility of information without having to maintain outdated technologies.

	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
	<b>Actual</b>	<b>Actual</b>	<b>Revised</b>	<b>Budget</b>
Case Reports Processed	145,919	142,052	140,000	142,657
Requests for Reports/Services	30,339	34,980	30,745	31,021
Arrest Warrants Processed	26,507	23,553	23,076	24,378
NIBRS Reports**	30,977	31,367	30,298	30,202
Citation Entry/Court Interface	6,276	6,532	7,625	8,160
E-Citations entered/quality check	7,796	6,411	6,307	6,838
Internet Reports Processed	1,182	1,113	1,114	1,136
Transports Processed	359	475	573	683
Notice of Hearing Processed	123	84	16	25
Orders to Seal/Expunge	160	119	686	847
Courtesy Fingerprinting***	1,279	1,429	1,552	1,693
Probationer/Parole Processing***	306	249	276	247
**Vehicle Impounds	2,075	2,251	2,160	2,247
**Vehicle Releases	2,021	2,229	2,055	2,136

\*\*\*NIBRS - National Incident Based Reporting System

\*\*\*New responsibility added to the Records Section through a reorganization

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

**Activity:** The Crime Analysis Unit is utilized to identify crime patterns, series, and trends to increase and enhance crime prevention, apprehension, vice enforcement, and street gang interdiction.

**Expectations:** The Crime Analysis Unit will test and utilize new computer programming to provide enhanced specific, evidence-based data for focused patrol crime interdiction strategies.

**Result-Benefit:** Proactive, timely and regular dissemination of crime analysis information relating to trends, patterns, and serial criminal activity will be completed to increase effectiveness.

**Activity:** Efforts continue with a consortium of Jefferson County agencies to implement a regional Records Management System (RMS). Records staff will assist in identifying and monitoring the process to ensure that the development of the system meets the needs of the consortium members and the Records Section.

**Expectation:** In an effort to be accountable in providing the best system to meet the needs of Lakewood Police Department and the consortium, within the constraints of economic concerns, it is incumbent on the Records Section to assist in the review of the various systems available.

**Result-Benefit:** The Records Section in cooperation with the partnering agencies will identify both the common and unique needs of each agency and address those needs with the development team for the implementation of the new RMS in 2019.

◆ **GOAL: Respond to the quality of life issues impacting the citizens of Lakewood**

**Activity:** The Code Enforcement Unit enhances the appearance of 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 calls for service to address citizen concerns regarding property violations. Through education and enforcement, 97% of citizens complied to remove noted violations in 2017. 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 2018 and 2019.

	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
<b>Nature of Complaint:</b>				
Graffiti	352	356	400	400
Junk/Rubbish	899	980	1,000	1,000
Parking	488	578	600	600
Weeds	622	503	550	600
Zoning/Land Use	132	159	150	200
<b>Activity Status:</b>				
Calls for Service	4,858	5829	6,000	6,000
Cases Open for Violations	1,858	1895	2,200	2,200
Administrative Actions	778	707	725	750
Total Abatement Warrants	25	18	30	30
Total Summons Issued	25	33	30	30



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

**Activity:** The Code Enforcement Unit aids in the health, safety, order, convenience, prosperity, and welfare of the present and future citizens of 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 3 to 5 days; and most case concerns are resolved within 90 days using the summons and warrant abatement process when compliance is not voluntarily met.

### General Comments

The Code Enforcement Unit addresses citizen concerns to improve property conditions. Staff is proactive on the major business corridors to address overgrown weeds and trash, and illegal signage concerns. 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.

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.

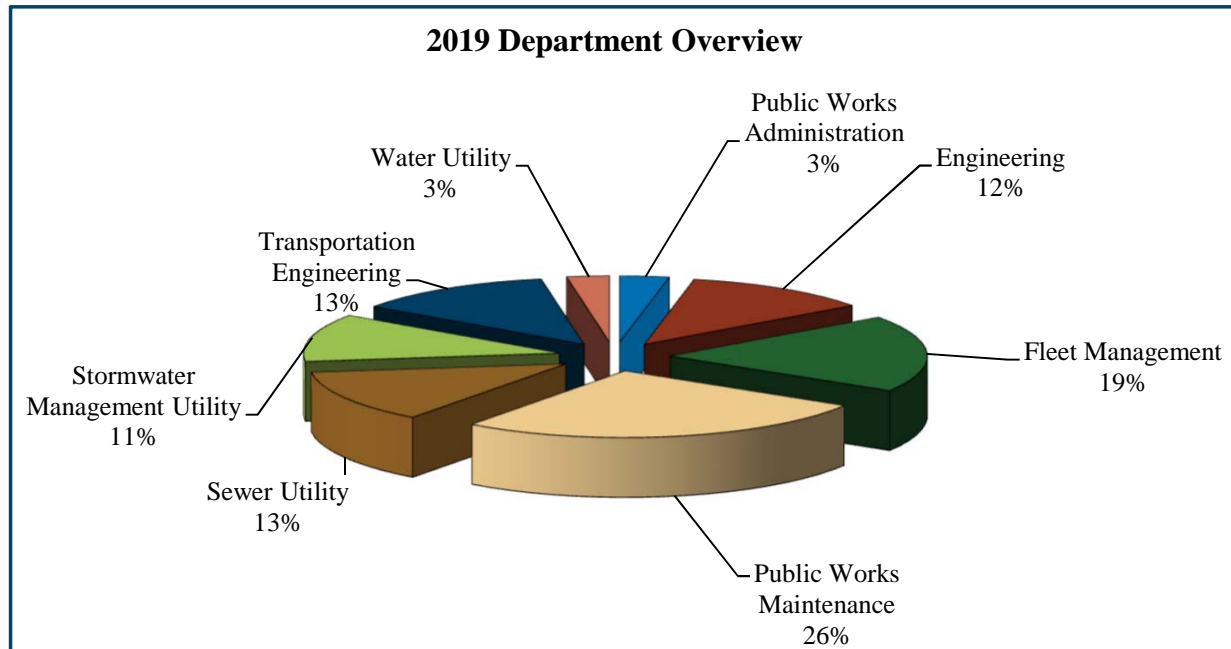
The Emergency Management Section is a new program to the Police Department, being transferred by Public Works. This position will provide leadership to the management of the City's preparedness, response and recovery from emergencies and crisis incidents. Core capabilities encompass the numerous facets 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.



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# PUBLIC WORKS



	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Public Works Administration	\$ 503,324	\$ 1,548,193	\$ 1,551,261	\$ 1,571,562
Engineering	8,363,110	8,018,392	18,957,961	6,030,799
Fleet Management	6,591,235	8,968,480	9,273,802	9,454,523
Public Works Maintenance	9,671,794	12,924,008	12,550,195	13,359,006
Sewer Utility	4,891,623	6,313,612	6,651,593	6,481,026
Stormwater Management Utility	2,317,783	5,681,392	6,304,711	5,895,755
Transportation Engineering	6,006,695	6,290,113	9,272,493	6,404,556
Water Utility	1,257,878	1,296,724	2,009,068	1,356,252
<b>TOTAL:</b>	<b>\$ 39,603,442</b>	<b>\$ 51,040,914</b>	<b>\$ 66,571,085</b>	<b>\$ 50,553,479</b>

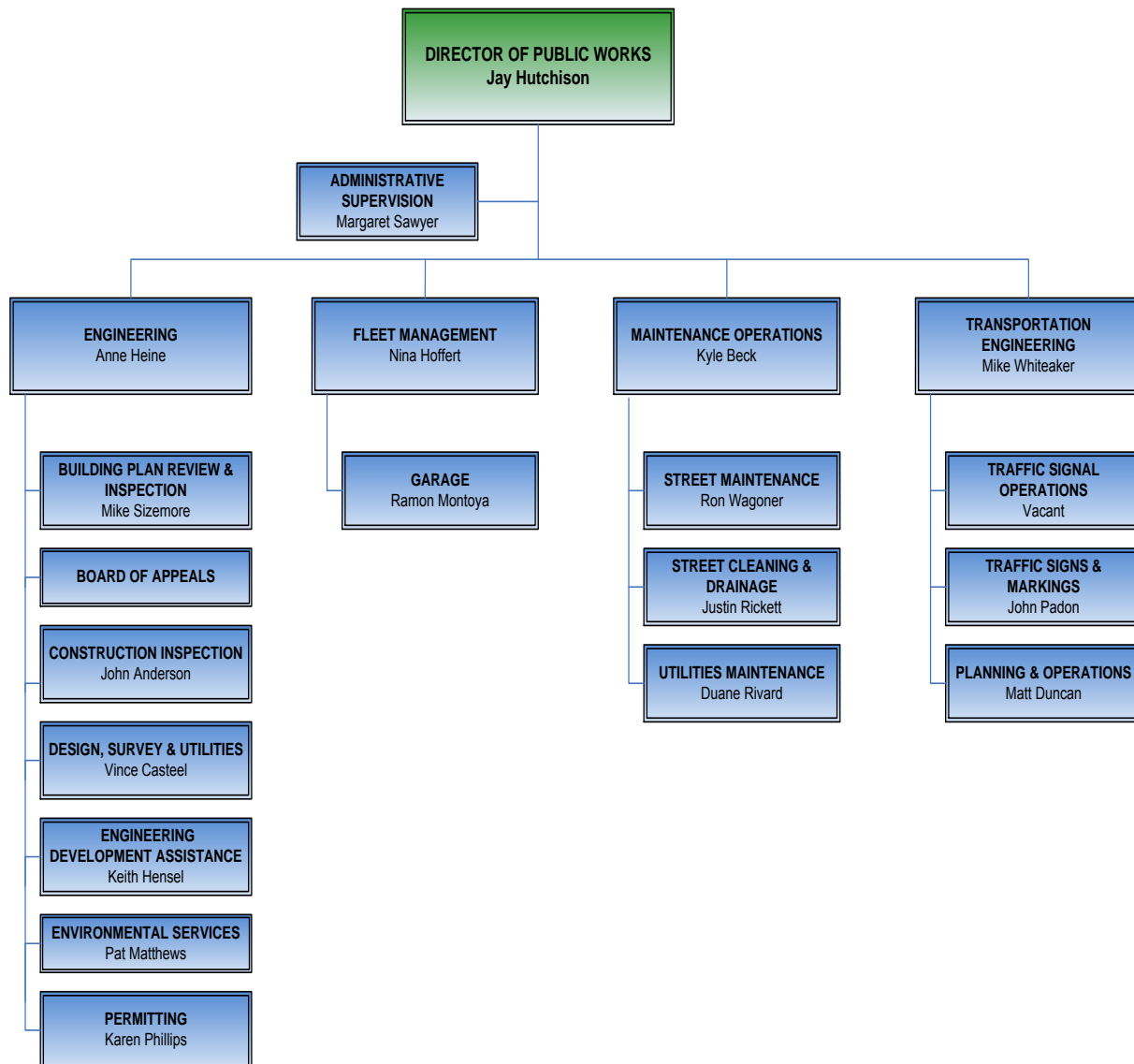
<b>Percent to All Funds</b>	22.39%	25.22%	27.48%	24.56%
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# PUBLIC WORKS

(303) 987-7500

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



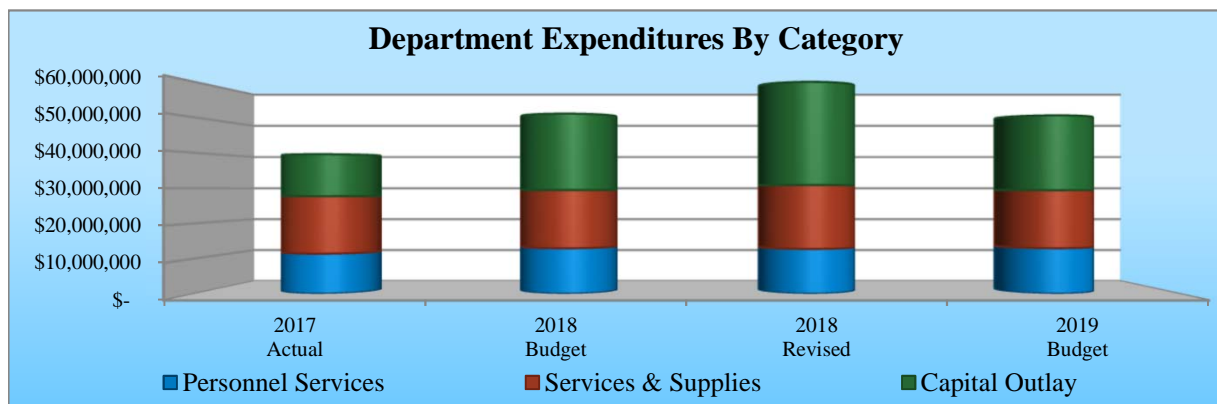


## Department: Public Works

**Mission Statement:** Provide quality municipal services allowing all citizens to enjoy and benefit from: 1) well maintained streets and storm sewer systems, 2) clean streets, 3) prioritized removal of snow and ice from streets, 4) safe building construction, 5) appropriate flood plain management, 6) orderly development and redevelopment, 7) well maintained 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

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Personnel Services	\$ 11,355,777	\$ 12,911,694	\$ 12,728,695	\$ 12,925,565
Services & Supplies	16,343,780	16,568,053	18,151,418	16,517,081
Capital Outlay	11,903,885	21,561,167	35,690,972	21,110,834
<b>TOTAL:</b>	<b>\$ 39,603,442</b>	<b>\$ 51,040,914</b>	<b>\$ 66,571,085</b>	<b>\$ 50,553,479</b>



### Department Expenditures By Fund

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
General Fund	\$ 15,575,708	\$ 18,479,677	\$ 18,653,117	\$ 18,192,115
Capital Improvement Fund	12,855,985	14,943,509	22,104,826	14,338,331
Equipment Replacement Fund	1,822,516	2,876,000	2,876,000	2,840,000
Grants Fund	881,949	1,450,000	7,971,769	1,450,000
Sewer Enterprise Fund	4,891,623	6,313,612	6,651,593	6,481,026
Stormwater Enterprise Fund	2,317,783	5,681,392	6,304,711	5,895,755
Water Enterprise Fund	1,257,878	1,296,724	2,009,068	1,356,252
<b>TOTAL:</b>	<b>\$ 39,603,442</b>	<b>\$ 51,040,914</b>	<b>\$ 66,571,085</b>	<b>\$ 50,553,479</b>

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

	<b>2017 Revised</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
Director of Public Works	1.00	1.00	1.00	1.00
Accountant II	-	-	0.06	0.06
Accountant III	0.15	0.15	0.15	0.15
Alternative Transportation Coordinator.	-	1.00	1.00	1.00
Building Inspector I	1.00	1.00	2.00	2.00
Building Inspector II	2.00	2.00	1.00	1.00
Building Inspector III	4.00	4.00	3.00	3.00
Building Inspector Supervisor	-	-	1.00	1.00
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 II	-	-	1.00	1.00
Civil Engineer III	6.00	6.00	5.00	5.00
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	-	-
Construction Inspector I	2.00	2.00	4.00	4.00
Construction Inspector II	6.00	6.00	5.00	5.00
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	-	-
Environmental Services Technician	1.00	1.00	-	-
Environmental Services Coordinator	-	-	1.00	1.00
Fleet Maintenance Supervisor	1.00	1.00	1.00	1.00
Fleet Manager	1.00	1.00	1.00	1.00
Fleet Mechanic	7.00	7.00	7.00	8.00
Infrastructure Maint & Oper Engr	1.00	1.00	1.00	1.00
Lead Fleet Mechanic	1.00	1.00	1.00	1.00
Maint Lead Person/Hvy Equip Oper	6.00	6.00	7.00	7.00
Maintenance Spec/Equip Operator	15.00	15.00	13.00	13.00
Maintenance Specialist	4.00	4.00	9.00	9.00
Maintenance Supervisor	2.00	2.00	2.00	2.00
Maintenance Worker	8.00	8.00	5.00	5.00
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
Principal Civil Engineer II	-	-	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	1.00	1.00



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

	<b>2017 Revised</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
Traffic Engineer	1.00	1.00	1.00	1.00
Traffic Engineering Manager	2.00	2.00	2.00	2.00
Traffic Engineering Technician II	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
<b>Total Full-Time Positions (FTE):</b>	<b>121.15</b>	<b>122.15</b>	<b>122.21</b>	<b>123.21</b>
<b>Part-Time Hours</b>	<b>24,603</b>	<b>32,742</b>	<b>32,742</b>	<b>17,918</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>132.98</b>	<b>137.89</b>	<b>137.95</b>	<b>131.82</b>

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

- ♦ 2018 Budget increased \$1,585,751 over 2017 Actuals primarily due to vacancies in 2017.

❖ **Services & Supplies**

- ♦ 2018 Revised Budget increased \$1,583,365 over the 2018 Budget primarily due to the timing of transfers to the Grants fund to match state and federal funds for capital improvement projects.
- ♦ 2019 Budget decreased \$1,634,337 from the 2018 Revised Budget primarily due to the timing of transfers to the Grants fund to match state and federal funds for capital improvement projects.

❖ **Capital Outlay**

- ♦ 2018 Budget increased \$9,657,282 over 2017 Actuals due to the timing of capital improvement projects.
- ♦ 2018 Revised Budget increased \$13,279,805 over the 2018 Budget due to the timing of capital improvement projects.
- ♦ 2019 Budget decreased \$13,730,138 from the 2018 Revised Budget due to the timing of capital improvement projects.



## Core Values / Goals

### ❖ SAFE COMMUNITY

- ◆ GOAL: Strengthen and support Lakewood's neighborhoods

### ❖ FISCAL RESPONSIBILITY

- ◆ GOAL: Charge sufficient rates to water and sewer customers to cover costs and to appropriately allocate those costs among customer classes

### ❖ TRANSPORTATION

- ◆ GOAL: Provide for public safety and mobility

### ❖ PHYSICAL & TECHNOLOGICAL INFRASTRUCTURE

- ◆ GOAL: Maintain public infrastructure and equipment

### ❖ QUALITY LIVING ENVIRONMENT

- ◆ GOAL: Provide reliable, high-quality water, sewer, and stormwater utility services; street surfaces; and transportation operations

### ❖ COMMUNITY SUSTAINABILITY

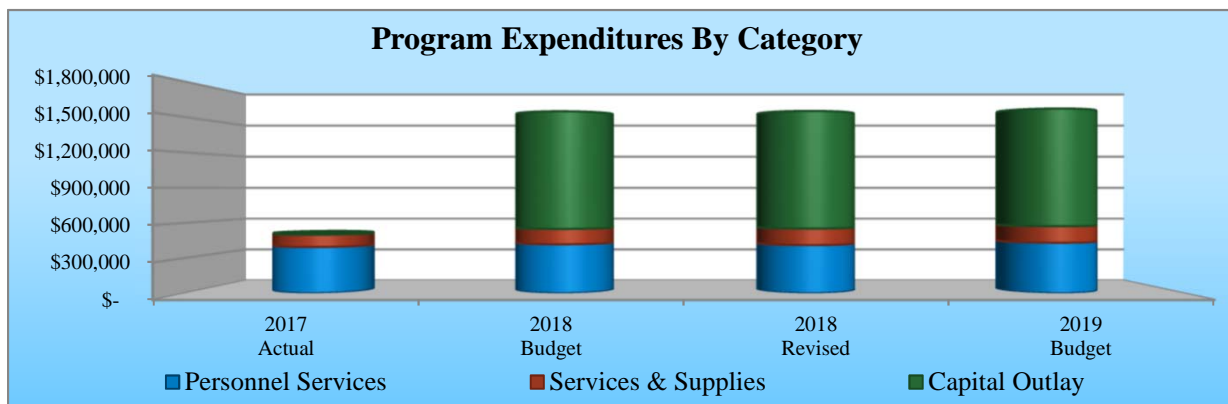
- ◆ GOAL: Manage a community recycling facility and, with other entities, a household hazardous waste drop-off facility
- ◆ GOAL: Monitor and, when appropriate, utilize alternative fuel sources

**Program:** Public Works Administration**Department:** Public Works**Division:** Administration

**Purpose:** Public Works Administration plans, organizes, directs, and controls all projects, activities, and personnel in the Department.

### Program Expenditures By Category

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Personnel Services	\$ 393,590	\$ 416,931	\$ 409,999	\$ 430,136
Services & Supplies	104,733	131,262	141,262	141,427
Capital Outlay	5,000	1,000,000	1,000,000	1,000,000
<b>TOTAL:</b>	<b>\$ 503,324</b>	<b>\$ 1,548,193</b>	<b>\$ 1,551,261</b>	<b>\$ 1,571,562</b>



### Program Expenditures By Fund

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
General Fund	\$ 367,792	\$ 390,337	\$ 383,134	\$ 399,676
Capital Improvement Fund	135,532	157,856	168,127	171,887
Grants Fund	-	1,000,000	1,000,000	1,000,000
<b>TOTAL:</b>	<b>\$ 503,324</b>	<b>\$ 1,548,193</b>	<b>\$ 1,551,261</b>	<b>\$ 1,571,562</b>

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

	<b>2017 Revised</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
Director of Public Works	0.90	0.90	0.90	0.90
Office Support Supervisor	1.00	1.00	1.00	1.00
Sr Principal Civil Engineer	0.15	0.15	0.15	0.15
<b>Total Full-Time Positions (FTE):</b>	<b>2.05</b>	<b>2.05</b>	<b>2.05</b>	<b>2.05</b>
<b>Part-Time Hours</b>	<b>3,898</b>	<b>3,898</b>	<b>3,898</b>	<b>3,898</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>3.92</b>	<b>3.92</b>	<b>3.92</b>	<b>3.92</b>

**Budget Variances**❖ **Capital Outlay**

- ♦ 2018 Budget increased \$995,000 over 2017 Actuals due to money budgeted for potential grants in 2017 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.

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**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.

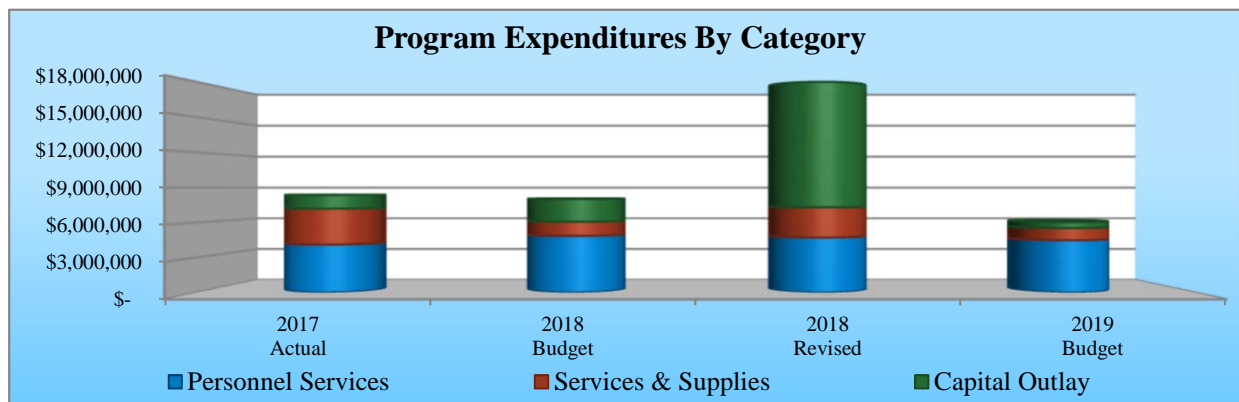
**Program:** Engineering**Department:** Public Works**Division:** Engineering

**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

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Personnel Services	\$ 4,101,788	\$ 4,850,839	\$ 4,712,945	\$ 4,476,205
Services & Supplies	3,085,009	1,216,053	2,590,847	1,053,095
Capital Outlay	1,176,313	1,951,500	11,654,169	501,500
<b>TOTAL:</b>	<b>\$ 8,363,110</b>	<b>\$ 8,018,392</b>	<b>\$ 18,957,961</b>	<b>\$ 6,030,799</b>



### Program Expenditures By Fund

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
General Fund	\$ 4,135,854	\$ 5,168,719	\$ 5,031,338	\$ 4,721,973
Capital Improvement Fund	3,836,843	2,399,673	8,864,853	858,826
Grants Fund	390,412	450,000	5,061,769	450,000
<b>TOTAL:</b>	<b>\$ 8,363,110</b>	<b>\$ 8,018,392</b>	<b>\$ 18,957,961</b>	<b>\$ 6,030,799</b>

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

	<b>2017 Revised</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
City Engineer	0.95	0.95	0.95	0.95
Building Codes Administrator	1.00	1.00	-	-
Building Inspector I	3.00	3.00	2.00	2.00
Building Inspector II	4.00	4.00	1.00	1.00
Building Inspector III	-	-	3.00	3.00
Building Inspector Supervisor	-	-	1.00	1.00
Building Official	-	-	1.00	1.00
Business Specialist	1.00	1.00	1.00	1.00
Business Support Specialist	2.00	2.00	2.00	2.00
Civil Design / CADD Technician	2.00	2.00	2.00	2.00
Civil Engineer II	-	-	1.00	1.00
Civil Engineer III	5.00	5.00	4.00	4.00
Construction Coordinator	1.00	1.00	1.00	1.00
Construction Documents Technician	1.00	1.00	1.00	1.00
Construction Engineering Technician	1.00	1.00	-	-
Construction Inspector I	2.00	2.00	2.00	2.00
Construction Inspector II	4.00	4.00	2.00	2.00
Construction Inspector III	-	-	3.00	3.00
Eng Dev Assistance - Section Head	1.00	1.00	-	-
Engineering Assistance Technician	0.90	0.90	0.90	0.90
Environmental Service Coordinator	-	-	1.00	1.00
Environmental Service Tech	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
Principal Civil Engineer II	-	-	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
<b>Total Full-Time Positions (FTE):</b>	<b>40.10</b>	<b>40.10</b>	<b>40.35</b>	<b>40.35</b>
<b>Part-Time Hours</b>	<b>13,994</b>	<b>20,994</b>	<b>20,994</b>	<b>6,994</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>46.83</b>	<b>50.19</b>	<b>50.44</b>	<b>43.71</b>

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

- ♦ 2018 Budget increased \$778,885 over 2017 Actuals primarily due to vacancies in 2017 and variable staff added to inspect roof repairs due to the 2017 hail storm.

❖ **Services & Supplies**

- ♦ 2018 Budget decreased \$1,868,956 from 2017 Actuals 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 Revised Budget increased \$1,374,794 over 2018 Original Budget due to the timing of transfers to the Grants fund to match available state and federal funds for capital projects.
- ♦ 2019 Budget decreased \$1,537,752 from the 2018 Revised Budget primarily due to the timing of transfers to the Grants fund to match available state and federal funds for capital projects.

### ❖ Capital Outlay

- ♦ 2018 Budget increased \$775,187 over 2017 Actuals due to timing of capital improvement projects.
- ♦ 2018 Revised Budget increased \$8,852,669 over the 2018 Original Budget due to timing of capital improvement projects.
- ♦ 2019 Budget decreased \$10,302,669 from the 2018 Revised Budget 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.

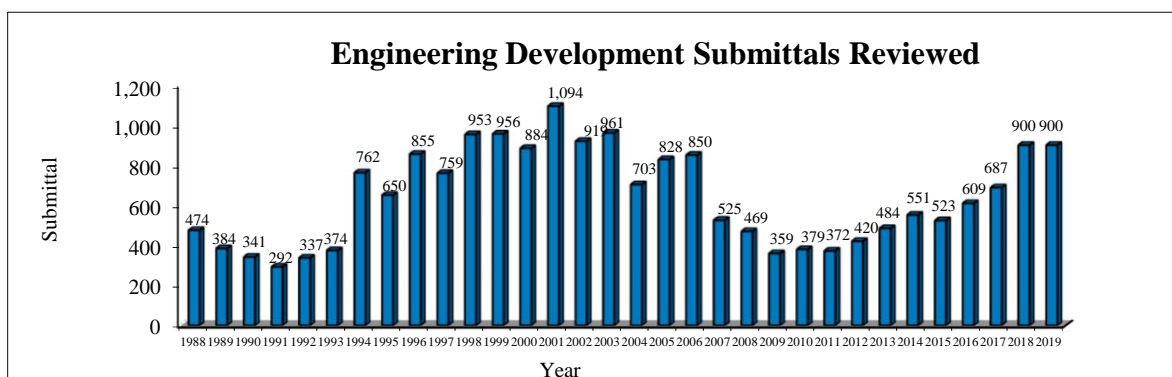
**Expectation:** Engineering reviews are completed and referrals are sent to outside agencies (Colorado Department of Transportation (CDOT), Urban Drainage and Flood Control District (UDFCD), Jefferson County, etc.). Public improvement agreements, cost estimates for public improvements, and cost estimates 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.

<b>Engineering Development Statistics</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
Development Submittals				
Reviewed	609	687	900	900
Average Work Days Elapsed				
Per Review	26	32	25	25
Public Improvement				
Agreements Prepared	19	12	20	20
Flood Plain Information				
Requests Answered	182	104	150	150
Flood Insurance Rating				
Classification*	6	6	6	6

\*A classification of six results in a 20 percent (20%) savings for homeowners in Lakewood purchasing flood insurance.



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

**Activity:** Plan reviews are provided for all building permit submittals.

**Expectation:** Most building plan reviews are completed within 4-6 weeks of submittal.

**Result-Benefit:**

Over 1,900 building plans are reviewed each year within the expected time frame to provide quality customer service to citizens and business owners ensuring that buildings in Lakewood are in substantial compliance with all applicable building codes.

<b><u>Building Plan Reviews</u></b>	<b><u>2016 Actual</u></b>	<b><u>2017 Actual</u></b>	<b><u>2018 Revised</u></b>	<b><u>2019 Budget</u></b>
Projects reviewed with applicant (While-you-wait review for simpler projects)	1,344	1,510	1,550	1,550
Projects taken in for review (Applicant receives comments at later date)				
Residential	199	337	300	300
Commercial	106	116	150	150
Working days for initial review comments (initial submittal to response)				
Residential	10	11	10	10
Commercial	21	19	20	20

**Activity:** The Division is the permit clearinghouse for property owners, contractors, other agencies, and City staff, ensuring appropriate approvals precede construction and alteration of roads, utilities, and structures.

**Expectation:** Required permits for all projects are issued in accordance with City ordinances.

**Result-Benefit:**

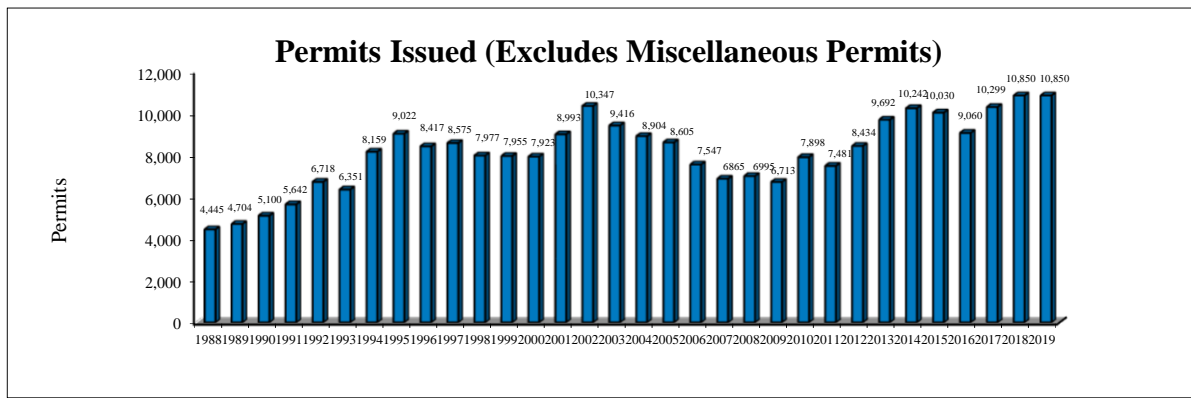
Approximately 15,250 walk-in customers (an average of one every eight minutes) receive services annually at the permit counter.



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

<b><u>Permits Issued</u></b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
Residential Building	1,008	2,257	2,500	2,500
Non-Residential Building	406	393	400	400
Electrical	2,370	2,359	2,500	2,500
Plumbing	1,334	1,146	1,200	1,200
Mechanical	1,880	1,993	2,000	2,000
Sign	221	193	200	200
Miscellaneous*	2,409	14,912*	4,000*	1,500
Public Way	1,691	1,707	1,800	1,800
Alternative Energy	150	251	250	250
<b>TOTAL</b>	<b>11,469</b>	<b>25,211</b>	<b>14,850</b>	<b>12,350</b>

\* 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 2017, 32,780 building inspections, excluding re-roofing inspections, were made with more than 99% completed within 24 hours of the request.

<b><u>Inspections Performed</u></b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
Structural	13,506	13,847	13,000	13,000
Electrical	7,880	7,813	8,000	8,000
Plumbing	4,757	4,836	4,500	4,500
Mechanical	4,248	4,651	4,500	4,500
Courtesy	226	356	200	200
Miscellaneous	701	1,278	1,100	1,100
Re-roof	1,414	14,603*	9,000*	1,300
<b>TOTAL</b>	<b>32,732</b>	<b>47,384</b>	<b>40,300</b>	<b>32,600</b>

\* May 8, 2017 hailstorm resulted in an increase in re-roof inspections

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

**Activity:** Regulations are developed and enforced that govern the quality of stormwater in the City.

**Expectation:** Citizen concerns involving stormwater conditions in the City, including recycling issues, are addressed.

**Result-Benefit:**

	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
Responses to citizen generated environmental concerns and questions (approximate)	800	750	750	750
Environmental studies conducted/reviewed	4	4	4	4
Environmental investigations conducted	40	67	65	65
Material recycled annually at the Quail Street Recycling Center (Tons)	1,500	1,558	1,550	1,550
Material recycled annually at the Rooney Road Recycling Center (Tons)	302	294	300	300

**General Comments**

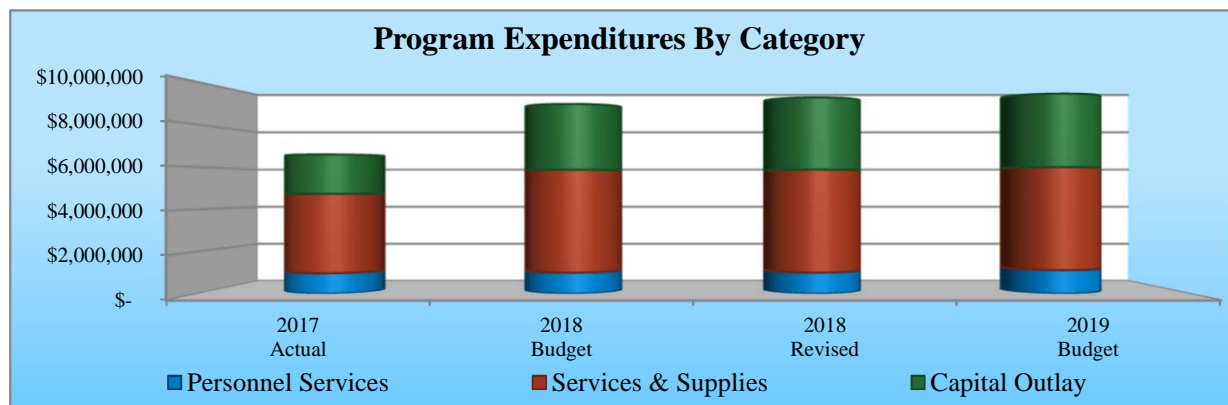
Staff from this program also work on capital projects in the Sewer, Stormwater, and Water Utilities. When working on utility projects, staff time is charged to the appropriate utility thus reducing expenditures in this program. Information on capital projects is provided in the Capital Improvement and Preservation Program section of the budget.

This budgetary program is responsible for day-to-day operation of the Quail Street Recycling Center. In 2017, the center recycled 3,116,000 pounds of material and approximately 202,000 visitors disposed of material at the facility. All of the material is sorted prior to recycling, which increases the quality of the recyclables and supports financial sustainability of the facility.

This budgetary program takes a leadership role in the day-to-day operations of the multi-jurisdictional Rooney Road Recycling Center. In 2017, the program serviced 3,777 Jefferson County residents, of which 876 were from the City of Lakewood. In 2017, county residents utilized this program to properly recycle/dispose of 587,928 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**

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Personnel Services	\$ 967,546	\$ 992,469	\$ 997,291	\$ 1,113,933
Services & Supplies	3,766,983	4,880,011	4,880,511	4,880,590
Capital Outlay	1,856,707	3,096,000	3,396,000	3,460,000
<b>TOTAL:</b>	<b>\$ 6,591,235</b>	<b>\$ 8,968,480</b>	<b>\$ 9,273,802</b>	<b>\$ 9,454,523</b>

**Program Expenditures By Fund**

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
General Fund	\$ 3,226,013	\$ 4,377,960	\$ 4,382,475	\$ 4,493,660
Capital Improvement Fund	1,542,706	1,714,520	2,015,327	2,120,863
Equipment Replacement Fund	1,822,516	2,876,000	2,876,000	2,840,000
<b>TOTAL:</b>	<b>\$ 6,591,235</b>	<b>\$ 8,968,480</b>	<b>\$ 9,273,802</b>	<b>\$ 9,454,523</b>

**Full-Time Positions**

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

	<b>2017 Revised</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
Fleet Manager	1.00	1.00	1.00	1.00
Fleet Maintenance Supervisor	1.00	1.00	1.00	1.00
Fleet Mechanic	7.00	7.00	7.00	8.00
Lead Fleet Mechanic	1.00	1.00	1.00	1.00
<b>Total Full-Time Positions (FTE):</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>11.00</b>
<b>Part-Time Hours</b>	<b>571</b>	<b>1,710</b>	<b>1,710</b>	<b>128</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>10.27</b>	<b>10.82</b>	<b>10.82</b>	<b>11.06</b>

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

- ♦ 2019 Budget increased \$116,642 over the 2018 Revised Budget due to the addition of a fleet mechanic position.

❖ **Services & Supplies**

- ♦ 2018 Budget increased \$1,113,028 over 2017 Actuals primarily due to lower than anticipated 2017 expenses for fuel and vehicle repairs.

❖ **Capital Outlay**

- ♦ 2018 Budget increased \$1,239,293 over 2017 Actuals primarily due to adding vehicles and replacing some higher cost heavy equipment.

**Goals / Activities / Expectations / Results-Benefits**♦ **GOAL: Maintain public infrastructure and equipment**

**Activity:** The Division performs repair and maintenance work at or above industry standards.

**Expectation:** Equipment is ready to operate when needed.

**Result-Benefit:** The Division maintains vehicles and equipment so that they are available more than 95% of the time.



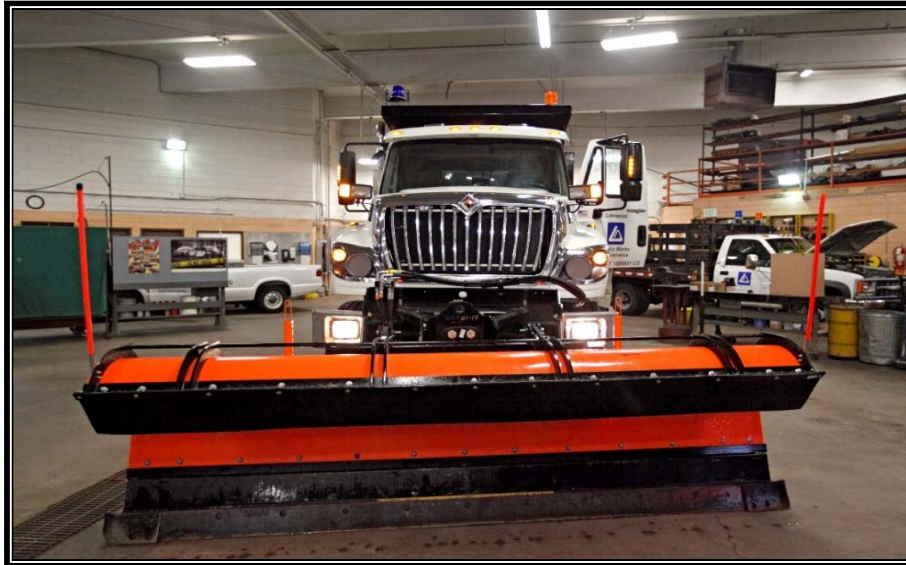
**Activity:** The Division purchases vehicles and equipment that best meet the needs of City operations.



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

**Expectation:** Each vehicle and piece of equipment in the City's fleet will be kept an optimal amount of time in order to minimize the impact on the equipment replacement budget and the General Fund budget for repairs and maintenance and to maximize equipment availability for City operations.

**Result-Benefit:** The Division will purchase vehicles as needed totaling no more than \$2,840,000 in 2019.



- ♦ **GOAL:** Monitor the marketplace and, when appropriate, utilize alternative fuel sources and obtain alternative fuel vehicles

**Activity:** Fuel and vehicle options are evaluated for environmental benefits, serviceability and cost.

**Expectation:** The Division understands market and other relevant factors.

**Result-Benefit:** The fleet transitions to alternative fuels as appropriate.

## General Comments

The Fleet Management program supports and maintains the City's vehicles and motorized self-propelled equipment. The Division maintains over 650 pieces of equipment with nine mechanics and two administrative positions which is one of the most lean staff/vehicle ratios in the region.

Each piece of equipment is considered for replacement based on age, use, and condition. Acknowledging the increased quality and longer economic life of many vehicles available today, we are keeping vehicles in the fleet longer than ever before, with lower maintenance, therefore attempting to reduce capital expenditures from year to year. Keeping vehicles in the fleet for too long increases general fund expenditures through increased maintenance and increases the frequency vehicles and equipment are unavailable due to service needs. Each piece of equipment that is at or near a replacement date is examined to determine if it can economically be retained for a longer time period, or, alternatively, must be replaced early. In 2019, anticipated vehicle and equipment replacements include replacement of patrol and other police vehicles, public works heavy duty equipment, transportation program buses and community resources and engineering pickup trucks.



**Program:** Public Works Maintenance

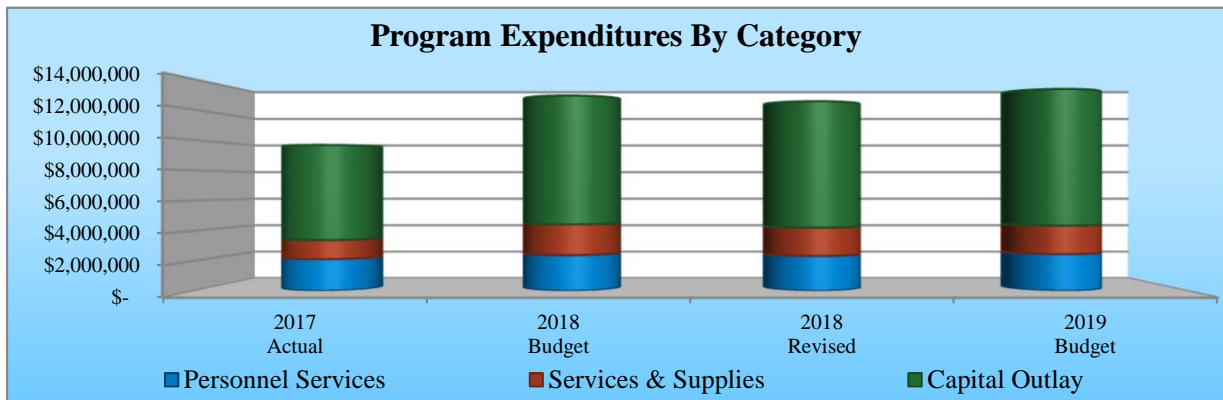
**Department:** Public Works

**Division:** Street Maintenance

**Purpose:** This program provides maintenance and preservation of the City's streets, parking lots, sidewalks and certain 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

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Personnel Services	\$ 2,104,225	\$ 2,372,979	\$ 2,317,192	\$ 2,440,112
Services & Supplies	1,265,442	2,039,914	1,881,888	1,897,112
Capital Outlay	6,302,127	8,511,115	8,351,115	9,021,782
<b>TOTAL:</b>	<b>\$ 9,671,794</b>	<b>\$ 12,924,008</b>	<b>\$ 12,550,195</b>	<b>\$ 13,359,006</b>



### Program Expenditures By Fund

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
General Fund	\$ 3,088,342	\$ 4,119,568	\$ 3,926,429	\$ 4,049,495
Capital Improvement Fund	6,583,453	8,804,440	8,623,766	9,309,510
<b>TOTAL:</b>	<b>\$ 9,671,794</b>	<b>\$ 12,924,008</b>	<b>\$ 12,550,195</b>	<b>\$ 13,359,006</b>



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

	<b>2017 Revised</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
Business Specialist	1.00	1.00	1.00	1.00
Construction Inspector I	-	-	1.00	1.00
Construction Inspector II	2.00	2.00	1.00	1.00
Infrastructure Maint & Oper Engr	0.75	0.75	0.75	0.75
Maint Lead Person/Hvy Equip Oper	3.60	3.60	4.22	4.22
Maintenance Spec/Equip Operator	5.90	9.05	5.75	5.75
Maintenance Specialist	4.00	3.00	8.00	8.00
Maintenance Supervisor	1.53	1.53	1.53	1.53
Maintenance Worker	7.15	5.00	3.30	3.30
Stormwater Maintenance Technician	0.31	0.31	0.31	0.31
Street Maintenance Crew Leader	1.62	1.62	1.00	1.00
<b>Total Full-Time Positions (FTE):</b>	<b>27.86</b>	<b>27.86</b>	<b>27.86</b>	<b>27.86</b>
<b>Part-Time Hours</b>	<b>2,675</b>	<b>2,675</b>	<b>2,675</b>	<b>3,433</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>29.15</b>	<b>29.15</b>	<b>29.15</b>	<b>29.51</b>

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

- ♦ 2018 Budget increased \$268,754 over 2017 Actuals primarily due to vacancies in 2017.

❖ **Services & Supplies**

- ♦ 2018 Budget increased \$774,472 over 2017 Actuals due to lower than anticipated 2017 expenditures for fleet charges, materials purchase for in house street maintenance and lower contract snow removal expenses.
- ♦ 2018 Revised Budget decreased \$158,026 from the 2018 Budget due to lower anticipated 2018 fleet charges.

❖ **Capital Outlay**

- ♦ 2018 Budget increased \$2,208,988 over 2017 Actuals due to lower than anticipated 2017 street resurfacing contract expenses.
- ♦ 2019 Budget increased \$670,667 over 2018 Revised Budget due to planned 2019 increases for street resurfacing contracts.

**Goals / Activities / Expectations / Results-Benefits**♦ **GOAL: Provide for public safety and mobility**

**Activity:** City streets are plowed and sanded as required.

**Expectation:** Plowing and sanding of streets commences as soon as snow begins to accumulate on priority snow routes and all priority routes are cleared within 24 hours after the end of the storm. Residential streets are plowed when snow depth seriously impedes vehicle mobility and melting is not forecast to occur quickly. When residential plowing occurs, all streets are passable within 48 hours.

**Result-Benefit:**

Vehicle mobility is possible during and after snowstorms.

	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
Number of deployments	15	14	18	18
Snowplow miles operated	52,361	51,425	75,000	75,000
Gallons of liquid de-icer used	10,407	17,881	10,000	10,000
Tons of sand/salt used	2,555	1,509	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.

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**Activity:** Smooth and safe street surfaces are maintained.

**Expectation:** Low manholes are raised if they are in the wheel path and are more than one inch low 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.

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**Activity:** Streets are maintained.

**Expectation:**

Streets are kept in good to fair condition and are maintained according to the following maintenance cycle.

Residential Streets (and City Parking Lots):

Year 4 -	Crackseal, Patch and Seal
Year 8 -	Crackseal and Patch
Year 12 -	Crackseal and Patch
Year 16 -	Concrete Repair, Patch and Overlay

Collector Streets:

Year 4 -	Crackseal and Patch
Year 8 -	Crackseal and Patch
Year 12 -	Concrete Repair, Patch and Overlay

Arterial Streets:

Year 3 -	Crackseal and Patch
Year 6 -	Crackseal and Patch
Year 10 -	Concrete Repair, Patch and Overlay

**Result-Benefit:**

Streets are well maintained to provide for smooth travel. Regular maintenance reduces costs compared to rebuilding of totally deteriorated streets.

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

	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
	<b>Actual</b>	<b>Actual</b>	<b>Revised</b>	<b>Budget</b>
Lane miles receiving overlay	83	78	77	90
Lane miles receiving sealcoat	89	87	106	90
Lane miles cracksealed	117	130	195	130
Lane miles receiving concrete repair	117	91	66	120
Street conditions		<b>Good</b>	<b>Fair</b>	<b>Poor</b>
	1999	68%	28%	4%
	2001	67%	30%	3%
	2003	73%	25%	2%
	2005	74%	21%	5%
	2007	84%	13%	3%
	2009	82%	17%	1%
	2011	78%	21%	1%
	2013	82%	18%	0%
	2015	78%	22%	0%
	2017	79%	21%	0%

**General Comments**

City Street Maintenance crews perform day-to-day repair activities needed to maintain the City street system. Private contractors are used to perform the large annual overlay, sealcoat, and concrete repair programs.



Street sweeping in the winter months is done primarily on sanded snow routes and state highways. The goal is to remove sand accumulation as soon as possible for safety, air quality, and aesthetic reasons.

Priority 1, 2 and 3 snow routes are plowed and sanded in every storm. Priority routes consist of 247 miles of streets. The 240 miles of residential streets not included on priority routes are plowed when total snow depth seriously impedes vehicle mobility and melting is not forecast to occur quickly. In the winter of 2017/2018, 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.



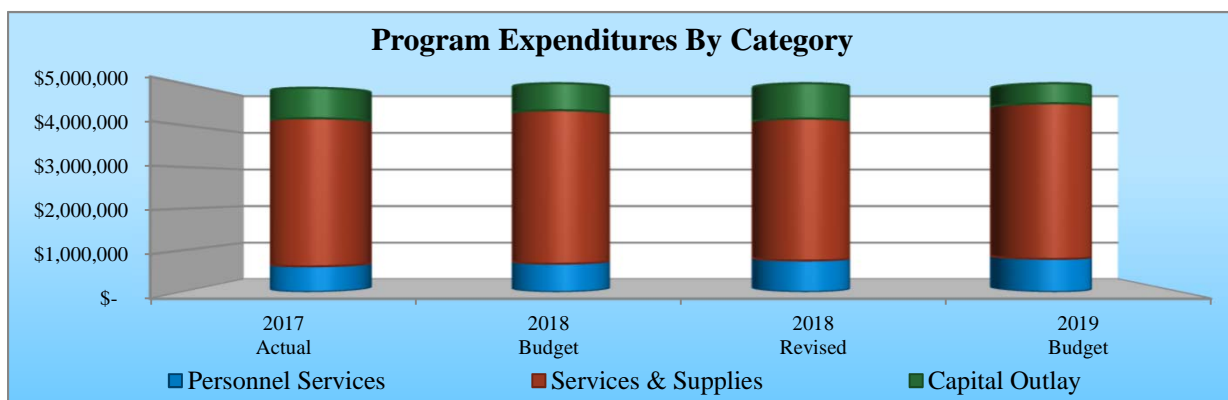
*Deteriorated Sewer Lines*



*New Sewer Lines*

### Program Expenditures By Category

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Personnel Services	\$ 614,626	\$ 678,626	\$ 755,210	\$ 794,292
Services & Supplies	3,549,314	3,676,090	3,400,187	3,727,838
Capital Outlay	727,684	1,958,896	2,496,196	1,958,896
<b>TOTAL:</b>	<b>\$ 4,891,623</b>	<b>\$ 6,313,612</b>	<b>\$ 6,651,593</b>	<b>\$ 6,481,026</b>



**Program Expenditures By Fund**

	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
Sewer Enterprise Fund	\$ 4,891,623	\$ 6,313,612	\$ 6,651,593	\$ 6,481,026
<b>TOTAL:</b>	\$ 4,891,623	\$ 6,313,612	\$ 6,651,593	\$ 6,481,026

**Full-Time Positions**

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

	<b>2017 Revised</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
Director of Public Works	0.10	0.10	0.10	0.10
Accountant II	-	-	0.04	0.04
Accountant III	0.08	0.08	0.08	0.08
Civil Engineer III	0.20	0.20	0.20	0.20
Infrastructure Maint & Oper Engr	0.21	0.21	0.21	0.21
Maint Lead Person/Hvy Equip Oper	0.85	0.85	-	-
Maintenance Spec/Equip Operator	2.55	2.55	2.55	2.55
Maintenance Specialist	-	-	0.85	0.85
Sr Principal Civil Engineer	0.08	0.08	0.08	0.08
Stormwater Maintenance Technician	0.07	0.07	0.07	0.07
Utilities Maintenance Supervisor	0.85	0.85	0.85	0.85
Water & Sewer Technician	0.75	0.75	0.75	0.75
Water, Sewer, Stormwater Technician	1.02	1.02	1.02	1.02
<b>Total Full-Time Positions (FTE):</b>	<b>6.76</b>	<b>6.76</b>	<b>6.80</b>	<b>6.80</b>
<b>Part-Time Hours</b>	<b>796</b>	<b>796</b>	<b>796</b>	<b>796</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>7.14</b>	<b>7.14</b>	<b>7.18</b>	<b>7.18</b>

**Budget Variances**❖ **Supplies & Services**

- ♦ 2018 Budget increased \$126,776 over 2017 Actuals primarily due to lower than anticipated 2017 expenditures for sewer treatment charges, consultant costs and non-routine system repair costs.
- ♦ 2018 Revised Budget decreased \$275,903 from the 2018 Budget due to lower sewer treatment charges.
- ♦ 2019 Budget increased \$327,651 over the 2018 Revised Budget primarily due to anticipated increases sewer treatment charges for 2019.



## Budget Variances (continued)

### ❖ Capital Outlay

- ♦ 2018 Budget increased \$1,231,212 over 2017 Actuals due to the timing of capital improvement projects.
- ♦ 2018 Revised Budget increased \$537,300 over the 2018 Budget due to the timing of capital improvement projects.
- ♦ 2019 Budget decreased \$537,300 from the 2018 Revised Budget due to the timing of capital improvement projects.

## Goals / Activities / Expectations / Results-Benefits

- ♦ **GOAL:** Charge sufficient service charges to sewer customers to cover costs and to appropriately allocate those costs among customer classes

**Activity:** Service charges to sewer customers are periodically assessed.

**Expectation:** Service charge adjustments are recommended, when appropriate.

**Result-Benefit:** Utility income and expenditures balance over time.



*Jet Truck used to Clean Sewer Lines*

- ♦ **GOAL:** Provide reliable, high-quality sewer utility services

**Activity:** The sewer system is maintained in serviceable condition.

**Expectation:** Staff completes emergency repairs quickly, inspects installation of new pipelines, repairs deteriorated sections of sewer mains, periodically inspects private sand/grease interceptors, and routinely cleans sewer mains.

**Result-Benefit:** Customers receive high-quality service with minimal disruption of service.



*Jet Truck used to Clean Sewer Lines*





## General Comments

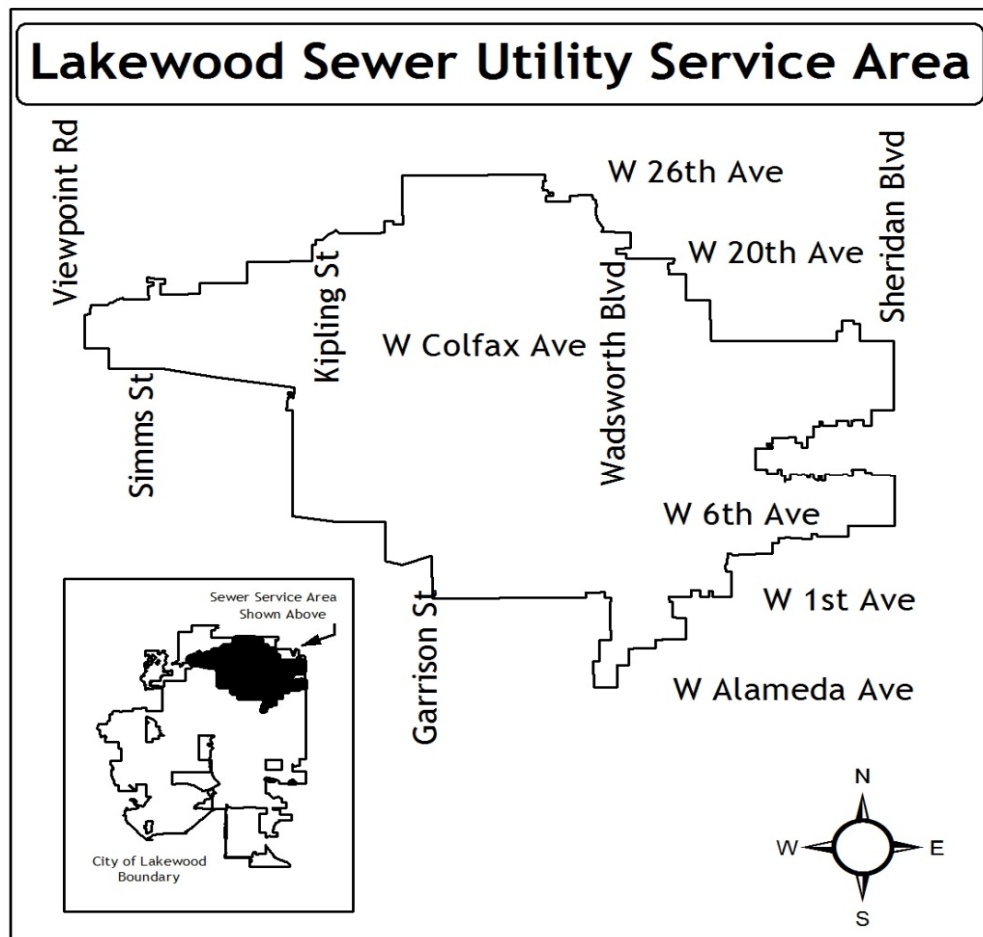
Lakewood's Sewer Utility is one of 23 entities that provide sewer services to the citizens of Lakewood. All sewage collected is treated by the Metro Wastewater Reclamation District. Wastewater treatment charges paid to Metro is the largest single expense for the Sewer Utility.

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 2018-2019.

Information on sewer utility capital projects is provided in the Capital Improvement and Preservation Plan section of the budget.

Service charge increases are typically expected annually primarily due to increasing costs of wastewater treatment.







**Program:** Stormwater Management Utility

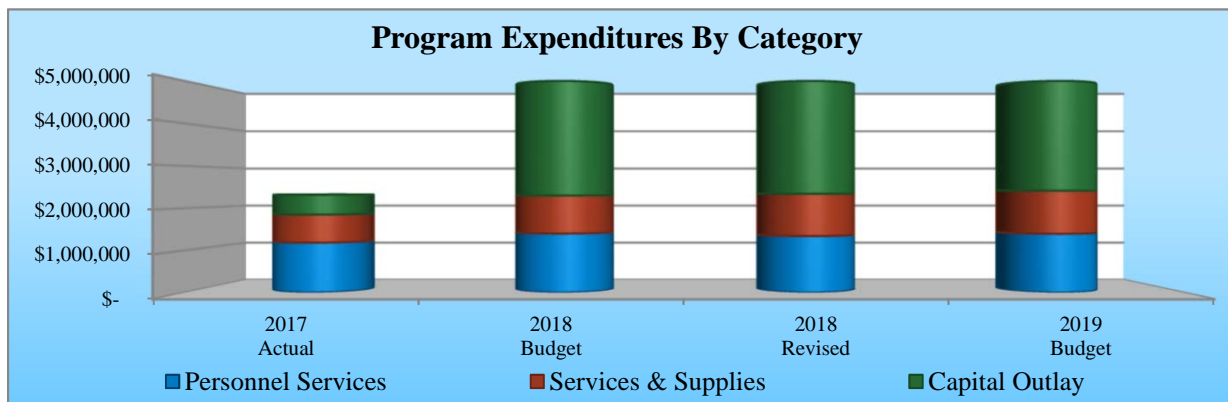
**Department:** Public Works

**Division:** Engineering

**Purpose:** The City's Stormwater Management Utility is responsible for new construction, maintenance and replacement of the stormwater system, and compliance with federal stormwater quality requirements.

### Program Expenditures By Category

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Personnel Services	\$ 1,181,836	\$ 1,398,017	\$ 1,337,241	\$ 1,393,212
Services & Supplies	666,412	903,813	1,003,813	1,022,981
Capital Outlay	469,535	3,379,562	3,963,657	3,479,562
<b>TOTAL:</b>	<b>\$ 2,317,783</b>	<b>\$ 5,681,392</b>	<b>\$ 6,304,711</b>	<b>\$ 5,895,755</b>



### Program Expenditures By Fund

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Stormwater Enterprise Fund	\$ 2,317,783	\$ 5,681,392	\$ 6,304,711	\$ 5,895,755
<b>TOTAL:</b>	<b>\$ 2,317,783</b>	<b>\$ 5,681,392</b>	<b>\$ 6,304,711</b>	<b>\$ 5,895,755</b>

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

	<b>2017 Revised</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
City Engineer	0.05	0.05	0.05	0.05
Accountant II	-	-	0.01	0.01
Accountant III	0.04	0.04	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	-	-
Maint Lead Person/Hvy Equip Oper	2.40	2.40	2.78	2.78
Maintenance Specialist	-	-	-	-
Maintenance Spec/Equip Operator	5.95	5.95	4.25	4.25
Maintenance Supervisor	0.47	0.47	0.47	0.47
Maintenance Worker	-	-	1.70	1.70
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	-	-
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
<b>Total Full-Time Positions (FTE):</b>	<b>14.27</b>	<b>14.27</b>	<b>14.03</b>	<b>14.03</b>
<b>Part-Time Hours</b>	<b>686</b>	<b>686</b>	<b>686</b>	<b>686</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>14.60</b>	<b>14.60</b>	<b>14.36</b>	<b>14.36</b>

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

- ♦ 2018 Budget increased \$216,181 over 2017 Actuals primarily due to vacancies in 2017.

❖ **Services & Supplies**

- ♦ 2018 Budget increased \$237,401 over 2017 Actuals primarily due to lower than anticipated 2017 contract maintenance expenditures.
- ♦ 2018 Revised Budget increased \$100,000 over 2018 Budget primarily due to planned consultant expenditures for floodplain mapping services.

❖ **Capital Outlay**

- ♦ 2018 Budget increased \$2,910,027 over 2017 Actuals due to the timing of capital improvement projects.
- ♦ 2018 Revised Budget increased \$584,095 over 2018 Budget due to the timing of capital improvement projects.
- ♦ 2019 Budget decreased \$484,095 over 2018 Revised Budget due to the timing of capital improvement projects.



## Goals / Activities / Expectations / Results-Benefits

### ♦ GOAL: Provide reliable, high-quality stormwater utility services

**Activity:** The stormwater system is well constructed, maintained, and operated.

**Expectation:** Staff completes emergency repairs quickly; routinely inspects and cleans inlets, culverts, ditches, and channels; and periodically inspects private detention facilities.

**Result-Benefit:** Stormwater runoff is safely controlled within the limitations of the existing system.

**Activity:** Stormwater improvements are constructed on time and within budget.

**Expectation:** Projects are completed on time and within budget.

**Result-Benefit:** Flood danger is reduced.



*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 2018-2019.



**Program:** Transportation Engineering

**Department:** Public Works

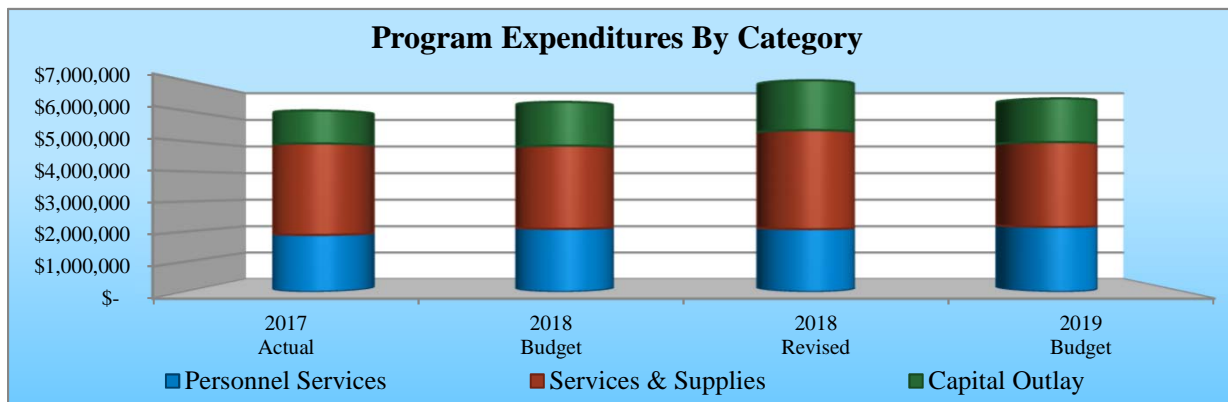
**Division:** Transportation Engineering

**Purpose:** This program installs and maintains all street signs and pavement markings, provides for the operation of night time street lighting, and maintenance and operation of City traffic signals including Intelligent Transportation System devices such as variable message signs, fiber optic networks and travel time monitoring systems.



### Program Expenditures By Category

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Personnel Services	\$ 1,888,370	\$ 2,091,745	\$ 2,081,584	\$ 2,154,601
Services & Supplies	3,032,483	2,758,006	3,276,006	2,809,593
Capital Outlay	1,085,842	1,440,362	3,914,903	1,440,362
<b>TOTAL:</b>	<b>\$ 6,006,695</b>	<b>\$ 6,290,113</b>	<b>\$ 9,272,493</b>	<b>\$ 6,404,556</b>



### Program Expenditures By Fund

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
General Fund	\$ 4,757,707	\$ 4,423,093	\$ 4,929,741	\$ 4,527,311
Capital Improvement Fund	757,451	1,867,020	2,432,752	1,877,244
Grants Fund	491,537	-	1,910,000	-
<b>TOTAL:</b>	<b>\$ 6,006,695</b>	<b>\$ 6,290,113</b>	<b>\$ 9,272,493</b>	<b>\$ 6,404,556</b>

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

	<b>2017 Revised</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
Alternative Transportation Coordinator	-	1.00	1.00	1.00
Business Support Specialist	1.00	1.00	1.00	1.00
Principal Transportation Engineer	1.00	1.00	1.00	1.00
City Transportation Engineer	1.00	1.00	1.00	1.00
Transportation Engineering Manager	2.00	2.00	2.00	2.00
Transportation Engineering Technician	3.00	3.00	3.00	3.00
Traffic Sign & Marking Spec I	2.00	2.00	2.00	2.00
Traffic Sign & Marking Spec II	1.00	1.00	1.00	1.00
Traffic Sign & Marking Spec III	1.00	1.00	1.00	1.00
Traffic Signal Specialist	4.00	4.00	4.00	4.00
Traffic Signal Supervisor	1.00	1.00	1.00	1.00
Traffic Signs & Marking Supervisor	1.00	1.00	1.00	1.00
Utility Locator	1.00	1.00	1.00	1.00
<b>Total Full-Time Positions (FTE):</b>	<b>19.00</b>	<b>20.00</b>	<b>20.00</b>	<b>20.00</b>
<b>Part-Time Hours</b>	<b>1,905</b>	<b>1,905</b>	<b>1,905</b>	<b>1,905</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>19.92</b>	<b>20.92</b>	<b>20.92</b>	<b>20.92</b>

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

- ♦ 2018 Budget increased \$203,375 over 2017 Actuals primarily due to the addition of an Alternative Transportation Coordinator as well as regular increases in salaries and benefits.

❖ **Services & Supplies**

- ♦ 2018 Budget decreased \$274,477 from 2017 Actuals primarily due to completing the Union Corridor Study and an anticipated reduction to normal street light maintenance costs for 2018.
- ♦ 2018 Revised Budget increased \$518,000 over the 2018 Budget primarily due to increased funding for street light maintenance costs.
- ♦ 2019 Budget decreased \$466,413 from 2018 Revised Budget primarily due to anticipated reduction of street light maintenance costs to normal funding levels.

❖ **Capital Outlay**

- ♦ 2018 Budget increased \$354,520 over 2017 Actuals due to the timing of capital improvement projects.
- ♦ 2018 Revised Budget increased \$2,474,541 over the 2018 Budget due to the timing of capital improvement projects.
- ♦ 2019 Budget decreased \$2,474,541 from 2018 Revised Budget due to the timing of capital improvement projects.



## Goals / Activities / Expectations / Results-Benefits

### ♦ GOAL: Provide for public safety and mobility

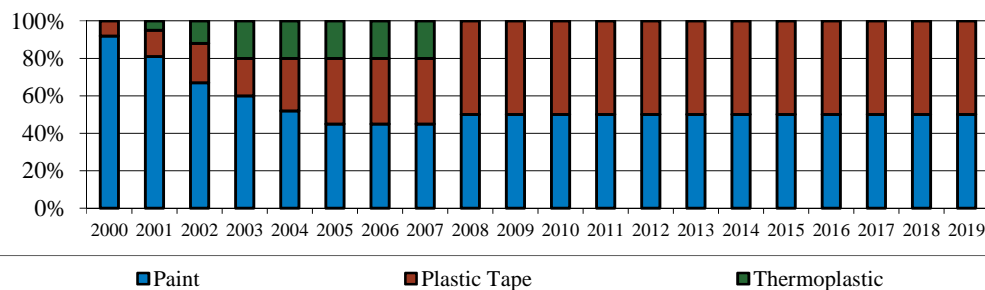
**Activity:** Signs and pavement markings are continuously maintained.

**Expectation:** Prompt replacement and maintenance of pavement markings and traffic signs are accomplished.

**Result-Benefit:** Positive guidance is provided for the motoring public, which decreases 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.

	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
Number of Xcel Street Lights	7,698	7,681	7,711	7,713
Number of City Owned Street Lights	167	209	235	283
Street Light Power Cost*	\$1,583,728	\$1,522,256	\$1,789,896	\$1,813,896
Street Light Maintenance Cost*	\$396,905	\$678,711	\$787,000	\$319,000

\* Paid to Xcel Energy under a tariff structure determined by the Public Utilities Commission.

**Activity:** The program provides a well maintained traffic signal system.

**Expectation:** Traffic signals will be repaired, upgraded, and coordinated.

**Result-Benefit:** Highly visible, operating, coordinated traffic signals provide for safe, orderly traffic flow within the City with safety features for pedestrians such as countdown signals.



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

	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
Total Traffic Signals Maintained	202	202	202	202
School Speed Zone/Cross Walk Warning Flashers	110	110	112	112
Speed Display Signs	14	14	16	18
Average Annual Maintenance Cost Per Signal:				
System Coordinated	\$5,000	\$5,000	\$5,000	\$5,250
Local Control	\$3,800	\$3,800	\$3,900	\$3,900
School Flashers	\$700	\$725	\$725	\$725
Average Cost Per New Signal	\$310,000	\$320,000	\$350,000	\$350,000
Average Cost Per New School Speed Zone Flasher*	\$3,550	\$3,700	\$3,700	\$3,700
Average Cost Per New Solar Powered Speed Zone Flasher	\$6,250	\$6,500	\$6,500	\$6,500

\* Not including Xcel Energy connection charges



*Flashing left turn arrow at Union and Cedar*

**General Comments**

The Lakewood Bicycle System Master Plan was updated and adopted by city council. The plan will guide the development of bicycle infrastructure around the City. The plan provides the ability to leverage other projects and to apply for grants to further support bicycling as a mode of transportation for all ages and abilities.

Information on capital projects is provided in the Capital Improvement and Preservation Plan section of the budget.





**Program:** Water Utility

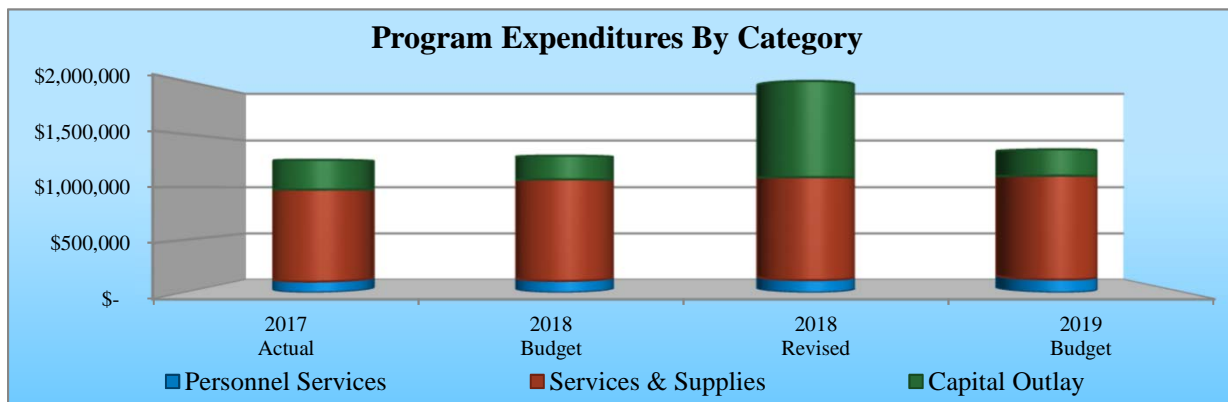
**Department:** Public Works

**Division:** Utilities

**Purpose:** The Water Utility provides and maintains the water distribution system for approximately 760 accounts in northeast Lakewood.

### Program Expenditures By Category

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Personnel Services	\$ 103,796	\$ 110,088	\$ 117,232	\$ 123,075
Services & Supplies	873,403	962,904	976,904	984,446
Capital Outlay	280,678	223,732	914,932	248,732
<b>TOTAL:</b>	<b>\$ 1,257,878</b>	<b>\$ 1,296,724</b>	<b>\$ 2,009,068</b>	<b>\$ 1,356,252</b>



### Program Expenditures By Fund

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Water Enterprise Fund	\$ 1,257,878	\$ 1,296,724	\$ 2,009,068	\$ 1,356,252
<b>TOTAL:</b>	<b>\$ 1,257,878</b>	<b>\$ 1,296,724</b>	<b>\$ 2,009,068</b>	<b>\$ 1,356,252</b>

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

	<b>2017 Revised</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
Infrastructure Maint & Oper Engr	0.04	0.04	0.04	0.04
Accountant III	0.04	0.04	0.04	0.04
Accountant II	-	-	0.01	0.01
Civil Engineer III	0.05	0.05	0.05	0.05
Maint Lead Person/Hvy Equip Oper	-	-	-	-
Maintenance Spec/Equip Operator	0.60	0.60	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
<b>Total Full-Time Positions (FTE):</b>	<b>1.12</b>	<b>1.12</b>	<b>1.13</b>	<b>1.13</b>
<b>Part-Time Hours</b>	<b>78</b>	<b>78</b>	<b>78</b>	<b>78</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>1.16</b>	<b>1.16</b>	<b>1.17</b>	<b>1.17</b>

**Budget Variances**❖ **Services & Supplies**

- ♦ 2018 Budget increased \$89,501 from 2017 Actuals primarily due to 2017 expenditures for purchasing water and non-routine system repairs were less than anticipated.

❖ **Capital Outlay**

- ♦ 2018 Revised Budget increased \$691,200 over the 2018 Original Budget due to the timing of capital improvement projects.
- ♦ 2019 Budget decreased \$666,200 from the 2018 Revised Budget due to the timing of capital improvement projects.



## Goals / Activities / Expectations / Results-Benefits

- ♦ **GOAL:** Charge sufficient service charges to water customers to cover costs and to appropriately allocate those costs among customer classes

**Activity:** Service charges to water customers are periodically assessed.

**Expectation:** Service charge adjustments are recommended, when appropriate.

**Result-Benefit:** Utility income and expenditures balance over time.



*Hydrant Flushing to Maintain Water Quality*

- ♦ **GOAL:** Provide reliable, high-quality water utility services

**Activity:** The water system is maintained in serviceable condition.

**Expectation:** Emergency repairs are completed quickly and installation of new pipelines are inspected.

**Result-Benefit:** Customers receive high-quality water and minimal disruption of service.



*Operating a Water Valve*



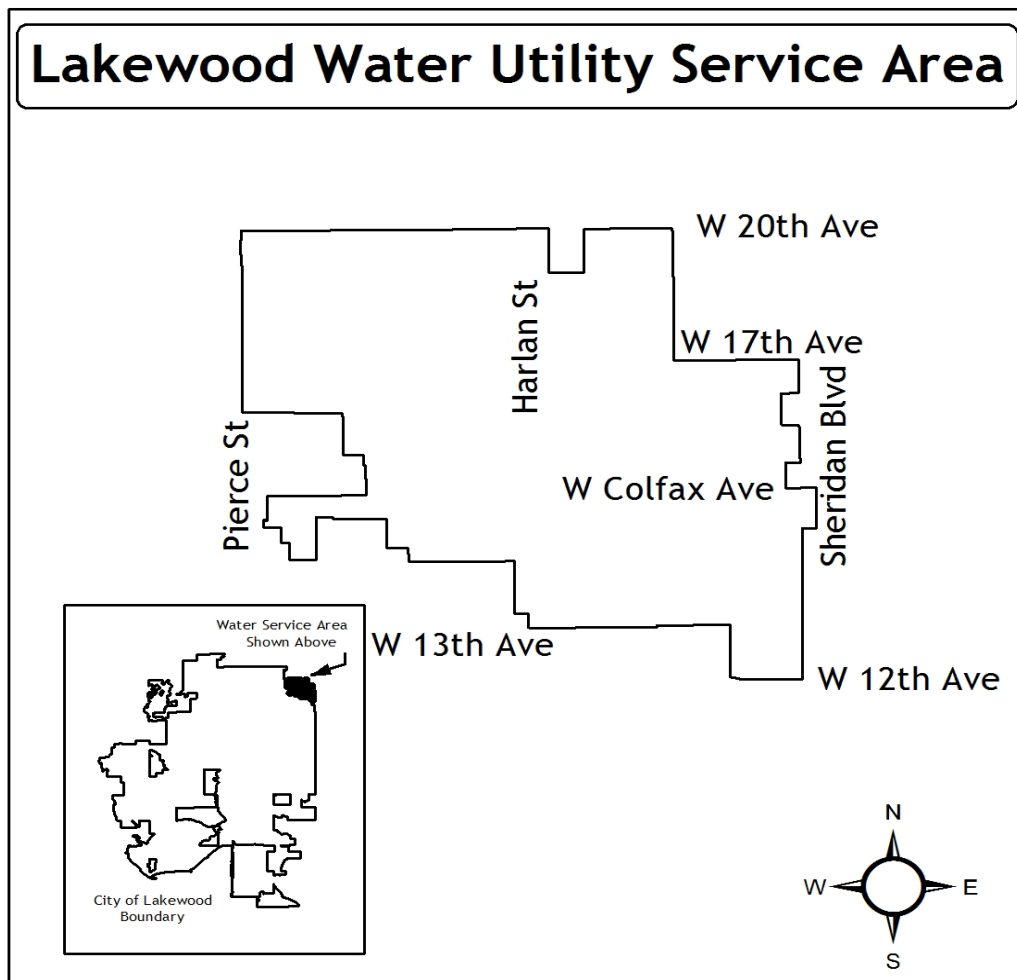
## General Comments

Lakewood's Water Utility is one of 21 entities that provide water to the citizens of Lakewood. All water distributed by Lakewood is purchased from Denver Water.

A new billing system, in conjunction with the sewer and stormwater utilities, including enhanced functionality for customers, will be implemented in 2018-2019.

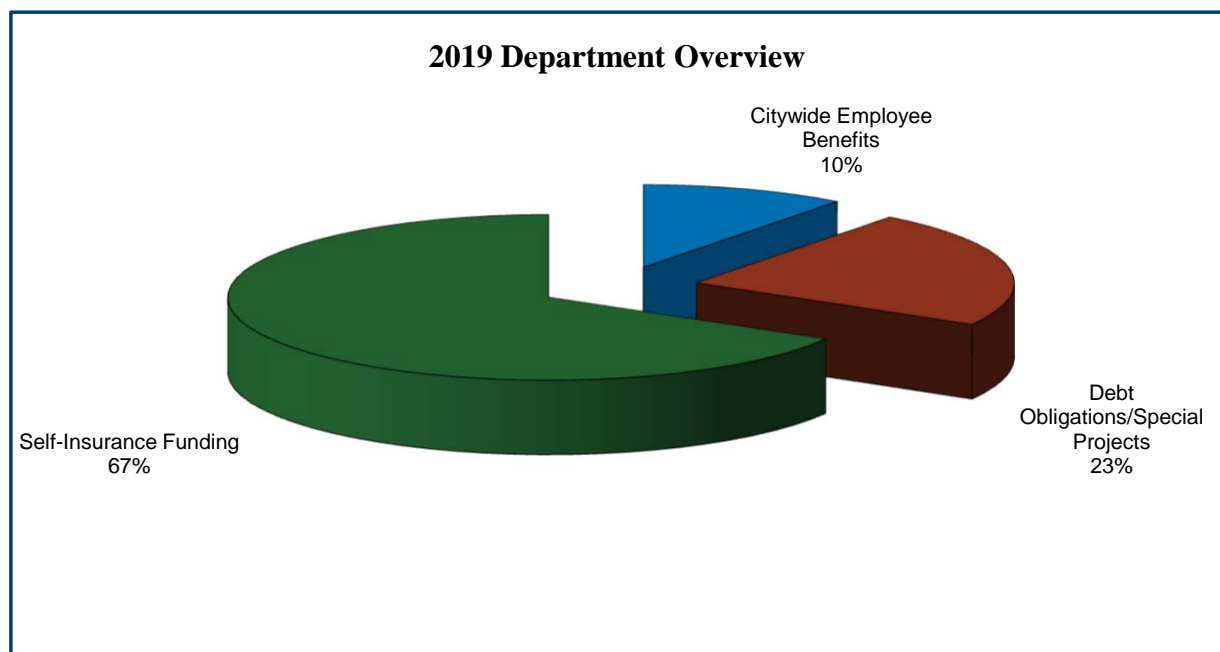
Information on water utility capital projects is provided in the Capital Improvement and Preservation Plan section of the budget.

Service charge increases are typically expected annually primarily due to increasing costs to purchase water.





# NON-DEPARTMENTAL



	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Citywide Employee Benefits	\$ 1,672,415	\$ 2,712,555	\$ 3,305,327	\$ 2,704,260
Debt Obligations/Special Projects	\$ 6,194,906	\$ 6,584,766	\$ 8,051,985	\$ 6,024,674
Self-Insurance Funding	\$ 16,005,157	\$ 16,824,475	\$ 20,687,625	\$ 17,410,191
<b>TOTAL:</b>	<b>\$ 23,872,479</b>	<b>\$ 26,121,796</b>	<b>\$ 32,044,937</b>	<b>\$ 26,139,125</b>
<b>Percent to All Funds</b>	13.50%	12.91%	13.23%	12.70%



## 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.

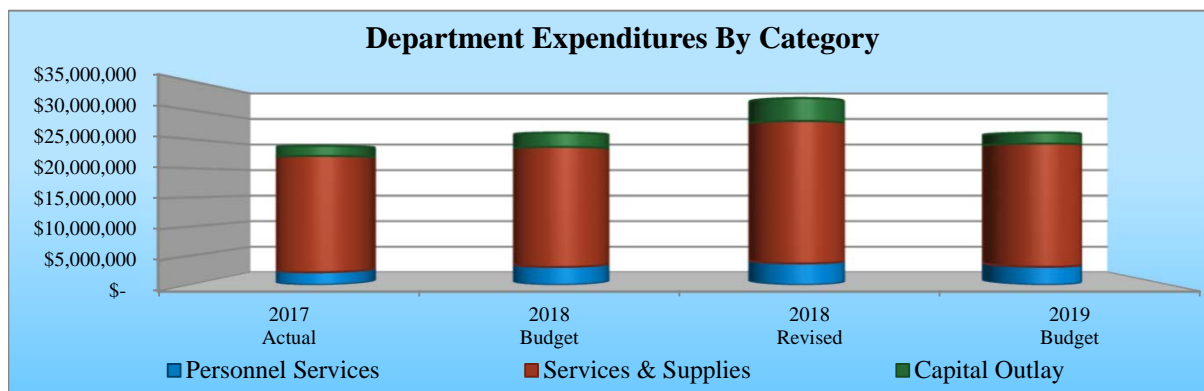
**Purpose:** The City has a number of employee benefits that are not assigned to the specific budgets within departments. These costs are paid for out of the Citywide Employee Benefits Program. These include retiree health plan funds, termination and severance payouts, workforce planning, contributions 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

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Personnel Services	\$ 2,159,268	\$ 3,079,237	\$ 3,674,783	\$ 3,102,724
Services & Supplies	19,965,475	20,587,559	24,447,935	21,141,493
Capital Outlay	1,747,736	2,455,000	3,922,219	1,894,908
<b>TOTAL:</b>	<b>\$ 23,872,479</b>	<b>\$ 26,121,796</b>	<b>\$ 32,044,937</b>	<b>\$ 26,139,125</b>



**Department Expenditures By Fund**

	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
General Fund	\$ 8,220,460	\$ 7,159,652	\$ 7,952,424	\$ 7,351,357
Capital Improvement Fund	2,620,815	2,836,000	3,203,219	2,275,908
Medical / Dental Self-Ins. Fund	10,114,606	12,781,309	13,342,918	13,351,607
Golf Course Enterprise Fund	-	21,305	21,305	21,305
Property & Casualty Self-Ins. Fund	1,836,998	1,602,442	4,935,270	1,640,178
Retiree's Health Program Fund	26,046	220,000	220,000	220,000
Sewer Enterprise Fund	-	15,218	515,218	15,218
Stormwater Enterprise Fund	-	42,609	442,609	42,609
Water Enterprise Fund	-	2,537	202,537	2,537
Workers' Comp Self-Ins. Fund	1,053,554	1,440,724	1,209,438	1,218,406
<b>TOTAL:</b>	<b>\$ 23,872,479</b>	<b>\$ 26,121,796</b>	<b>\$ 32,044,937</b>	<b>\$ 26,139,125</b>

**Full-Time Positions**

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

	<b>2017 Revised</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
Manager of Org Dev & Risk	0.50	0.50	0.50	0.50
Benefit Coordinator	1.00	1.00	-	-
Benefits Specialist	-	-	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
<b>Total Full-Time Positions (FTE):</b>	<b>5.20</b>	<b>5.20</b>	<b>5.20</b>	<b>5.20</b>
<b>Part-Time Hours*</b>	<b>691.00</b>	<b>691.00</b>	<b>691.00</b>	<b>691.00</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>5.53</b>	<b>5.53</b>	<b>5.53</b>	<b>5.53</b>



## Budget Variances

### ❖ Personnel Services

- ♦ 2018 Budget increased \$919,969 over 2017 Actuals due primarily to the budgeted amount for final payoffs to employees in 2017 not being completely utilized but being budgeted again in 2018.
- ♦ 2018 Revised Budget increased \$595,546 over 2018 Budget due to the separation of 38 employees moving to Jeffcom in addition to our regular separations.
- ♦ 2019 Budget decreased \$572,059 from the 2018 Revised Budget due to the separation of 38 employees moving to Jeffcom will not re-occur in 2019.

### ❖ Supplies & Services

- ♦ 2018 Budget increased \$622,084 over 2017 Actuals due to not fully expending the 2017 budgeted amount for claims expense, but budgeting the full amount again in 2018.
- ♦ 2018 Revised Budget increased \$3,860,376 over the 2018 Original Budget due to the timing of hail storm recovery projects.
- ♦ 2019 Budget decreased \$3,306,442 from the 2018 Revised Budget due to the timing of hail storm recovery projects.

### ❖ Capital Outlay

- ♦ 2018 Budget increased \$707,264 over 2017 Actuals due to less revenue sharing with Colorado Mills as a result of the May 2017 hailstorm.
- ♦ 2018 Budget vs. 2018 Revised Budget is up \$1,467,219, due to an increase in budgeting for capital contingencies and the anticipated completion of several large projects as well as a reduction in the amount
- ♦ 2019 Budget decreased \$2,027,311 from the 2018 Revised budget as a result of decreased capital contingency budgeting and increased revenue sharing with Colorado Mills.

## 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

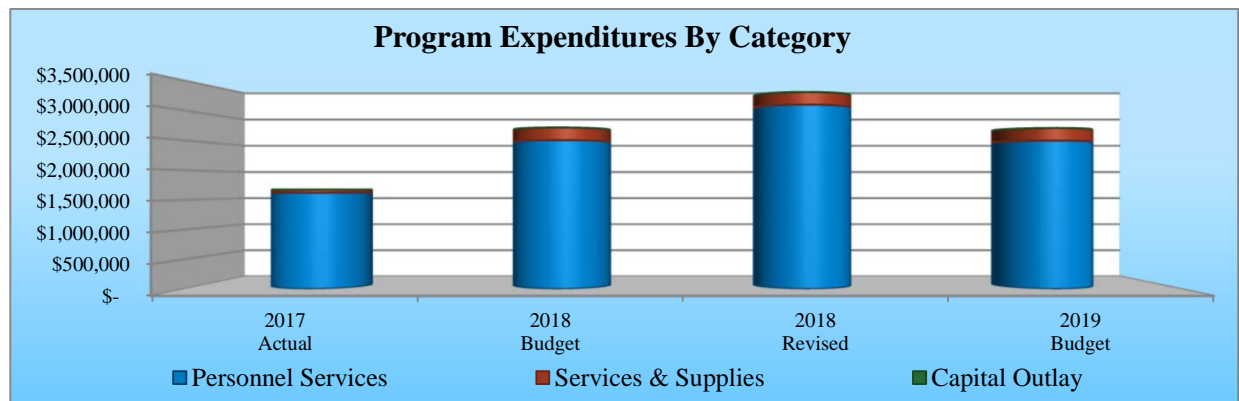
**Department:** Non-Departmental

**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

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Personnel Services	\$ 1,621,621	\$ 2,501,555	\$ 3,094,327	\$ 2,493,260
Services & Supplies	50,794	211,000	211,000	211,000
Capital Outlay	-	-	-	-
<b>TOTAL:</b>	<b>\$ 1,672,415</b>	<b>\$ 2,712,555</b>	<b>\$ 3,305,327</b>	<b>\$ 2,704,260</b>



### Program Expenditures By Fund

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
General Fund	\$ 1,646,369	\$ 2,410,886	\$ 3,003,658	\$ 2,402,591
Golf Course Enterprise Fund	-	21,305	21,305	21,305
Retiree's Health Program Fund	26,046	220,000	220,000	220,000
Sewer Enterprise Fund	-	15,218	15,218	15,218
Stormwater Enterprise Fund	-	42,609	42,609	42,609
Water Enterprise Fund	-	2,537	2,537	2,537
<b>TOTAL:</b>	<b>\$ 1,672,415</b>	<b>\$ 2,712,555</b>	<b>\$ 3,305,327</b>	<b>\$ 2,704,260</b>

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

	2017 Revised	2018 Budget	2018 Revised	2019 Budget
*	-	-	-	-
<b>Total Full-Time Positions (FTE):</b>	-	-	-	-
<b>Part-Time Hours*</b>	-	-	-	-
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	-	-	-	-

\*No person is assigned to this division. Personnel Services relate to benefits only.

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

- ♦ 2018 Budget increased \$879,935 over 2017 Actuals due to the budgeted amount for final payoffs to employees in 2017 not being completely utilized but being budgeted again in 2018.
- ♦ 2018 Revised Budget increased \$592,772 over 2018 Budget due to the separation of 38 employees moving to Jeffcom in addition to our regular separations.
- ♦ 2019 Budget decreased \$601,067 from 2018 Revised due to the separation of 38 employees moving to Jeffcom will not re-occur in 2019.

❖ **Services & Supplies**

- ♦ 2018 Budget increased \$160,206 over 2017 Actuals due to actual costs in various benefit programs in 2017 being less than budgeted; however, the full amount is again budgeted in 2018.

**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.

	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Payouts/Benefits/Workforce Planning	\$ 1,192,000	\$ 1,214,762	\$ 2,127,474	\$ 1,538,000
Police Duty Death and Disability	130,000	120,000	127,450	134,000
Recreation Center Passes	31,000	31,000	31,000	31,000
Travel Insurance	1,000	1,000	1,000	1,000
Tuition Assistance	53,610	54,293	60,000	60,000
Unemployment Compensation	51,315	75,281	76,000	76,000
Employee Assistance Program	30,000	30,178	31,000	31,000
Retiree Health Plan Reserve	320,000	320,000	-	-
Retiree Health Lump Sum	23,882	8,964	25,000	25,000
Consulting Costs for Pension	99,000	14,228	25,000	25,000
<b>TOTAL</b>	<b>\$ 1,931,807</b>	<b>\$ 1,869,706</b>	<b>\$ 2,503,924</b>	<b>\$ 1,921,000</b>

**General Comments**

The medical Health Reimbursement Account (HRA) plans continued to result in savings for the City during the 2018 annual renewal. These will be continually refined to make cost-effective use of total rewards dollars.

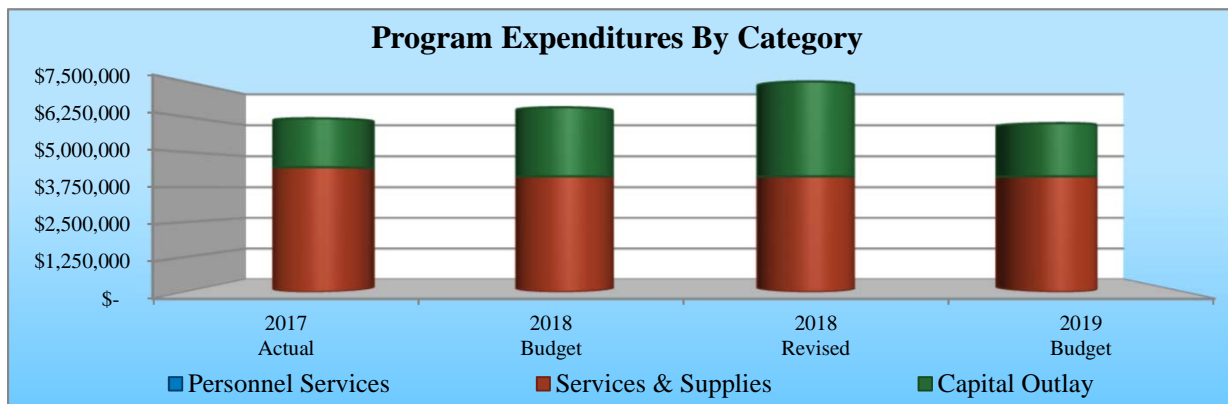
The Department provides guidelines on complying with governmental regulations and City policies. In the coming years, with the assistance of a consultant, the City will continue to closely manage and monitor compliance of our programs (particularly the developments of the Patient Protection & Affordable 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**

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Personnel Services	\$ -	\$ 4,000	\$ 4,000	\$ 4,000
Services & Supplies	4,457,373	4,130,766	4,130,766	4,130,766
Capital Outlay	1,737,533	2,450,000	3,917,219	1,889,908
<b>TOTAL:</b>	<b>\$ 6,194,906</b>	<b>\$ 6,584,766</b>	<b>\$ 8,051,985</b>	<b>\$ 6,024,674</b>

**Program Expenditures By Fund**

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
General Fund	\$ 3,574,091	\$ 3,748,766	\$ 3,748,766	\$ 3,748,766
Capital Improvement Fund	2,620,815	2,836,000	3,203,219	2,275,908
Grants	-	-	-	-
Open Space	-	-	-	-
Sewer Enterprise	-	-	500,000	-
Stormwater Enterprise	-	-	400,000	-
Water Enterprise	-	-	200,000	-
<b>TOTAL:</b>	<b>\$ 6,194,906</b>	<b>\$ 6,584,766</b>	<b>\$ 8,051,985</b>	<b>\$ 6,024,674</b>

**Full-Time Positions**

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

	2017 Revised	2018 Budget	2018 Revised	2019 Budget
	-	-	-	-
<b>Total Full-Time Positions (FTE):</b>	-	-	-	-
<b>Part-Time Hours*</b>	-	-	-	-
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	-	-	-	-

\*No person is assigned to this division. Personnel Services relate to benefits only.

**Budget Variances****❖ Services & Supplies**

- ♦ 2018 Budget decreased \$326,607 from 2017 Actuals as a result of a one time disbursement in 2017 for self-insurance due to the May 2017 hailstorm.

**❖ Capital Outlay**

- ♦ 2018 Budget increased \$712,467 over 2017 Actuals due to less revenue sharing with Colorado Mills as a result of the May 2017 hailstorm.
- ♦ 2018 Budget vs. 2018 Revised Budget is up \$1,467,219, due to an increase in budgeting for capital contingencies and the anticipated completion of several large projects as well as a reduction in the amount budgeted for revenue sharing with Colorado Mills.
- ♦ 2019 Budget decreased \$2,027,311 from the 2018 Revised budget as a result of decreased capital contingency budgeting and increased revenue sharing with Colorado Mills.



### 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

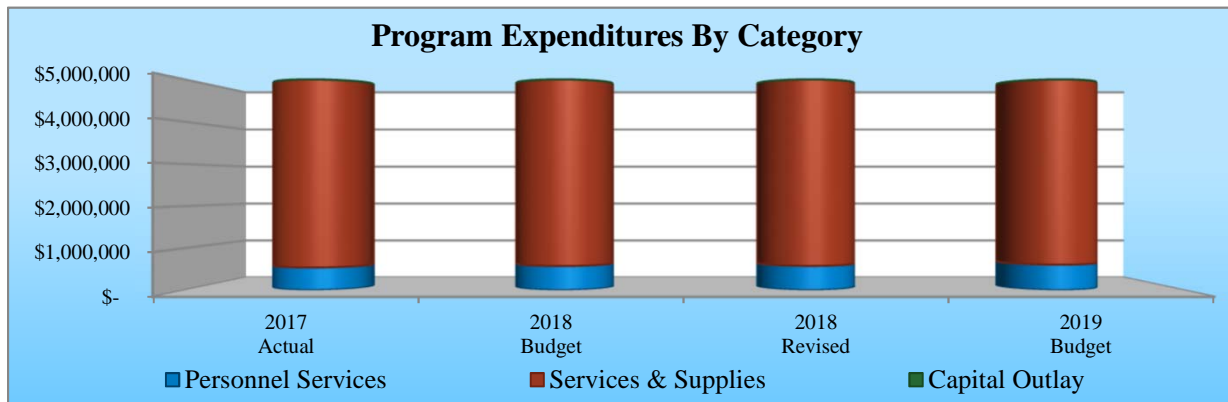
**Department:** Non-Departmental

**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

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
Personnel Services	\$ 537,646	\$ 573,682	\$ 576,456	\$ 605,464
Services & Supplies	15,457,308	16,245,793	20,106,169	16,799,727
Capital Outlay	10,203	5,000	5,000	5,000
<b>TOTAL:</b>	<b>\$ 16,005,157</b>	<b>\$ 16,824,475</b>	<b>\$ 20,687,625</b>	<b>\$ 17,410,191</b>



### Program Expenditures By Fund

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
General Fund	\$ 3,000,000	\$ 1,000,000	\$ 1,200,000	\$ 1,200,000
Medical / Dental Self-Ins. Fund	10,114,606	12,781,309	13,342,918	13,351,607
Property & Casualty Self-Ins. Fund	1,836,998	1,602,442	4,935,270	1,640,178
Workers' Comp Self-Ins. Fund	1,053,554	1,440,724	1,209,438	1,218,406
<b>TOTAL:</b>	<b>\$ 16,005,157</b>	<b>\$ 16,824,475</b>	<b>\$ 20,687,625</b>	<b>\$ 17,410,191</b>

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

	<b>2017 Revised</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
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
<b>Total Full-Time Positions (FTE):</b>	<b>5.20</b>	<b>5.20</b>	<b>5.20</b>	<b>5.20</b>
<b>Part-Time Hours*</b>	<b>691</b>	<b>691</b>	<b>691</b>	<b>691</b>
<b>Total Full-Time and Part-Time Positions Stated as FTE</b>	<b>5.53</b>	<b>5.53</b>	<b>5.53</b>	<b>5.53</b>

**Budget Variances****❖ Supplies & Services**

- ♦ 2018 Budget increased \$788,485 over 2017 Actuals due to not fully expending the 2017 budgeted amount for claims expense, but budgeting the full amount again in 2018.
- ♦ 2018 Revised Budget increased \$3,860,376 over the 2018 Original Budget due to the timing of hail storm recovery projects.
- ♦ 2019 Budget decreased \$3,306,442 from the 2018 Revised Budget due to the timing of hail storm recovery projects.

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

- ♦ **GOAL: Minimize expenditure of dollars associated with mishaps and injuries as well as physical losses by proactively developing programs designed to prevent occurrences.**

**Activity:** Utilize professional knowledge to anticipate vulnerabilities and incorporate trend analysis into program development and implementation.

**Expectation:** Safety training and risk awareness campaigns will reduce mishaps and compensation costs

Random drug tests and alcohol programs are administered as required by the Department of Transportation for commercial drivers.

Accurate reporting data is maintained as required by the National Council of Compensation Insurance, State Workers' Compensation, and state and private insurance auditors.





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

**Result-Benefit:** In 2017, Risk Management completed the following activities:

- \* Safety program was reinvigorated with an emphasis on personal protective equipment and procedures
- \* Defensive driving, blood drives, respiratory equipment, and flu shots were provided.
- \* Blood-Borne Pathogens classes were held to mitigate potential exposure.
- \* Multiple CPR/AED classes, certifying employees in lifesaving techniques, were held.
- \* Conducted random drug testing as required by Department of Transportation.
- \* Established an online mishap reporting tool to better understand the types of exposures.
- \* Established a third party vendor to support claims management related to workers' compensation and property & casualty

### General Comments

The City continues to maintain a self-insurance program to pay for expected and unexpected losses that occur in the course of delivering municipal government services. By self-insuring, the City has saved a significant amount of money over the years compared to the traditional approach of purchasing full insurance or being a member of an insurance pool.

Operating as a self-insured requires that the City maintain an appropriate fund reserve to cover its losses from year to year. The City is also required to maintain a reserve of funds in the event that the City incurs an unusually high number of claims or high payouts on claims. In addition, an appropriate fund reserve is mandated by the State of Colorado in order to maintain a permit to operate as self-insured. Forecasting the amount of money the City needs in the self-insurance fund is determined through an actuarial study conducted by an independent actuary. Every two years such a study is conducted. From this study, a reserve fund level is established for the new period and the proper reserve fund level is maintained.

The cost of insurance continues to rise in all arenas, including property, fiduciary liability, and workers' compensation due to an increasingly litigious environment. The self-insurance program will continue to stay up to date on this trend and keep management and citizens informed in order to budget for these rising costs in the future.



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# **CAPITAL IMPROVEMENT AND PRESERVATION PLAN**



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

### **2019 BUDGET CIPP OVERVIEW**

The 2018 Revised through 2023 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**

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.

- Kipling Signals at 13<sup>th</sup> Avenue and 13<sup>th</sup> Place (page 465) – This project will upgrade signals with improved signal displays and equipment. The project is funded from a state grant. Any additional funding, if required, will be from the Capital Improvement fund (CIF).
- Wadsworth Signals at Girton Avenue and Yale Avenue (page 466) – 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).
- Clements Center Improvements (page 487) – This project will renovate the outdoor concrete plaza area using Open Space funds (OS).
- Taylor Open Space Acquisition (page 488) – This project acquires approximately 58 acres of land using Open Space funds (OS).
- Taylor Open Space Improvements (page 488) – This project will plan and begin implementing site access improvements for the park using Open Space funds (OS).
- Newland Square Park Playground Improvements (page 491) – This project will renovate playground facilities using Community Development Block Grant funds (CDBG). This project has already been approved by City council during the CDBG budgeting process.
- Ray Ross Park Shelter Addition (page 492) – This project will construct an additional shelter near the splash pool using Community Development Block Grant funds (CDBG). This project has already been approved by City council during the CDBG budgeting process.
- Enterprise Resource Planning Software Upgrade (page 507) – This project will update the current version of the City's enterprise planning software using Equipment Replacement funds (ERF).
- City Mobile Radios Replacement (page 508) – This project will replace mobile radios in city vehicles using Equipment Replacement funds (ERF).
- City Records Conversion for Case Review and Research (page 509) – This project will covert microfilm files into digital files using Equipment Replacement funds (ERF).
- Radio System Site Migration (page 510) – This project will fund moving radio equipment to a new site using Equipment Replacement funds (ERF).

### **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.



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

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)**

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.

#### **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.



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

### 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.

### Matching Funds

In many cases the availability of, and requirements pertaining to, outside matching funds influence programming of Lakewood's CIPP projects.



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

### **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.

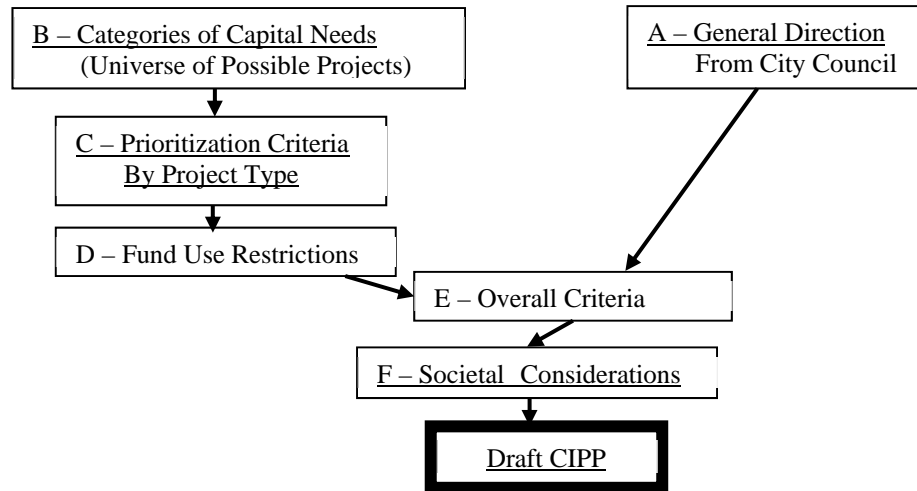
There are also general principles that influence decisions regarding the content of a proposed CIPP. These principles reflect the relationship desired between the City organization and citizens of Lakewood. The perspective that these principles reflect is a commitment to (a) providing high quality facilities 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"> <li>- Capital Improvement Fund</li> <li>- Open Space Funds</li> <li>- Conservation Trust Funds</li> <li>- Community Development Block Grant</li> <li>- Utilities</li> </ul>
<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:

<b><u>PROJECT NAME</u></b>	<b><u>2018R</u></b>	<b><u>2019</u></b>	<b><u>2020</u></b>	<b><u>2021</u></b>	<b><u>2022</u></b>	<b><u>2023</u></b>
Building Infrastructure	\$1,570,619	\$ 665,000	\$ 665,000	\$ 665,000	\$ 665,000	\$ 665,000
CIPP Support Services	357,577	375,476	386,736	398,334	410,280	422,585
Vehicle Replacement	1,515,327	1,520,863	1,552,489	1,584,784	1,617,762	1,651,439
Totals	\$3,443,523	\$2,561,339	\$2,604,225	\$2,648,118	\$2,693,042	\$2,739,024

- **Building Infrastructure/Operation** - This program pays for Citywide building facility infrastructure maintenance/replacement of roofs, mechanical equipment, and other building improvements reducing costs charged to the General Fund.
- **CIPP Support Services** - This program pays the salaries of some employees working on capital projects reducing costs charged to the General Fund.
- **Vehicle Replacement** - This program funds the purchase of many new vehicles and heavy equipment reducing costs charged to the General Fund.

**ABBREVIATIONS USED IN THE REMAINDER OF THIS CAPITAL IMPROVEMENT AND PRESERVATION PLAN**

CDBG	Community Development Block Grant	LRA	Lakewood Reinvestment Authority Funds
CDOT	Colorado Department of Transportation	LPBA	Lakewood Public Building Authority
CIF	Capital Improvement Fund	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



**FIVE-YEAR CAPITAL IMPROVEMENT AND PRESERVATION PLAN (CIPP) (CONTINUED)**

HSIP	Highway Safety Improvement Program Federal Funds	UDFCD	Urban Drainage & Flood Control District
JCOS	Jefferson County Open Space Grant		



## CAPITAL IMPROVEMENT FUND

PAGE	PROJECT NAME	2018 Revised	2019	2020	2021	2022	2023
<b>ANNUAL PROGRAMS</b>							
437	Comprehensive Plan Implementation	\$ 235,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
438	Building Infrastructure	1,570,619	665,000	665,000	665,000	665,000	665,000
439	Public Art Acquisition	62,482	45,000	45,000	45,000	45,000	45,000
440	Developer Contributions	50,000	50,000	50,000	50,000	50,000	50,000
441	Neighborhood Entry Treatment Maint.	5,000	5,000	5,000	5,000	5,000	5,000
442	Neighborhood Participation Program	335,000	180,000	180,000	180,000	180,000	180,000
443	Traffic and Signal Safety Improvements	800,983	585,057	1,337,313	1,339,637	1,342,031	1,344,497
444	Annual Traffic Signal Replacements	975,000	975,000	975,000	975,000	975,000	975,000
445	Long Life Pavement Markings	311,770	317,187	320,666	324,250	327,941	331,743
446	Development Participation	700,000	50,000	50,000	50,000	50,000	50,000
447	Street Resurfacing/Concrete Rehab.	8,623,766	9,309,510	9,858,986	10,441,189	11,058,069	11,711,705
448	Water Rights	164,627	168,387	170,578	172,836	175,162	177,558
449	CIPP Support Services	357,577	375,476	386,736	398,334	410,280	422,585
450	Vehicle Replacement	1,515,327	1,520,863	1,552,489	1,584,784	1,617,762	1,651,439
	<b>SUBTOTALS</b>	<b>\$ 15,707,151</b>	<b>\$ 14,256,480</b>	<b>\$ 15,606,768</b>	<b>\$ 16,241,030</b>	<b>\$ 16,911,245</b>	<b>\$ 17,619,527</b>
<b>DEBTS AND OTHER LONG TERM OBLIGATIONS</b>							
451	2006B COP Payments <i>Add'l funds of \$6,041,530 from General and Equipment Replacement Funds (PEG fees)</i>	\$ 386,000	\$ 386,000	\$ 386,000	\$ -	\$ -	\$ -
452	Revenue Sharing Agreements	1,817,219	1,889,908	1,935,266	1,981,712	2,029,273	2,077,976
	<b>SUBTOTALS</b>	<b>\$ 2,203,219</b>	<b>\$ 2,275,908</b>	<b>\$ 2,321,266</b>	<b>\$ 1,981,712</b>	<b>\$ 2,029,273</b>	<b>\$ 2,077,976</b>
<b>CITY FACILITIES</b>							
453	Maintenance Campus Master Plan and Deicing Material Storage Expansion	\$ 200,000	\$ 600,000	\$ -	\$ -	\$ -	\$ -
454	City Fleet Shop Modifications	300,000	-	-	-	-	-
455	Public Safety Center Site and Building Renovations	2,159,112	-	-	-	-	-
456	Energy Performance Facility Improvements <i>Includes \$1,510,000 deposited into CIF from McKinstry</i>	2,545,064	-	-	-	-	-
457	40 West ARTline <i>Add'l funds of \$165,000 from NPP, NEA &amp; Partner Grants and HCA matching funds</i>	155,000	-	-	-	-	-
458	Slash Facility	1,500,000	-	-	-	-	-
	<b>SUBTOTALS</b>	<b>\$ 6,859,176</b>	<b>\$ 600,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



## CAPITAL IMPROVEMENT FUND (continued)

PAGE	PROJECT NAME	2018 Revised	2019	2020	2021	2022	2023
<b>TRANSPORTATION</b>							
459	Grant Ranch Blvd & Crestline Ave Intersection	\$ 345,000	\$ -	\$ -	\$ -	\$ -	\$ -
460	Travel Time Monitoring Systems	100,000	-	-	-	-	-
461	Shared Use Paths/Sidewalks	1,040,900	500,000	500,000	500,000	500,000	500,000
462	Sheridan Boulevard Improvements <i>Add'l funds of \$1,000,000 Federal matching Funds</i>	2,200,000	-	-	-	-	-
463	W-Line Shared Use Path Connections <i>Add'l funds of \$1,845,778 from Federal matching Funds</i>	724,794	-	-	-	-	-
464	Kipling Signals @ 8th Pl & Fed Ctr Gate 1 <i>Add'l funds of \$700,000 from State and Federal HSIP Funds</i>	100,000	-	-	-	-	-
465	Kipling Signals @ 13th Ave & 13th Pl <i>Add'l funds of \$660,000 from State FASTER Funds</i>	100,000	-	-	-	-	-
466	Wadsworth Signals @ Girton Ave & Yale Ave <i>Add'l funds of \$200,000 from State and Federal HSIP Funds</i>	50,000	-	-	-	-	-
467	Kipling Pkwy Median Modifications at Hampden Ave <i>Funds of \$520,000 from State and Federal HSIP Funds</i>	100,000	-	-	-	-	-
468	Alameda Corridor Improvements <i>Add'l funds of \$8,217,403 from LRA Funds</i>	1,850,000	-	-	-	-	-
469	Street Median Renovations	107,220	-	-	-	-	-
	<b>SUBTOTALS</b>	<b>\$ 6,717,914</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>
<b>PROJECT CONTINGENCIES</b>							
470	Capital Project Contingencies	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -
	<b>SUBTOTALS</b>	<b>\$ 1,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	<b>TOTAL CAPITAL IMPROVEMENT FUND</b>	<b>\$ 32,487,460</b>	<b>\$ 17,632,388</b>	<b>\$ 18,428,034</b>	<b>\$ 18,722,742</b>	<b>\$ 19,440,518</b>	<b>\$ 20,197,503</b>



## CONSERVATION TRUST AND OPEN SPACE FUNDS

PAGE	PROJECT NAME	2018 Revised	2019	2020	2021	2022	2023
<b>ANNUAL PROGRAMS</b>							
471	Parks Infrastructure	\$ 1,798,520	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000
472	Arts in the Park	20,000	20,000	20,000	20,000	20,000	20,000
473	Playground Replacement	532,720	120,000	120,000	120,000	120,000	120,000
	<b>SUBTOTALS</b>	<b>\$ 2,351,240</b>	<b>\$ 265,000</b>	<b>\$ 265,000</b>	<b>\$ 265,000</b>	<b>\$ 265,000</b>	<b>\$ 265,000</b>
<b>DEBTS AND OTHER LONG TERM OBLIGATIONS</b>							
451	2006A COP Payments <i>Add'l funds of \$12,278,540 from General, Golf Course and LPBA Funds</i>	\$ 979,200	\$ 978,975	\$ 978,615	\$ 978,031	\$ 489,195	\$ -
	<b>SUBTOTALS</b>	<b>\$ 979,200</b>	<b>\$ 978,975</b>	<b>\$ 978,615</b>	<b>\$ 978,031</b>	<b>\$ 489,195</b>	<b>\$ -</b>
<b>CAPITAL PRESERVATION &amp; IMPROVEMENT</b>							
474	Site & Facility Improvements	\$ 817,354	\$ 603,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000
475	Lakewood Link Recreation Center Renovations	146,193	-	-	-	-	-
	<b>SUBTOTALS</b>	<b>\$ 963,547</b>	<b>\$ 603,000</b>	<b>\$ 600,000</b>	<b>\$ 600,000</b>	<b>\$ 600,000</b>	<b>\$ 600,000</b>
<b>DEVELOPMENT PROJECTS</b>							
476	Carmody Park Improvements	\$ 927,874	\$ -	\$ -	\$ -	\$ -	\$ -
477	Lakewood Heritage Center <i>Add'l funds of \$300,000 from a State Historical Society Grant and HCA Funds</i>	498,429	-	-	-	-	-
478	Bear Creek Lake Park	85,297	-	-	-	-	-
479	Dry Gulch Trail <i>Add'l funds of \$38,886 from a Jefferson County Open Space Grant</i>	86,327	-	-	-	-	-
480	Addenbrooke Park Improvements	-	300,000	-	-	-	-
481	Lasley Park Renovations	1,400,000	-	-	-	-	-
482	Holbrook Park Pond Improvements	5,000	100,000	-	-	-	-
483	Carmody Recreation Center Outdoor Pool Renovations	750,000	-	-	-	-	-
484	Mountair Park Improvements	40,000	80,000	-	-	-	-
485	Glennon Heights Pool Improvements	600,000	-	-	-	-	-
486	Washington Heights Improvements	500,000	-	-	-	-	-
487	Clements Community Center	130,000	-	-	-	-	-
488	Taylor Open Space	100,000	300,000	-	-	-	-
	<b>SUBTOTALS</b>	<b>\$ 5,122,927</b>	<b>\$ 780,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



## CONSERVATION TRUST AND OPEN SPACE FUNDS (continued)

PAGE	PROJECT NAME	2018 Revised	2019	2020	2021	2022	2023
<b>ACQUISITIONS</b>							
489	Land Acquisition	\$ 7,555,360	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
	<b>SUBTOTALS</b>	\$ 7,555,360	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
	<b>TOTAL CONSERVATION TRUST AND OPEN SPACE FUNDS</b>	\$ 16,972,274	\$ 2,651,975	\$ 1,868,615	\$ 1,868,031	\$ 1,379,195	\$ 890,000

## ALL OTHER CAPITAL FUNDS

## COMMUNITY DEVELOPMENT BLOCK GRANT

PAGE	PROJECT NAME	2018 Revised	2019	2020	2021	2022	2023
490	Pierce Streetscape Improvements	\$ 221,197	\$ -	\$ -	\$ -	\$ -	\$ -
491	Newland Square Park Playground Replacement	160,000	-	-	-	-	-
492	Ray Ross Park Shelter Addition	\$ 160,000	\$ -	\$ -	\$ -	\$ -	\$ -
	<b>TOTAL COMMUNITY DEVELOPMENT BLOCK GRANT</b>	\$ 541,197	\$ -	\$ -	\$ -	\$ -	\$ -

## GOLF COURSE

PAGE	PROJECT NAME	2018 Revised	2019	2020	2021	2022	2023
451	2006A COP Payments <i>Add'l funds of \$13,012,546 from General, Open Space, Conservation Trust and LPBA Funds</i>	\$ 816,000	\$ 815,812	\$ 815,512	\$ 815,024	\$ 407,662	\$ -
	<b>TOTAL GOLF COURSE</b>	\$ 816,000	\$ 815,812	\$ 815,512	\$ 815,024	\$ 407,662	\$ -

## SEWER ENTERPRISE

PAGE	PROJECT NAME	2018 Revised	2019	2020	2021	2022	2023
493	Utility Billing System Replacement <i>Add'l funds of \$137,700 from Stormwater Enterprise and Water Enterprise Funds</i>	\$ 132,300	\$ -	\$ -	\$ -	\$ -	\$ -
494	Sewer Lining	250,000	250,000	250,000	250,000	250,000	250,000
495	Sewer Replacements	1,583,200	1,300,000	500,000	500,000	500,000	500,000
470	Capital Project Contingencies	500,000	-	-	-	-	-
	<b>TOTAL SEWER ENTERPRISE</b>	\$ 2,465,500	\$ 1,550,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000



## ALL OTHER CAPITAL FUNDS (continued)

## WATER ENTERPRISE

PAGE	PROJECT NAME	2018 Revised	2019	2020	2021	2022	2023
493	Utility Billing System Replacement <i>Add'l funds of \$253,800 from Stormwater Enterprise and Sewer Enterprise Funds</i>	\$ 16,200	\$ -	\$ -	\$ -	\$ -	\$ -
496	Water Line Replacements	800,000	150,000	150,000	150,000	150,000	150,000
470	Capital Project Contingencies	200,000	-	-	-	-	-
<b>TOTAL WATER ENTERPRISE</b>		<b>\$ 1,016,200</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>

## STORMWATER ENTERPRISE

PAGE	PROJECT NAME	2018 Revised	2019	2020	2021	2022	2023
493	Utility Billing System Replacement <i>Add'l funds of \$148,500 from Water Enterprise and Sewer Enterprise Funds</i>	\$ 121,500	\$ -	\$ -	\$ -	\$ -	\$ -
497	Major Drainageway Improvements <i>Add'l funds of \$2,100,000 from Urban Drainage &amp; Flood Control District</i>	2,700,000	2,700,000	2,700,000	2,700,000	2,700,000	2,700,000
498	Local Drainage Projects	557,595	300,000	300,000	300,000	300,000	300,000
470	Capital Project Contingencies	400,000	-	-	-	-	-
<b>TOTAL STORMWATER ENTERPRISE</b>		<b>\$ 3,779,095</b>	<b>\$ 3,000,000</b>	<b>\$ 3,000,000</b>	<b>\$ 3,000,000</b>	<b>\$ 3,000,000</b>	<b>\$ 3,000,000</b>

## EQUIPMENT REPLACEMENT

PAGE	PROJECT NAME	2018 Revised	2019	2020	2021	2022	2023
451	2006B COP Payments <i>Add'l funds of \$6,959,530 from General and Capital Improvement Funds</i>	\$ 80,000	\$ 80,000	\$ 80,000			\$ -
499	Replacement of Mobile Digital Computers (MDC) for Police	750,000	-	-	-	-	-
500	Citywide Scanner and Point of Sale Equipment Replacement		52,000	-	-	-	-
501	Video Arraignment Enhancement	20,000	-	-	-	-	-
502	Courts System Replacement	325,000	-	-	-	-	-
503	IT Infrastructure Sustainability Program	866,000	500,000	500,000	500,000	500,000	500,000
504	Police Digital Evidence System Upgrade	95,000	-	-	-	-	-
505	Citywide Electronic Records Management System Expansion	31,000	-	-	-	-	-
506	Fleet Asset Management System Upgrade	148,000	-	-	-	-	-
507	Enterprise Resource Planning Software Upgrade	-	200,000	-	-	-	-

**EQUIPMENT REPLACEMENT (Continued)**

<b>PAGE</b>	<b>PROJECT NAME</b>	<b>2018 Revised</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
508	City Mobile Radios Replacement	-	200,000	-	-	-	-
509	City Records Conversion for Case Review and Research	-	95,000	95,000	95,000	95,000	10,000
510	Radio System Site Migration	-	350,000	-	-	-	-
<b>TOTAL EQUIPMENT REPLACEMENT</b>		<u>\$ 2,835,000</u>	<u>\$ 1,479,019</u>	<u>\$ 677,020</u>	<u>\$ 597,021</u>	<u>\$ 597,022</u>	<u>\$ 512,023</u>





<b>PROJECT: Comprehensive Plan Implementation (Recurring)</b>							
<u>SOURCE</u>	<u>2018R</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>TOTAL</u>
CIF	\$235,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$285,000
TOTAL	\$235,000	\$10,000	\$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:	<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
Services & Supplies	0	0	0	0	0		0
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>		<u>0</u>
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		\$ 0
LOCATION SKETCH:	N/A						



<b>PROJECT: Building Infrastructure (Recurring)</b>									
<u>SOURCE</u>	<u>2018R</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u><b>TOTAL</b></u>		
CIF	\$1,570,619	\$665,000	\$665,000	\$665,000	\$665,000	\$665,000	\$4,895,619		
<b>TOTAL</b>	<b>\$1,570,619</b>	<b>\$665,000</b>	<b>\$665,000</b>	<b>\$665,000</b>	<b>\$665,000</b>	<b>\$665,000</b>	<b>\$4,895,619</b>		
REASON FOR PROJECT:	This project is designed to provide funding for citywide building facility infrastructure maintenance/replacement and federal accessibility requirements. The City currently has 313 buildings to maintain.								
PROJECT DESCRIPTION:	<p>This program addresses infrastructure maintenance and equipment replacement for buildings managed by the Community Resources Department.</p> <p>Building related infrastructure maintenance/replacement includes such items as replacement of facility mechanical equipment, roof replacement, carpet replacement, and other building improvements.</p> <p>Improvements are identified by replacement schedules and condition inventories.</p>								
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No									
IMPACT ON OPERATING BUDGET:	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u><b>TOTAL</b></u>			
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0			
Services & Supplies	0	0	0	0	0	0			
Capital Outlay	0	0	0	0	0	0			
<b>TOTAL</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>			
LOCATION SKETCH:	N/A								
<p>Major projects ongoing in 2018 and 2019 include:</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> <li>Carmody diving board stands</li> <li>Carmody metal roof replacement</li> <li>Civic Center Complex wayfinding</li> <li>Civic Center millwork</li> <li>Civic Center Plaza maintenance</li> <li>Clements Center restroom</li> <li>Cottage Schools plumbing</li> <li>Facility painting</li> <li>Green Mountain Recreation Center alarm system upgrades</li> </ul> </td> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> <li>Alarm systems upgrades</li> <li>Bear Creek Lake Park floor replacement and water tank repair</li> <li>Charles Whitlock Recreation Center repairs</li> <li>Public Safety Center elevator renovations and window gasket replacement</li> <li>Urban Parks Center drainage improvements</li> <li>Wilbur Rogers Center Drainage improvements and heating and cooling systems upgrades</li> </ul> </td> </tr> </table>								<ul style="list-style-type: none"> <li>Carmody diving board stands</li> <li>Carmody metal roof replacement</li> <li>Civic Center Complex wayfinding</li> <li>Civic Center millwork</li> <li>Civic Center Plaza maintenance</li> <li>Clements Center restroom</li> <li>Cottage Schools plumbing</li> <li>Facility painting</li> <li>Green Mountain Recreation Center alarm system upgrades</li> </ul>	<ul style="list-style-type: none"> <li>Alarm systems upgrades</li> <li>Bear Creek Lake Park floor replacement and water tank repair</li> <li>Charles Whitlock Recreation Center repairs</li> <li>Public Safety Center elevator renovations and window gasket replacement</li> <li>Urban Parks Center drainage improvements</li> <li>Wilbur Rogers Center Drainage improvements and heating and cooling systems upgrades</li> </ul>
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<b>PROJECT: Public Art Acquisition (Recurring)</b>							
<u>SOURCE</u>	<u>2018R</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u><b>TOTAL</b></u>
CIF	\$62,482	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$287,482
TOTAL	\$62,482	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$287,482
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 2018R is the calculated one percent amount from actual 2017 project expenditures. Amounts shown in 2019 through 2023 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>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u><b>TOTAL</b></u>	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Services & Supplies	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
LOCATION SKETCH:	N/A						



PROJECT: <b>Developer Contributions (Recurring)</b>							
<u>SOURCE</u>	<u>2018R</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u><b>TOTAL</b></u>
CIF	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$300,000
TOTAL	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$300,000
REASON FOR PROJECT:	Cash contributions that developers have or will make to the City to satisfy their public improvement agreement requirements will be monitored.						
PROJECT DESCRIPTION:	A typical example of a cash contribution from a developer is for a portion of a traffic signal that will be warranted in the future.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No							
OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No							
IMPACT ON OPERATING BUDGET:	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u><b>TOTAL</b></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: <b>Neighborhood Entry Treatment Maintenance</b> ( <i>Recurring</i> )							
<u>SOURCE</u>	<u>2018R</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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>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
Services & Supplies	0	0	0	0	0		0
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>		<u>0</u>
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		\$ 0
LOCATION SKETCH:	N/A						



<b>PROJECT: Neighborhood Participation Program (Recurring)</b>																																										
<u>SOURCE</u>	<u>2018R</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>TOTAL</u>																																			
CIF	\$335,000	\$180,000	\$180,000	\$180,000	\$180,000	\$180,000	\$1,235,000																																			
<b>TOTAL</b>	<b>\$335,000</b>	<b>\$180,000</b>	<b>\$180,000</b>	<b>\$180,000</b>	<b>\$180,000</b>	<b>\$180,000</b>	<b>\$1,235,000</b>																																			
<b>REASON FOR PROJECT:</b> Neighborhood organizations are encouraged to identify needs in their neighborhood and propose projects to meet those needs. The program will allow the funding of any improvement that the City is normally capable of constructing and that conforms to the program criteria.																																										
<b>PROJECT DESCRIPTION:</b> 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;"><b>IMPACT ON OPERATING BUDGET:</b></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>2022</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 &amp; 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;">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><b>TOTAL</b></td> <td style="text-align: right;"><b>\$ 0</b></td> <td style="text-align: right;"><b>\$ 0</b></td> <td style="text-align: right;"><b>\$ 0</b></td> <td style="text-align: right;"><b>\$ 0</b></td> <td style="text-align: right;"><b>\$ 0</b></td> <td style="text-align: right;"><b>\$ 0</b></td> </tr> </table>								<b>IMPACT ON OPERATING BUDGET:</b>	<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	Services & Supplies	0	0	0	0	0	0	Capital Outlay	0	0	0	0	0	0	<b>TOTAL</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>IMPACT ON OPERATING BUDGET:</b>	<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																																				
Services & Supplies	0	0	0	0	0	0																																				
Capital Outlay	0	0	0	0	0	0																																				
<b>TOTAL</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>																																				
<b>LOCATION SKETCH:</b> N/A  Funded projects include: <ul style="list-style-type: none"> <li>Hodgson Park Ramp</li> <li>Hilltop Park Improvements</li> <li>Replace shelter at Glennon Heights Park</li> <li>Art sculpture in Walker Branch Park</li> <li>Sidewalk Connection on Robb Street between approximately 18<sup>th</sup> and 19<sup>th</sup> avenues</li> <li>Horseshoe pit and benches at Richey Park</li> <li>New playground and picnic benches at Ute Trail Park</li> <li>Outdoor environmental learning classroom at South Lakewood Elementary School</li> <li>Improvements to community garden at Green Gables Elementary School</li> <li>New playground at Rooney Ranch Elementary School</li> </ul>																																										



<b>PROJECT: Traffic and Signal Safety Improvements (Recurring)</b>							
<u>SOURCE</u>	<u>2018R</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<b><u>TOTAL</u></b>
CIF	\$800,983	\$585,057	\$1,337,313	\$1,339,637	\$1,342,031	\$1,344,497	\$6,749,518
<b>TOTAL</b>	<b>\$800,983</b>	<b>\$585,057</b>	<b>\$1,337,313</b>	<b>\$1,339,637</b>	<b>\$1,342,031</b>	<b>\$1,344,497</b>	<b>\$6,749,518</b>
<b>REASON FOR PROJECT:</b>	Improvements to the safety of streets and roads in the City will continue in an organized manner.						
<b>PROJECT DESCRIPTION:</b>	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 2020-2023.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No							
<b>IMPACT ON OPERATING BUDGET:</b>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<b><u>TOTAL</u></b>	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Services & Supplies	0	0	0	0	0	0	
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	
<b>TOTAL</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	
<b>LOCATION SKETCH:</b>	N/A  <u>Current and upcoming locations include:</u> <ul style="list-style-type: none"> <li>Citywide guardrail replacement program</li> <li>Colfax pedestrian safety study</li> <li>Kipling Street safety improvements east side 6<sup>th</sup> to 8<sup>th</sup></li> <li>Various miscellaneous signal safety modifications</li> </ul>						



<b>PROJECT: Annual Traffic Signal Replacements (Recurring)</b>							
<b>SOURCE</b>	<b>2018R</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>TOTAL</b>
CIF	\$975,000	\$975,000	\$975,000	\$975,000	\$975,000	\$975,000	\$5,850,000
TOTAL	\$975,000	\$975,000	\$975,000	\$975,000	\$975,000	\$975,000	\$5,850,000
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:	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>TOTAL</b>	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Services & Supplies	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
LOCATION SKETCH:	N/A						
Locations will be prioritized based on signal structural condition and functionality.							
<u>Current and upcoming intersection locations include:</u>							
<ul style="list-style-type: none"><li>• Alameda Parkway &amp; Bear Creek Boulevard</li><li>• Alameda Parkway &amp; Ohio Avenue/Mississippi Avenue</li><li>• 14<sup>th</sup> Avenue &amp; Carr Street</li><li>• 26<sup>th</sup> Avenue &amp; Simms Street</li><li>• 20<sup>th</sup> Avenue &amp; Teller Street</li></ul>							





<b>PROJECT: Long Life Pavement Markings (Recurring)</b>							
<b>SOURCE</b>	<b>2018R</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>TOTAL</b>
CIF	\$311,770	\$317,187	\$320,666	\$324,250	\$327,941	\$331,743	\$1,933,557
TOTAL	\$311,770	\$317,187	\$320,666	\$324,250	\$327,941	\$331,743	\$1,933,557
REASON FOR PROJECT:	Maintaining adequate lane lines on City streets, especially during winter months, is challenging. Long life pavement markings provide more durable street delineation when compared to paint. This results in greater safety to the driving public.						
PROJECT DESCRIPTION:	Plastic pavement markings will be placed on newly overlaid streets and existing streets which are not to be resurfaced in the next three to five years. Also, crosswalks will be marked on state highways.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No							
OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No							
IMPACT ON OPERATING BUDGET:	<u>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
Services & Supplies	0	0	0	0	0		0
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>		<u>0</u>
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		\$ 0
LOCATION SKETCH:	N/A						
<ul style="list-style-type: none"><li>• Install crosswalk pavement markings on state highways (\$75,000/year)</li><li>• Install long life pavement markings in conjunction with the annual street resurfacing program</li><li>• Install bike facilities pavement markings such as green lanes, sharrows and bike symbols</li></ul>							



<b>PROJECT: Development Participation (Recurring)</b>							
<u>SOURCE</u>	<u>2018R</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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 2018 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>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	
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 2018 – 2019 Projects</u>							
West Colfax Brick Pavers						\$3,000	
Miscellaneous Projects						\$5,000	
Solterra						\$650,000	



<b>PROJECT: Street Resurfacing/Concrete Rehabilitation (Recurring)</b>							
<b>SOURCE</b>	<b>2018R</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>TOTAL</b>
CIF	\$8,623,766	\$9,309,510	\$9,858,986	\$10,441,189	\$11,058,069	\$11,711,705	\$61,003,225
TOTAL	\$8,623,766	\$9,309,510	\$9,858,986	\$10,441,189	\$11,058,069	\$11,711,705	\$61,003,225
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:	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>TOTAL</b>	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Services & Supplies	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
LOCATION SKETCH:	N/A						
The specific streets that will be resurfaced next year will be determined in the coming months. City Council will receive a memorandum listing those streets when it is available.							



<b>PROJECT: Water Rights (Recurring)</b>							
<b>SOURCE</b>	<b>2018R</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>TOTAL</b>
CIF	\$164,627	\$168,387	\$170,578	\$172,836	\$175,162	\$177,558	\$1,029,148
TOTAL	\$164,627	\$168,387	\$170,578	\$172,836	\$175,162	\$177,558	\$1,029,148
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:	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>TOTAL</b>	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Services & Supplies	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
LOCATION SKETCH:	N/A						



PROJECT: <b>CIPP Support Services (Recurring)</b>							
<u>SOURCE</u>	<u>2018R</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>TOTAL</u>
CIF	\$357,577	\$375,476	\$386,736	\$398,334	\$410,280	\$422,585	\$2,350,988
TOTAL	\$357,577	\$375,476	\$386,736	\$398,334	\$410,280	\$422,585	\$2,350,988
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>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
Services & Supplies	0	0	0	0	0		0
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>		<u>0</u>
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		\$ 0
LOCATION SKETCH:	N/A						



<b>PROJECT: Vehicle Replacement (Recurring)</b>							
<u>SOURCE</u>	<u>2018R</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>TOTAL</u>
CIF	\$1,515,327	\$1,520,863	\$1,552,489	\$1,584,784	\$1,617,762	\$1,651,439	\$9,442,664
TOTAL	\$1,515,327	\$1,520,863	\$1,552,489	\$1,584,784	\$1,617,762	\$1,651,439	\$9,442,664
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:	<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
Services & Supplies	0	0	0	0	0		0
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>		<u>0</u>
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		\$ 0
LOCATION SKETCH:	N/A						



<b>PROJECT: Debt Payments for Certificates of Participation</b> <i>(Recurring through 2022)</i>							
<b>SOURCE</b>	<b>2018R</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>TOTAL</b>
GENERAL (A&B)	\$2,861,954	\$2,856,177	\$2,857,035	\$ 923,695	\$1,769,643	\$ 0	\$11,268,504
CIF (B)	386,000	386,000	386,000	0	0	0	1,158,000
EQUIP REPL (B)	80,000	80,000	80,000	0	0	0	240,000
GOLF (A)	816,000	815,812	815,512	815,024	407,662	0	3,670,010
OS (A)	353,600	353,519	353,389	353,178	176,654	0	1,590,340
CT (A)	625,600	625,456	625,226	624,853	312,541	0	2,813,676
LPBA	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>2,807,000</u>	<u>0</u>	<u>2,807,000</u>
<b>TOTAL</b>	<b>\$5,123,154</b>	<b>\$5,116,964</b>	<b>\$5,117,162</b>	<b>\$2,716,750</b>	<b>\$5,473,500</b>	<b>\$ 0</b>	<b>\$23,547,530</b>
<b>REASON FOR PROJECT:</b>	Payments are made on the Certificates of Participation for the Homestead Golf Course, Urban Parks Maintenance Building, the Link pool addition, Public Safety Center Renovation, Public Safety Center Parking Structure Renovation, the Charles Whitlock Recreation Center, and the Civic Center.						
<b>PROJECT DESCRIPTION:</b>	Payments will be made for the 2006A and 2006B Certificates of Participation. Payments will continue through 2022 and 2020 respectively.						
<b>IMPACT ON OPERATING BUDGET</b> <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No <b>OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN</b> <input type="checkbox"/> Yes <input type="checkbox"/> No							
<b>IMPACT ON OPERATING BUDGET:</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>TOTAL</b>	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Services & Supplies	0	0	0	0	0	0	
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	
<b>TOTAL</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	
<b>LOCATION SKETCH:</b>	N/A						



<b>PROJECT: Revenue Sharing Agreements (Recurring through 2023)</b>							
<b>SOURCE</b>	<b>2018R</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>TOTAL</b>
CIF	\$1,817,219	\$1,889,908	\$1,935,266	\$1,981,712	\$2,029,273	\$2,077,976	\$11,731,354
TOTAL	\$1,817,219	\$1,889,908	\$1,935,266	\$1,981,712	\$2,029,273	\$2,077,976	\$11,731,354
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>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
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:** Maintenance Campus Master Plan and Deicing Material Storage Expansion (Nonrecurring)

<u>SOURCE</u>	<u>2018R</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>TOTAL</u>
CIF	\$200,000	\$600,000	\$ 0	\$ 0	\$ 0	\$ 0	\$800,000
<b>TOTAL</b>	<b>\$200,000</b>	<b>\$600,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$800,000</b>

**REASON FOR PROJECT:** The city's maintenance campus on Quail/Parfet was constructed in the early 1970s. Since then, the community has grown and services have expanded, which has stretched the site's use significantly. As an example, the city's current storage area for snow and ice control material is inadequate in terms of size and flexibility. Prior to implementing a material storage solution, a long-term master plan for the service provided from the site is underway.

**PROJECT DESCRIPTION:** Money budgeted in 2018 is for the Quail/Parfet maintenance campus master plan. Design to rebuild the snow and ice material storage facility to increase storage capacity and flexibility is anticipated to begin following completion of the master plan.

**IMPACT ON OPERATING BUDGET** ☐ Yes (See below) ☒ No  
**OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN** ☐ Yes ☐ No

<b>IMPACT ON OPERATING BUDGET:</b>	<u>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
Services & Supplies	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0
<b>TOTAL</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

**LOCATION SKETCH:**





PROJECT: **City Fleet Shop Modifications** (*Nonrecurring*)

<u>SOURCE</u>	<u>2018R</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>TOTAL</u>
CIF	\$300,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$300,000
TOTAL	\$300,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$300,000

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.

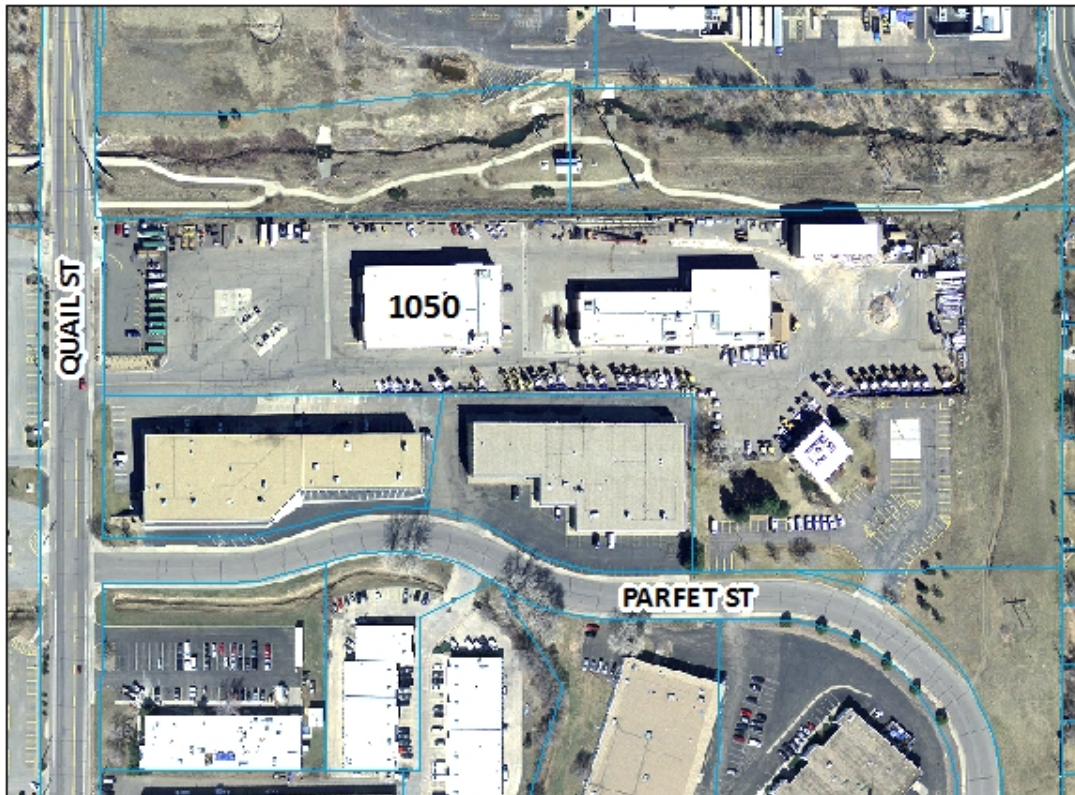
PROJECT DESCRIPTION: Funding shown in 2018 is primarily for design which is anticipated to begin following completion of the Quail/Parfet maintenance campus master plan which is currently underway. Any unspent funding will be carried forward for construction of building renovations in future years.

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>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
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)

<u>SOURCE</u>	<u>2018R</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>TOTAL</u>
CIF	\$2,159,112	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$2,159,112
TOTAL	\$2,159,112	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$2,159,112

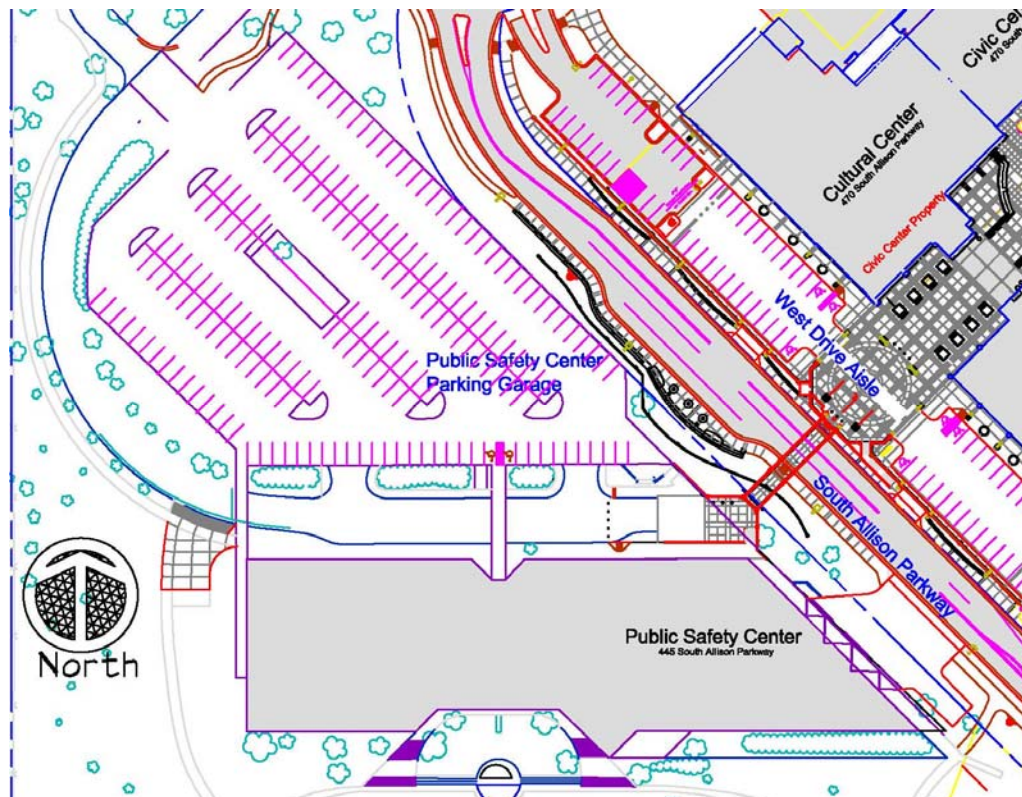
REASON FOR PROJECT: After 30 years of service the Lakewood Public Safety Building interior and exterior are in need of renovations.

PROJECT DESCRIPTION: The project will renovate the walks and drive lanes at the front of the building and renovating all the restrooms in the facility, and renovating the 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:	<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
Services & Supplies	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

LOCATION  
SKETCH:





<b>PROJECT: Energy Performance Facility Improvements (Nonrecurring)</b>							
<u>SOURCE</u>	<u>2018R</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>TOTAL</u>
CIF	\$2,545,064	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$2,545,064
TOTAL	\$2,545,064	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$2,545,064
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 is funded partially by proceeds of a \$1,500,000 lease-purchase. The lease-purchase will be paid back from General Fund energy cost savings						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No							
OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No							
corridor	<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
Services & Supplies	0	0	0	0	0		0
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>		<u>0</u>
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		\$ 0
LOCATION SKETCH:	<p>N/A</p> <p>Project includes:</p> <ul style="list-style-type: none"> <li>• Optimization of HVAC Controls at: <ul style="list-style-type: none"> <li>➤ Carmody Recreation Center,</li> <li>➤ Public Safety Center,</li> <li>➤ Civic Center Complex,</li> <li>➤ Link Recreation Center,</li> <li>➤ Whitlock Recreation Center.</li> </ul> </li> <li>• LED Lighting Retrofits at: <ul style="list-style-type: none"> <li>➤ Lloyd G. Clements Community Center,</li> <li>➤ Carmody Recreation Center,</li> <li>➤ Green Mountain Recreation Center</li> <li>➤ Public Safety Center</li> </ul> </li> <li>• Water Conservation at: <ul style="list-style-type: none"> <li>➤ Lloyd G. Clements Community Center</li> <li>➤ Carmody Recreation Center</li> <li>➤ Green Mountain Recreation Center</li> <li>➤ Public Safety Center</li> </ul> </li> <li>• Replace Energy Recovery ventilator at Carmody Recreation Center Pool</li> <li>• Replace pool boilers at: <ul style="list-style-type: none"> <li>➤ Carmody Recreation Center</li> <li>➤ Green Mountain Recreation Center</li> </ul> </li> </ul>						



PROJECT: **40 West ARTline** (*Nonrecurring*)

<u>SOURCE</u>	<u>2018R</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>TOTAL</u>
CIF	\$155,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$155,000
NPP Grant	25,000	0	0	0	0	0	25,000
NEA Grant	100,000	0	0	0	0	0	100,000
Partner Grants	30,000	0	0	0	0	0	30,000
HCA	10,000	0	0	0	0	0	10,000
<b>TOTAL</b>	<b>\$320,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$320,000</b>

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

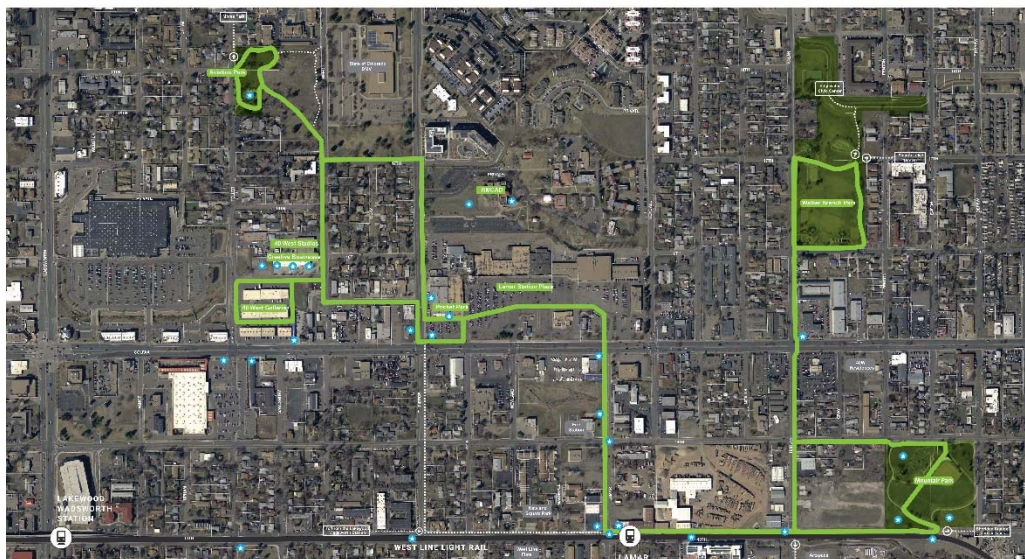
IMPACT ON OPERATING BUDGET:	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>TOTAL</u>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services & Supplies	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0
<b>TOTAL</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

LOCATION  
SKETCH:



## 40 WEST ARTLINE ROUTE

— Artline Route  
● Existing Public Art (Aug 2016)





PROJECT: <b>Slash Facility</b> ( <i>Nonrecurring</i> )							
<u>SOURCE</u>	<u>2018R</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<b><u>TOTAL</u></b>
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>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>		<b><u>TOTAL</u></b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		\$ 0
Services & Supplies	0	0	0	0	0		0
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>		<u>0</u>
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		\$ 0
LOCATION SKETCH:	N/A						





**PROJECT:** Grant Ranch Boulevard and Crestline Avenue Intersection (*Nonrecurring*)

<u>SOURCE</u>	<u>2018R</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>TOTAL</u>
CIF	\$345,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$345,000
TOTAL	\$345,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$345,000

**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 14<sup>th</sup> 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

<b>IMPACT ON OPERATING BUDGET:</b>	<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
Services & Supplies	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

**LOCATION SKETCH:**





<b>PROJECT: Travel Time Monitoring Systems (Nonrecurring)</b>							
<b>SOURCE</b>	<b>2018R</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>TOTAL</b>
CIF	\$100,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$100,000
TOTAL	\$100,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$100,000
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. Money budgeted in 2018 for final project payments.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No							
OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No							
IMPACT ON OPERATING BUDGET:	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>		<b>TOTAL</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		\$ 0
Services & Supplies	0	0	0	0	0		0
Capital Outlay	0	0	0	0	0		0
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		\$ 0
LOCATION SKETCH:	N/A						
Completed locations include:							
<ul style="list-style-type: none"><li>• Kipling Street from 26<sup>th</sup> to Belleview</li><li>• Colfax Avenue from I70 to Harlan</li><li>• Alameda Parkway from C470 to Harlan</li><li>• Simms/Union, Alameda to Colfax</li></ul>							





<b>PROJECT: Shared Use Paths/Sidewalks (Recurring)</b>							
<b>SOURCE</b>	<b>2018R</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>TOTAL</b>
CIF	\$1,040,900	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$3,540,900
TOTAL	\$1,040,900	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$3,540,900
REASON FOR PROJECT:	Numerous missing links exist throughout Lakewood in what would otherwise be longer, continuous shared use paths or sidewalks. The purpose of this project is to build missing links of shared paths or sidewalks adjacent to properties that are already developed. Properties must have little chance of redeveloping to an extent that would create the need for the property owner to construct the missing piece of shared use path or sidewalk.						
PROJECT DESCRIPTION:	Projects include the design, property rights acquisition (if needed) and construction of shared use paths or sidewalks. Projects are prioritized using criteria approved by City Council. Construction on First Avenue is complete.						
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:	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>TOTAL</b>	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Services & Supplies	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
LOCATION SKETCH:	N/A						
<p>Current and upcoming locations include:</p> <ul style="list-style-type: none"> <li>• First Avenue, north side, from Newland to Harlan</li> <li>• 13<sup>th</sup> Avenue, south side, three properties west of Lamar Street</li> <li>• North side of the W Line, Garrison Station to Estes Street</li> </ul>							

PROJECT: **Sheridan Boulevard Improvements** (*Nonrecurring*)

<u>SOURCE</u>	<u>2018R</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>TOTAL</u>
CIF	\$2,200,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$2,200,000
TAP	<u>1,000,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,000,000</u>
TOTAL	\$3,200,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$3,200,000

REASON FOR PROJECT: This project enhances pedestrian and bicycle safety along a high traffic volume arterial roadway.

PROJECT DESCRIPTION: A shared use path will be constructed along the west side of Sheridan Boulevard from 6<sup>th</sup> to 10<sup>th</sup> avenues. Design and property rights acquisition work are complete. Construction will be primarily in 2019.

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>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
Services & Supplies	0	0	0	0	0	0
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

LOCATION SKETCH:



**PROJECT: W-Line Shared Use Path Connections (Nonrecurring)**

<u>SOURCE</u>	<u>2018R</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>TOTAL</u>
CIF	\$ 724,794	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 724,794
TAP	<u>1,845,778</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,845,778</u>
<b>TOTAL</b>	<b>\$2,570,572</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$2,570,572</b>

**REASON FOR PROJECT:** This project will complete two missing segments of bike path along the W Rail corridor.

**PROJECT DESCRIPTION:** A 10 foot wide shared use path is planned along the north side of the W Rail corridor connecting the Lakewood•Wadsworth Station to Zephyr St and from Kipling St to Oak St. Design work began in 2016 with property rights acquisitions underway to be followed with construction. Both segments will include lighting and signage/wayfinding.

**IMPACT ON OPERATING BUDGET** ☐ Yes (See below) ☒ No  
**OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN** ☐ Yes ☐ No

<b>IMPACT ON OPERATING BUDGET:</b>	<u>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
Services & Supplies	0	0	0	0	0	0
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

**LOCATION SKETCH:**







PROJECT: **Kipling Signals @ 8th Place & Federal Center Gate 1** (Nonrecurring)

<u>SOURCE</u>	<u>2018R</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>TOTAL</u>
CIF	\$100,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$100,000
State	70,000	0	0	0	0	0	70,000
HSIP	<u>630,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>630,000</u>
TOTAL	\$800,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$800,000

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 2018 with construction anticipated to be completed in 2019.

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>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
Services & Supplies	0	0	0	0	0	0
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

LOCATION  
SKETCH:

#### Kipling St Intersections

W 8th Pl



Fed Center Gate 1





PROJECT: **Kipling Signals @ 13<sup>th</sup> Avenue & 13<sup>th</sup> Place (Nonrecurring)**

<u>SOURCE</u>	<u>2018R</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>TOTAL</u>
CIF	\$100,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$100,000
FASTER Grant	<u>660,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>660,000</u>
TOTAL	\$760,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$760,000

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 2018 with construction anticipated to be completed in 2019-2020.

IMPACT ON OPERATING BUDGET ☐ Yes (See below) ☒ No  
 OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN ☐ Yes ☐ No

<u>IMPACT ON OPERATING BUDGET:</u>	<u>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
Services & Supplies	0	0	0	0	0	0
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

LOCATION SKETCH:

**Kipling St Intersections**

**W 13TH AVE**



**W 13TH PL**







PROJECT: **Wadsworth Signals at Girton Avenue & Yale Avenue** (Nonrecurring)

<u>SOURCE</u>	<u>2018R</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>TOTAL</u>
CIF	\$ 50,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 50,000
State	20,000	0	0	0	0	0	20,000
HSIP	<u>180,000</u>	0	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>180,000</u>
TOTAL	\$250,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$250,000

REASON FOR PROJECT: Safety at high-accident intersection locations will be improved.

PROJECT DESCRIPTION: The traffic signals on Wadsworth will be modified to center new flashing yellow left turn indicators over the left turn lanes and street lighting associated with the signals will be changed to LED lights.

IMPACT ON OPERATING BUDGET ☐ Yes (See below) ☒ No

OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN ☐ Yes ☐ No

IMPACT ON OPERATING BUDGET:	<u>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
Services & Supplies	0	0	0	0	0	0
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

LOCATION  
SKETCH:

#### S Wadsworth Blvd Intersections

W Girton Ave



W Yale Ave





PROJECT: **Kipling Parkway Median Modifications at Hampden Avenue** (Nonrecurring)

<u>SOURCE</u>	<u>2018R</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>TOTAL</u>
CIF	\$100,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 100,000
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	\$620,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$620,000

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 2018 with construction anticipated to be completed in 2019.

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>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
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>2018R</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>TOTAL</u>
LRA *	\$ 8,217,403	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$8,217,403
CIF	<u>1,850,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,850,000</u>
<b>TOTAL</b>	<b>\$10,067,403</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$10,067,403</b>

REASON FOR PROJECT:

This project combines monies from the Lakewood Reinvestment Authority (LRA) and the Capital Improvement Fund (CIF) to augment and maintain the Alameda Corridor. By combining an LRA commercial corridor enhancement/place making project with CIF repair/replacement/improvement projects, the disruption to businesses and the traveling public will be reduced, and cost efficiencies are expected.

\* - This is an estimate and subject to a LRA 2018 Budget Appropriation and Economic Development loan.

PROJECT DESCRIPTION:

Capital Improvement Funds will primarily be used for pavement resurfacing on Alameda, Carr to Pierce and Teller Street, Alameda to 1st, replacing the outdated traffic signal at the Alameda/Teller intersection, installing city-owned LED street lighting where Xcel lights must be removed, and replacing damaged/deteriorated curb, gutter and sidewalks. These items are work typically funded from the Capital Improvement Fund. Work includes design, property rights acquisition (if needed) and construction of the described improvements.

The LRA funded portions of the work primarily include the installation of a sidewalk on the west side of Teller Street north of Alameda; construction of Alameda improvements generally between Wadsworth Boulevard and Pierce Street including a gateway monument, medians, sidewalk and landscaping; and sidewalk and landscaping on the south side of Alameda between Fenton and Benton streets. 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) ☒ NoOPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN ☐ Yes ☐ No

IMPACT ON

OPERATING BUDGET:

	<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
Services & Supplies	0	0	0	0	0	0
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

LOCATION

SKETCH:







PROJECT: **Street Median Renovations (Nonrecurring)**

<u>SOURCE</u>	<u>2018R</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>TOTAL</u>
CIF	\$107,220	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$107,220
TOTAL	\$107,220	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$107,220

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.

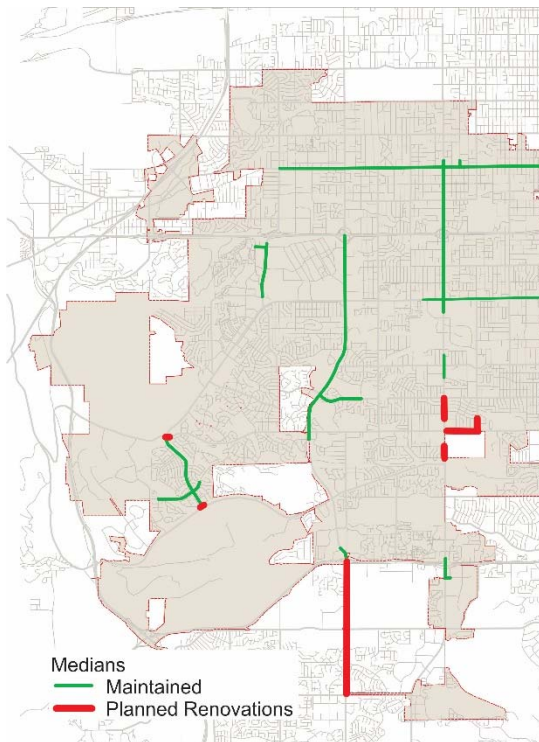
PROJECT DESCRIPTION: This project will provide funding to renovate the landscaping of the medians on major roadways in the City with aesthetically pleasing landscaping and more sustainable treatments.

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>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
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



<b>PROJECT: Capital Project Contingencies (Nonrecurring)</b>							
<b>SOURCE</b>	<b>2018R</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>TOTAL</b>
CIF	\$1,000,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$1,000,000
Sewer Enterprise	500,000	0	0	0	0	0	500,000
Water Enterprise	200,000	0	0	0	0	0	200,000
SMU	<u>400,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>400,000</u>
<b>TOTAL</b>	<b>\$2,100,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$2,100,000</b>
<b>REASON FOR PROJECT:</b>	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.						
<b>PROJECT DESCRIPTION:</b>	Budget contingencies are provided by specific fund only to support capital projects.						
<b>IMPACT ON OPERATING BUDGET</b> <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No							
<b>OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN</b> <input type="checkbox"/> Yes <input type="checkbox"/> No							
<b>IMPACT ON OPERATING BUDGET:</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>TOTAL</b>	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Services & Supplies	0	0	0	0	0	0	
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	
<b>TOTAL</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	
<b>LOCATION SKETCH:</b>	N/A						



<b>PROJECT: Parks Infrastructure (Recurring)</b>							
<u>SOURCE</u>	<u>2018R</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>TOTAL</u>
OS	\$1,673,520	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$1,673,520
CT	<u>125,000</u>	<u>125,000</u>	<u>125,000</u>	<u>125,000</u>	<u>125,000</u>	<u>125,000</u>	<u>750,000</u>
TOTAL	\$1,798,520	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$2,423,520
REASON FOR PROJECT:	This program is designed to provide funding for Citywide park facility infrastructure maintenance/replacement and federal accessibility requirements.						
PROJECT DESCRIPTION:	<p>This program addresses irrigation water, infrastructure maintenance, and equipment replacement for park facilities managed by the Community Resources Department.</p> <p>Park facility infrastructure maintenance/replacement includes tennis court repair, asphalt and concrete repairs of parking lots and pathways, irrigation pumping system maintenance, and replacement and maintenance of other park structures.</p> <p>Improvements are identified by equipment replacement schedules and Americans with Disability Act (ADA) transition plans.</p>						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No							
OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No							
IMPACT ON OPERATING BUDGET:	<u>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	
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>Additional 2018 funding is for park path and trail replacement, and will replace Tennis Courts at Daniel's Park and South Simms Park.</p>							



PROJECT: <b>Arts in the Park</b> ( <i>Recurring</i> )							
<u>SOURCE</u>	<u>2018R</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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 ( <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>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
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: **Playground Replacement (Recurring)**

<u>SOURCE</u>	<u>2018R</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>TOTAL</u>
CT	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$ 720,000
OS	<u>412,720</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>412,720</u>
TOTAL	\$532,720	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$1,132,720

REASON FOR PROJECT: The Department of Community Resources Master Plan sets a high priority on preserving existing parks and facilities and making them meet today's needs.

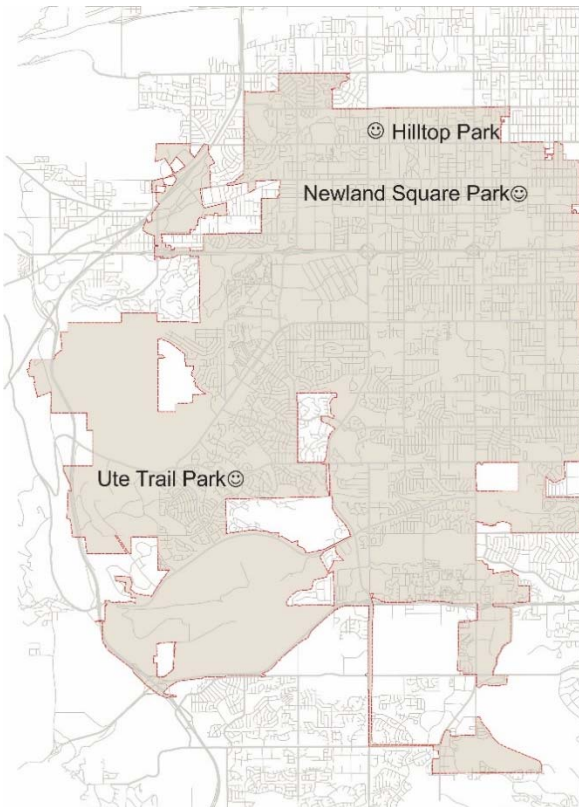
PROJECT DESCRIPTION: This project will provide funds to replace and upgrade City playgrounds throughout the system.

IMPACT ON OPERATING BUDGET ☐ Yes (See below) ☒ No

OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN ☐ Yes ☐ No

<u>IMPACT ON OPERATING BUDGET:</u>	<u>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
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 2018 & 2019:

- ⊕ Hilltop Park
- ⊕ Ute Trail Park
- ⊕ Newland Square Park



<b>PROJECT: Site &amp; Facility Improvements (Recurring)</b>							
<b>SOURCE</b>	<b>2018R</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>TOTAL</b>
CT	\$159,000	\$125,000	\$500,000	\$600,000	\$600,000	\$600,000	\$2,584,000
OS	658,354	478,000	100,000	0	0	0	1,236,354
<b>TOTAL</b>	<b>\$817,354</b>	<b>\$603,000</b>	<b>\$600,000</b>	<b>\$600,000</b>	<b>\$600,000</b>	<b>\$600,000</b>	<b>\$3,820,354</b>
<b>REASON FOR PROJECT:</b>	The Department of Community Resources Master Plan sets a high priority on preserving existing parks and facilities and making them meet today's needs. The City's parks and facilities need repairs and equipment replacement periodically, which are not affordable in an annual appropriation for maintenance. This annual program is designed to provide funding for those items. This program also provides funds for small capital projects.						
<b>PROJECT DESCRIPTION:</b>	Capital repair, improvements and planning are funded at City parks and facilities on the list below.						
<b>IMPACT ON OPERATING BUDGET</b> <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No <b>OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN</b> <input type="checkbox"/> Yes <input type="checkbox"/> No							
<b>IMPACT ON OPERATING BUDGET:</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>TOTAL</b>	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Services & Supplies	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
<b>TOTAL</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	
<b>LOCATION SKETCH:</b>	N/A  <p style="text-align: center;"><u>2018-19 Projects Include:</u></p> <ul style="list-style-type: none"> <li>○ Belmar Park Bridge Repair</li> <li>○ Fencing at various parks</li> <li>○ Forsberg Park Parking Lot Expansion</li> <li>○ LCC Dance Floor</li> <li>○ LCC Dimmer Upgrade</li> <li>○ Sutherland Shire to Main Reservoir Trail</li> <li>○ Walker-Branch Park Improvements</li> <li>○ Wilbur Rogers Center site drainage</li> <li>○ Meadowlark Cottages demolition and park conversion</li> <li>○ Quail Street Park activation</li> </ul>						



PROJECT: **Lakewood Link Recreation Center Renovations** (Nonrecurring)

<u>SOURCE</u>	<u>2018R</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>TOTAL</u>
OS	\$146,193	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$146,193
TOTAL	\$146,193	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$146,193

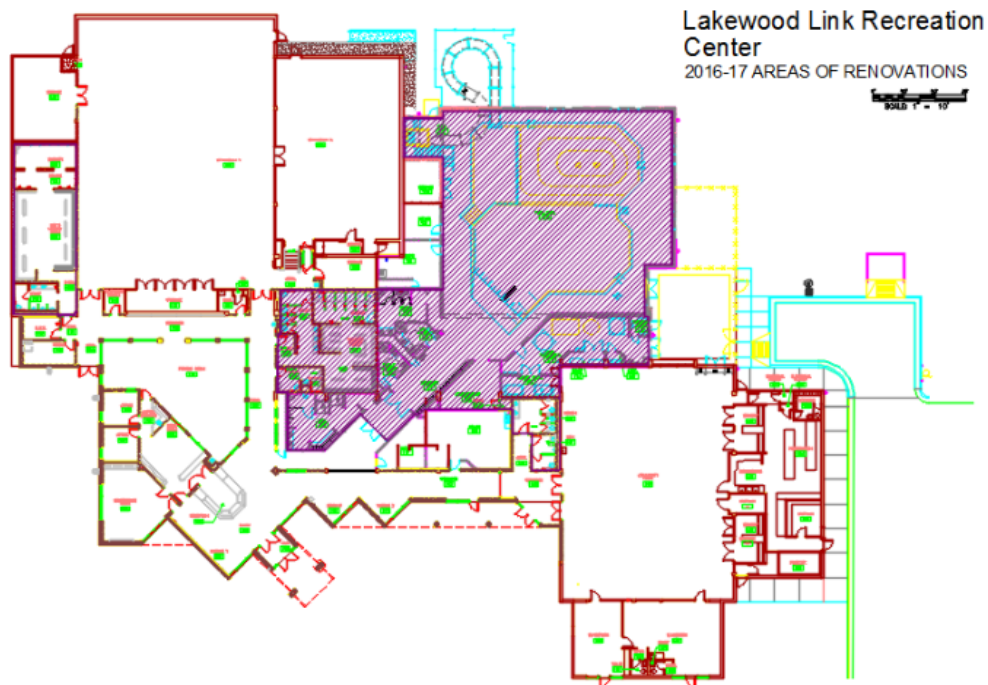
REASON FOR PROJECT: The Department of Community Resources Master Plan sets a high priority on preserving existing parks and facilities and making them meet today's needs.

PROJECT DESCRIPTION: This project will renovate several areas of the Link Recreation Center. Work 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>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
Services & Supplies	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

LOCATION  
SKETCH:







PROJECT: **Carmody Park Improvements** (Nonrecurring)

SOURCE	2018R	2019	2020	2021	2022	2023	TOTAL
OS	\$927,874	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$927,874
TOTAL	\$927,874	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$927,874

REASON FOR PROJECT: The Department of Community Resources Master Plan sets a high priority on preserving existing parks and facilities and making them meet today's needs.

PROJECT DESCRIPTION: This project will provide funds to complete water supply upgrades as recommended in the park's master plan.

IMPACT ON OPERATING BUDGET ☐ Yes (See below) ☒ No

OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN ☐ Yes ☐ No

IMPACT ON OPERATING BUDGET:	2018	2019	2020	2021	2022	TOTAL
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services & Supplies	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

LOCATION SKETCH:



**C a r m o d y P a r k Master Plan 2013**



PROJECT: **Lakewood Heritage Center** (Nonrecurring)

<u>SOURCE</u>	<u>2018R</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>TOTAL</u>
OS	\$498,429	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$498,429
SHSG	200,000	0	0	0	0	0	200,000
HCA	<u>100,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>100,000</u>
TOTAL	\$798,429	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$798,429

REASON FOR PROJECT:

The Department of Community Resources Master Plan sets a high priority on preserving existing parks and facilities and making them meet today's needs. Restoration and preservation of Lakewood History is a primary goal of the Heritage Center.

PROJECT DESCRIPTION:

Aging infrastructure at the Lakewood Heritage Center needs upgrading. The 2018 funds will continue the restoration of the Caretaker's House and will replace the aging Amphitheatre Cover.

IMPACT ON OPERATING BUDGET ☐ Yes (See below) ☒ NoOPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN ☐ Yes ☐ No

IMPACT ON

OPERATING BUDGET:

	<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
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	2018R	2019	2020	2021	2022	2023	TOTAL
OS	\$85,297	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$85,297
TOTAL	\$85,297	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$85,297

REASON FOR PROJECT: Bear Creek Lake Park is a fee use area designed to generate revenue to offset the costs of operating the facility. The Department of Community Resources Master Plan sets a high priority on preserving existing parks and facilities and making them meet today's needs.

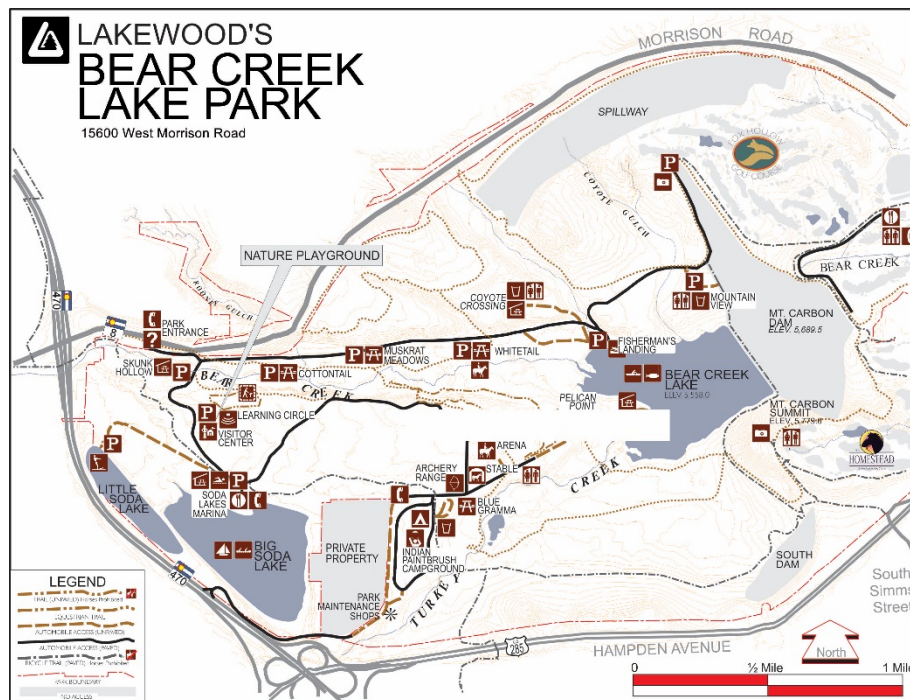
PROJECT DESCRIPTION: These funds will be used to provide for a nature playground at the Visitor Center.

IMPACT ON OPERATING BUDGET ☐ Yes (See below) ☒ No

OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN ☐ Yes ☐ No

IMPACT ON OPERATING BUDGET:	2018	2019	2020	2021	2022	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>2018R</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>TOTAL</u>
OS	\$ 86,327	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 86,327
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	\$125,213	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$125,213

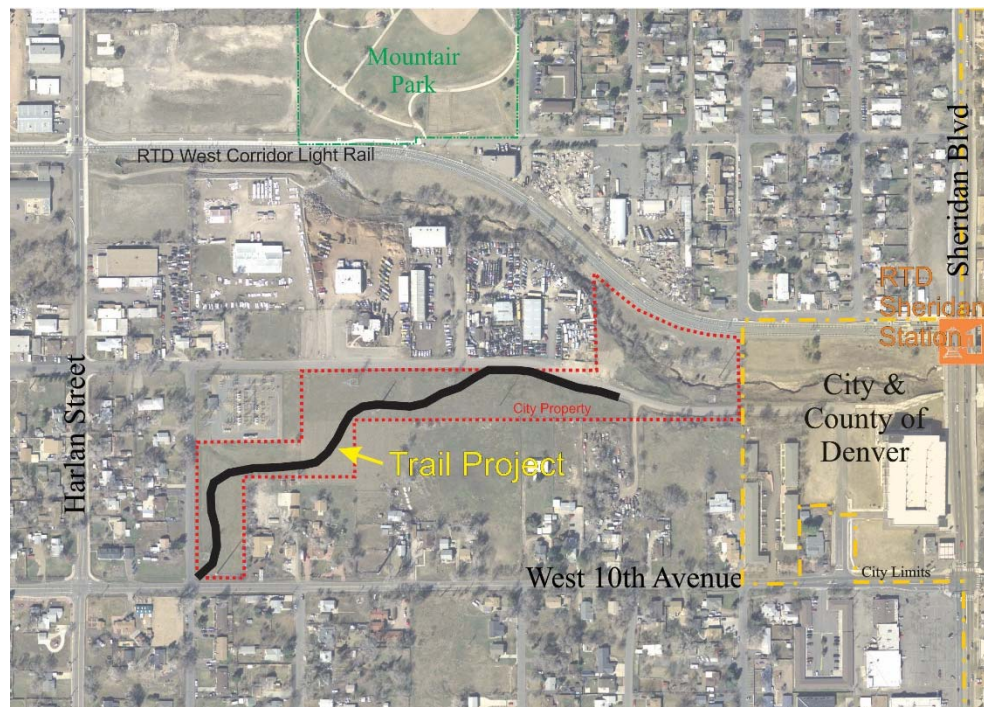
REASON FOR PROJECT: The Department of Community Resources Master Plan and Bicycle Systems Master Plan sets a high priority on developing trail connections throughout the City.

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

<u>IMPACT ON OPERATING BUDGET:</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</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: **Addenbrooke Park Improvements (Nonrecurring)**

<u>SOURCE</u>	<u>2018R</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>TOTAL</u>
OS	\$ 0	\$300,000	\$ 0	\$ 0	\$ 0	\$ 0	\$300,000
TOTAL	\$ 0	\$300,000	\$ 0	\$ 0	\$ 0	\$ 0	\$300,000

REASON FOR PROJECT: The Department of Community Resources Master Plan sets a high priority on preserving existing parks and facilities and making them meet today's needs.

PROJECT DESCRIPTION: This project is to renovate the pond edging

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>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
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	2018R	2019	2020	2021	2022	2023	TOTAL
OS	\$1,400,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$1,400,000
TOTAL	\$1,400,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$1,400,000

REASON FOR PROJECT: The Department of Community Resources Master Plan sets a high priority on preserving existing parks and facilities and making them meet today's needs.

PROJECT DESCRIPTION: This project will 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:	2018	2019	2020	2021	2022	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	2018R	2019	2020	2021	2022	2023	TOTAL
OS	\$5,000	\$100,000	\$ 0	\$ 0	\$ 0	\$ 0	\$105,000
TOTAL	\$5,000	\$100,000	\$ 0	\$ 0	\$ 0	\$ 0	\$105,000

REASON FOR PROJECT: The Department of Community Resources Master Plan sets a high priority on preserving existing parks and facilities and making them meet today's needs.

PROJECT DESCRIPTION: 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. In 2019, the department will dredge the upper pond.

IMPACT ON OPERATING BUDGET ☐ Yes (See below) ☒ No  
 OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN ☐ Yes ☐ No


IMPACT ON OPERATING BUDGET:	2018	2019	2020	2021	2022	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:








<b>PROJECT:</b> Carmody Recreation Center Outdoor Pool Renovations (Nonrecurring)							
<u>SOURCE</u>	<u>2018R</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>TOTAL</u>
OS	\$750,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$750,000
TOTAL	\$750,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$750,000
<b>REASON FOR PROJECT:</b>	The Department of Community Resources Master Plan sets a high priority on preserving existing parks and facilities and making them meet today's needs. The plan specifically calls for the expansion of splash playground facilities.						
<b>PROJECT DESCRIPTION:</b>	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							
<b>IMPACT ON OPERATING BUDGET:</b>	<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	
Services & Supplies	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
<b>LOCATION SKETCH:</b>							
							



<b>PROJECT:</b> <b>Mountair Park Improvements</b> <i>(Nonrecurring)</i>							
<u>SOURCE</u>	<u>2018R</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u><b>TOTAL</b></u>
OS	\$40,000	\$80,000	\$ 0	\$ 0	\$ 0	\$ 0	\$120,000
TOTAL	\$40,000	\$80,000	\$ 0	\$ 0	\$ 0	\$ 0	\$120,000
<b>REASON FOR PROJECT:</b> The Department of Community Resources Master Plan sets a high priority on preserving existing parks and facilities and making them meet today's needs.							
<b>PROJECT DESCRIPTION:</b> This project will improve the lighting and security in Mountair Park.							
<b>IMPACT ON OPERATING BUDGET</b> <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No <b>OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN</b> <input type="checkbox"/> Yes <input type="checkbox"/> No							
<b>IMPACT ON OPERATING BUDGET:</b>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>		<u><b>TOTAL</b></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
<b>LOCATION SKETCH:</b> 							





<b>PROJECT:</b> <b>Glennon Heights Pool Improvements</b> (Nonrecurring)							
<b>SOURCE</b>	<b>2018R</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>TOTAL</b>
OS	\$600,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$600,000
TOTAL	\$600,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$600,000
<b>REASON FOR PROJECT:</b>	The Department of Community Resources Master Plan sets a high priority on preserving existing parks and facilities and making them meet today's needs.						
<b>PROJECT DESCRIPTION:</b>	This project will replace the bathhouse at the outdoor pool and renovate the small pool to meet ADA regulations.						
<b>IMPACT ON OPERATING BUDGET</b> <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No <b>OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN</b> <input type="checkbox"/> Yes <input type="checkbox"/> No							
<b>IMPACT ON OPERATING BUDGET:</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>TOTAL</b>	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Services & Supplies	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
<b>LOCATION SKETCH:</b>							



PROJECT: <b>Washington Heights Improvements</b> (Nonrecurring)							
<u>SOURCE</u>	<u>2018R</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>TOTAL</u>
OS	\$500,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$500,000
TOTAL	\$500,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$500,000
REASON FOR PROJECT:	The Department of Community Resources Master Plan sets a high priority on preserving existing parks and facilities and making them meet today's needs.						
PROJECT DESCRIPTION:	In 2015, the department performed a facility assessment which identified deficiencies in the facility. Funding is provided to correct those deficiencies and keep the building serviceable to provide arts programs.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No							
OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No							
IMPACT ON OPERATING BUDGET:	<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
Services & Supplies	0	0	0	0	0		0
Capital Outlay	0	0	0	0	0		0
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		\$ 0
LOCATION SKETCH:							



PROJECT: **Clements Community Center** (*Nonrecurring*)

<u>SOURCE</u>	<u>2018R</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>TOTAL</u>
OS	\$130,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$130,000
TOTAL	\$130,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$130,000

REASON FOR PROJECT: The Department of Community Resources Master Plan sets a high priority on preserving existing parks and facilities and making them meet today's needs.

PROJECT DESCRIPTION: Funds are to renovate the exterior concrete plaza at the Center.

IMPACT ON OPERATING BUDGET ☐ Yes (See below) ☒ No

OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN ☐ Yes ☐ No

IMPACT ON OPERATING BUDGET:	<u>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
Services & Supplies	0	0	0	0	0	0
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

LOCATION  
SKETCH:







PROJECT: **Taylor Open Space (Nonrecurring)**

SOURCE	2018R	2019	2020	2021	2022	2023	TOTAL
OS	\$100,000	\$300,000	\$ 0	\$	\$ 0	\$ 0	\$400,000
TOTAL	\$100,000	\$300,000	\$ 0	\$ 0	\$ 0	\$ 0	\$400,000

REASON FOR PROJECT: In the Community Resources Master plan, a priority is given to the expansion of park and open space facilities. This project will begin to provide access to this new open space park site.

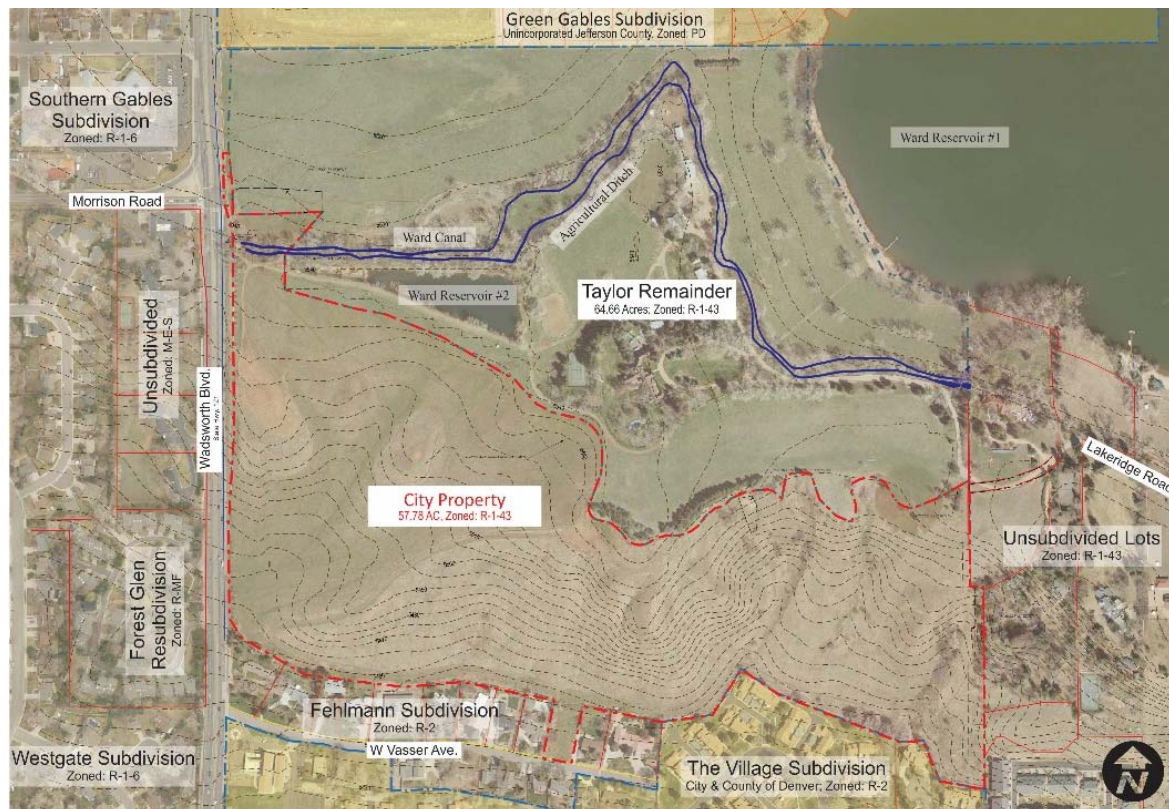
PROJECT DESCRIPTION: Funds in 2018 will be used to plan the usage of this new park site. Funds in 2019 will be used to begin implementing the plan to provide access to the site.

IMPACT ON OPERATING BUDGET ☐ Yes (See below) ☒ No

OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN ☐ Yes ☐ No

IMPACT ON OPERATING BUDGET:	2018	2019	2020	2021	2022	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:





<b>PROJECT: Land Acquisition (Recurring)</b>							
<b>SOURCE</b>	<b>2018R</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>TOTAL</b>
OS	\$7,555,360	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$7,680,360
<b>TOTAL</b>	<b>\$7,555,360</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$7,680,360</b>
<b>REASON FOR PROJECT:</b> The Lakewood Comprehensive Plan indicates a need for additional parkland in several areas of the City.							
<b>PROJECT DESCRIPTION:</b> This program will provide a base level of funding for costs associated with the purchase of land such as appraisals and surveys.							
<b>IMPACT ON OPERATING BUDGET</b> <input checked="" type="checkbox"/> Yes (See below) <input type="checkbox"/> No <b>OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No							
<b>IMPACT ON OPERATING BUDGET:</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>TOTAL</b>	
Personnel Services	\$13,000	\$13,000	\$13,000	\$13,000	\$13,000	\$65,000	
Services & Supplies	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
<b>TOTAL</b>	<b>\$13,000</b>	<b>\$13,000</b>	<b>\$13,000</b>	<b>\$13,000</b>	<b>\$13,000</b>	<b>\$65,000</b>	
<b>LOCATION SKETCH:</b>							





PROJECT: **Pierce Streetscape Improvements** (*Nonrecurring*)

<u>SOURCE</u>	<u>2018R</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>TOTAL</u>
CDBG	\$221,197	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$221,197
TOTAL	\$221,197	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$221,197

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>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
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: **Newland Square Park Playground Replacement** (*Nonrecurring*)

<u>SOURCE</u>	<u>2018R</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>TOTAL</u>
CDBG	\$160,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$160,000
TOTAL	\$160,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$160,000

REASON FOR PROJECT: The Department of Community Resources Master Plan sets a high priority on preserving existing parks and facilities and making them meet today's needs.

PROJECT DESCRIPTION: This project will renovate the playground at Newland Square Park.

IMPACT ON OPERATING BUDGET ☐ Yes (See below) ☒ No  
 OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN ☐ Yes ☐ No

IMPACT ON OPERATING BUDGET:	<u>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
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: **Ray Ross Park Shelter Addition** (Nonrecurring)

<u>SOURCE</u>	<u>2018R</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>TOTAL</u>
CDBG	\$160,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$160,000
TOTAL	\$160,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$160,000

REASON FOR PROJECT: The Department of Community Resources Master Plan sets a high priority on preserving existing parks and facilities and making them meet today's needs. The high use at this facility is impacting the Department's ability to maintain the site.

PROJECT DESCRIPTION: This project will construct an additional shelter near the splash pad at Ray Ross Park, reducing worn turf in a high use area.

IMPACT ON OPERATING BUDGET ☐ Yes (See below) ☒ No

OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN ☒ Yes ☐ No

IMPACT ON OPERATING BUDGET:	<u>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
Services & Supplies	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

LOCATION  
SKETCH:







<b>PROJECT: Utility Billing System Replacement (Nonrecurring)</b>							
<b>SOURCE</b>	<b>2018R</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>TOTAL</b>
Sewer Enterprise	\$132,300	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$132,300
Water Enterprise	16,200	0	0	0	0	0	16,200
SMU	<u>121,500</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>121,500</u>
<b>TOTAL</b>	<b>\$270,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$270,000</b>
<b>REASON FOR PROJECT:</b>	The utility billing system has been in place using the same technology since the 1980's. 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.						
<b>PROJECT DESCRIPTION:</b>	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.						
<b>IMPACT ON OPERATING BUDGET</b> <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No							
<b>OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN</b> <input type="checkbox"/> Yes <input type="checkbox"/> No							
<b>IMPACT ON OPERATING BUDGET:</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>TOTAL</b>	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Services & Supplies	0	0	0	0	0	0	
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	
<b>TOTAL</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	
<b>LOCATION SKETCH:</b>	N/A						



PROJECT: <b>Sewer Lining</b> ( <i>Recurring</i> )							
<u>SOURCE</u>	<u>2018R</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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 (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>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
Services & Supplies	0	0	0	0	0		0
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>		<u>0</u>
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		\$ 0
LOCATION SKETCH:	N/A						
Locations for repairs are identified annually using television camera inspection of sewer lines.							

PROJECT: **Sewer Replacements** (*Recurring*)

<u>SOURCE</u>	<u>2018R</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>TOTAL</u>
Sewer Enterprise	\$1,583,200	\$1,300,000	\$500,000	\$500,000	\$500,000	\$500,000	\$4,883,200
<b>TOTAL</b>	\$1,583,200	\$1,300,000	\$500,000	\$500,000	\$500,000	\$500,000	\$4,883,200

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 ☐ Yes (See below) ☒ No

OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN ☐ Yes ☐ No

IMPACT ON OPERATING BUDGET:	<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
Services & Supplies	0	0	0	0	0	0
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

LOCATION: N/A  
SKETCH:

Current and upcoming locations include:

- Lamar St, 13<sup>th</sup> to 11<sup>th</sup>
- Upstream/downstream of Wadsworth Blvd/2<sup>nd</sup> Ave
- Lakewood Gulch Interceptor upsizing



<b>PROJECT: Water Line Replacements (Recurring)</b>							
<u>SOURCE</u>	<u>2018R</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u><b>TOTAL</b></u>
Water Enterprise	\$800,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$1,550,000
<b>TOTAL</b>	\$800,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$1,550,000
<b>REASON FOR PROJECT:</b> Water lines that are in extremely poor condition require replacement.							
<b>PROJECT DESCRIPTION:</b> This program will replace water lines in extremely poor condition 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							
<b>IMPACT ON OPERATING BUDGET:</b>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u><b>TOTAL</b></u>	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Services & Supplies	0	0	0	0	0	0	
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	
<b>TOTAL</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
<b>LOCATION SKETCH:</b> N/A							
Current and upcoming locations include: <ul style="list-style-type: none"> <li>Various valve replacements</li> <li>Reconfiguration of the Colfax Avenue water line between Sheridan and Pierce</li> <li>W 20<sup>th</sup> Avenue, Eaton to Fenton</li> </ul>							



<b>PROJECT: Major Drainageway Improvements (Recurring)</b>							
<u>SOURCE</u>	<u>2018R</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<b><u>TOTAL</u></b>
SMU	\$2,700,000	\$2,700,000	\$2,700,000	\$2,700,000	\$2,700,000	\$2,700,000	\$16,200,000
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>
<b>TOTAL</b>	<b>\$3,225,000</b>	<b>\$3,225,000</b>	<b>\$3,225,000</b>	<b>\$3,225,000</b>	<b>\$2,700,000</b>	<b>\$2,700,000</b>	<b>\$18,300,000</b>
<b>REASON FOR PROJECT:</b> Drainage improvements are required to reduce flooding impacts along regulated 100-year floodplains.							
<b>PROJECT DESCRIPTION:</b> 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							
<b>IMPACT ON OPERATING BUDGET:</b>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>		<b><u>TOTAL</u></b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		\$ 0
Services & Supplies	0	0	0	0	0		0
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>		<u>0</u>
<b>TOTAL</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>		<b>\$ 0</b>
<b>LOCATION SKETCH:</b> N/A  Current and upcoming projects include locations on: <ul style="list-style-type: none"> <li>• McIntyre Gulch</li> <li>• Dry Gulch</li> <li>• North Dry Gulch</li> </ul>							



PROJECT: <b>Local Drainage Projects (Recurring)</b>							
<u>SOURCE</u>	<u>2018R</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>TOTAL</u>
SMU	\$557,595	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$2,057,595
TOTAL	\$557,595	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$2,057,595
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>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
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"> <li>• Independence St south of 8<sup>th</sup> Ave</li> <li>• Applewood area</li> </ul>							



<b>PROJECT: Replacement of Mobile Digital Computers (MDC) for Police</b>							
<b>SOURCE</b>	<b>2018R</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>TOTAL</b>
ERF	\$750,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$750,000
GRANT	<u>284,928</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>284,928</u>
TOTAL	\$1,034,928	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$1,034,928
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:	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>		<b>TOTAL</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services & Supplies	0	0	0	0	0	0	0
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
LOCATION SKETCH:	N/A						



<b>PROJECT: Citywide Scanner and Point of Sale Equipment Replacement (Nonrecurring)</b>							
<u>SOURCE</u>	<u>2018R</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>TOTAL</u>
ERF	\$ 0	\$52,000	\$ 0	\$ 0	\$ 0	\$ 0	\$52,000
TOTAL	\$ 0	\$52,000	\$ 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>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	0	0	0	0	0	0	0
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
LOCATION SKETCH:	N/A						





<b>PROJECT: Video Arraignment Enhancement (Nonrecurring)</b>							
<u>SOURCE</u>	<u>2018R</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<b><u>TOTAL</u></b>
ERF	\$20,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$20,000
TOTAL	\$20,000	\$ 0	\$ 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>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<b><u>TOTAL</u></b>	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Services & Supplies	0	5,500	5,500	5,500	5,500	22,000	
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL	\$ 0	\$5,500	\$5,500	\$5,500	\$5,500	\$22,000	
LOCATION SKETCH:	N/A						



<b>PROJECT: Court System Replacement (Nonrecurring)</b>							
<b>SOURCE</b>	<b>2018R</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>TOTAL</b>
ERF	\$325,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$325,000
TOTAL	\$325,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$325,000
<b>REASON FOR PROJECT:</b>	<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>						
<b>PROJECT DESCRIPTION:</b>	<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>						
<b>IMPACT ON OPERATING BUDGET</b> <input checked="" type="checkbox"/> Yes (See below) <input type="checkbox"/> No <b>OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No							
<b>IMPACT ON OPERATING BUDGET:</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>TOTAL</b>	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Services & Supplies	0	125,000	125,000	125,000	125,000	500,000	
Capital Outlay	0	0	0	0	0	0	
TOTAL	\$ 0	\$125,000	\$125,000	\$125,000	\$125,000	\$500,000	
<b>LOCATION SKETCH:</b>	N/A						



<b>PROJECT: IT Infrastructure Sustainability Program</b>							
<b>SOURCE</b>	<b>2018R</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>TOTAL</b>
ERF	\$866,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$3,366,000
TOTAL	\$866,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$3,366,000
<b>REASON FOR PROJECT:</b>	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.						
<b>PROJECT DESCRIPTION:</b>	IT Infrastructure Sustainability Program, to be funded annually out of the Equipment Replacement Fund (ERF) and managed by the CIO/IT Governance Board. This program includes purchase and maintenance of all IT related items that are required for City-wide operations, such as end-user computing replacement program, phone maintenance and upgrades, network maintenance, switches, and other IT infrastructure-related expenses. Starting in 2018, the IT General Fund has been reduced by \$250,000 annually to fund this program via the Equipment Replacement Fund.						
<b>IMPACT ON OPERATING BUDGET</b> <input checked="" type="checkbox"/> Yes (See below) <input type="checkbox"/> No <b>OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No							
<b>IMPACT ON OPERATING BUDGET:</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>TOTAL</b>	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Services & Supplies	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(1,250,000)	
Capital Outlay	0	0	0	0	0	0	
TOTAL	(\$250,000)	(\$250,000)	(\$250,000)	(\$250,000)	(\$250,000)	(\$1,250,000)	
<b>LOCATION SKETCH:</b>	N/A						



<b>PROJECT: Police Digital Evidence System Upgrade (Nonrecurring)</b>							
<b>SOURCE</b>	<b>2018R</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>TOTAL</b>
ERF	\$95,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$95,000
TOTAL	\$95,000	\$ 0	\$ 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:	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>TOTAL</b>	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Services & Supplies	7,500	7,500	7,500	7,500	7,500	37,500	
Capital Outlay	0	0	0	0	0	0	
TOTAL	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$37,500	
LOCATION SKETCH:	N/A						



<b>PROJECT: Citywide Electronic Records Management System Expansion (Nonrecurring)</b>							
<u>SOURCE</u>	<u>2018R</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<b><u>TOTAL</u></b>
ERF	\$31,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$31,000
TOTAL	\$31,000	\$ 0	\$ 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>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<b><u>TOTAL</u></b>	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Services & Supplies	0	5,500	5,500	5,500	5,500	22,000	
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL	\$ 0	\$5,500	\$5,500	\$5,500	\$5,500	\$22,000	
LOCATION SKETCH:	N/A						



<b>PROJECT: Fleet Asset Management System Upgrade (Nonrecurring)</b>							
<u>SOURCE</u>	<u>2018R</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>TOTAL</u>
ERF	\$148,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$148,000
TOTAL	\$148,000	\$ 0	\$ 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:	<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	
Services & Supplies	2,000	2,000	2,000	2,000	2,000	10,000	
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$10,000	
LOCATION SKETCH:	N/A						



<b>PROJECT: Enterprise Resource Program Software Upgrade</b>							
<b>SOURCE</b>	<b>2018R</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>TOTAL</b>
ERF	\$ 0	\$200,000	\$ 0	\$ 0	\$ 0	\$ 0	\$200,000
TOTAL	\$ 0	\$200,000	\$ 0	\$ 0	\$ 0	\$ 0	\$200,000
REASON FOR PROJECT:	The city's Enterprise Resource Program system is operating on an outdated software version. In order to ensure future support from the vendor, the system must be upgraded to the most current version. Upgrading will extend the vendor support program.						
PROJECT DESCRIPTION:	This project involves updating the current version of the City's enterprise resource program software.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No							
OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No							
IMPACT ON OPERATING BUDGET:	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>TOTAL</b>	
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Services & Supplies	0	0	0	0	0	0	
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
LOCATION SKETCH:	N/A						



<b>PROJECT: City Mobile Radios Replacement</b>							
<u>SOURCE</u>	<u>2018R</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>TOTAL</u>
ERF	\$ 0	\$200,000	\$ 0	\$ 0	\$ 0	\$ 0	\$200,000
TOTAL	\$ 0	\$200,000	\$ 0	\$ 0	\$ 0	\$ 0	\$200,000
REASON FOR PROJECT:	All City mobile radios in City vehicles will need to be replaced. The current radios are approaching end of life within the next 18 months. The radio system code upgrades will render the current radio equipment inoperable without replacement. This affects 110 City vehicles, with approximately 75 in Community Resources and 35 in Public Works.						
PROJECT DESCRIPTION:	This project involves the replacement of mobile radios in City vehicles.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No							
OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No							
IMPACT ON OPERATING BUDGET:	<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	
Services & Supplies	0	0	0	0	0	0	
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
LOCATION SKETCH:	N/A						





<b>PROJECT: City Records Conversion for Case Review and Research</b>							
<u>SOURCE</u>	<u>2018R</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>TOTAL</u>
ERF	\$ 0	\$95,000	\$95,000	\$95,000	\$95,000	\$10,000	\$390,000
TOTAL	\$ 0	\$95,000	\$95,000	\$95,000	\$95,000	\$10,000	\$390,000
REASON FOR PROJECT:	There are City records stored on microfilm and can only be viewed by a microfilm reader, a large machine that is no longer made or supported. If the aging microfilm reader were to become inoperable the City staff could lose files that are required for retention and are used for case review and research.						
PROJECT DESCRIPTION:	The project entails converting microfilm into digital files.						
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>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	
Services & Supplies	0	0	0	0	0	0	
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
LOCATION SKETCH:	N/A						



<b>PROJECT: Radio System Site Migration</b>							
<u>SOURCE</u>	<u>2018R</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>TOTAL</u>
ERF	\$ 0	\$350,000	\$ 0	\$ 0	\$ 0	\$ 0	\$350,000
TOTAL	\$ 0	\$350,000	\$ 0	\$ 0	\$ 0	\$ 0	\$350,000
REASON FOR PROJECT:	The Metro Area Radio Cooperative (MARC) is comprised of an Inter-Government Agreement between Lakewood, Arvada Fire, West Metro Fire, Jeffcom, and Denver for a shared radio system. The City of Denver is implementing a new radio system and will leave the cooperative in 2019. Denver currently hosts half of the radio system equipment, which necessitates a move of that equipment to a new site. Arvada will be splitting the cost with the City, and the budget ask covers Lakewood's part.						
PROJECT DESCRIPTION:	This project involves the city paying to move radio equipment to a new site.						
IMPACT ON OPERATING BUDGET <input type="checkbox"/> Yes (See below) <input checked="" type="checkbox"/> No OPERATING IMPACT INCLUDED WITH ANNUAL APPROPRIATION AND/OR STRATEGIC PLAN <input type="checkbox"/> Yes <input type="checkbox"/> No							
IMPACT ON OPERATING BUDGET:	<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	
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						



# APPENDIX



**SCHEDULE OF PURCHASES \$50,000 AND GREATER**  
**2018 - 2019 AUTHORIZATION SUMMARY**

DESCRIPTION	2018 Original Authorization	2018 Adjustment to Authorization	2018 Total Authorization	2019 Original Authorization	FUND
<b>MAYOR AND CITY COUNCIL</b>	<b>\$ 83,370</b>	<b>\$ 2,630</b>	<b>\$ 86,000</b>	<b>\$ 86,000</b>	
Colorado Municipal League	83,370	2,630	86,000	86,000	General
<b>CITY MANAGER'S OFFICE</b>	<b>\$ 940,000</b>	<b>\$ (330,000)</b>	<b>\$ 610,000</b>	<b>\$ 595,000</b>	
✓ Art Space-Development Project	600,000	(300,000)	300,000	300,000	ED
✓ Retail Study	55,000	(55,000)	-	-	ED
West Colfax Marketing	100,000	(50,000)	50,000	50,000	ED
On Call ED Services	125,000	-	125,000	100,000	ED
Lakewood Housing Study	-	75,000	75,000	75,000	ED
Printing Equipment-Lease Payments	60,000	-	60,000	70,000	General
<b>CITY ATTORNEYS OFFICE</b>	<b>\$ 572,000</b>	<b>\$ (77,105)</b>	<b>\$ 494,895</b>	<b>\$ 494,895</b>	
✓ General Legal	332,000	(77,105)	254,895	254,895	General
Outside Legal	240,000	-	240,000	240,000	General
<b>CITY CLERK'S OFFICE</b>	<b>\$ 70,000</b>	<b>\$ -</b>	<b>\$ 70,000</b>	<b>\$ 70,000</b>	
Elections (Annual/Regular/Coordinated with Jefferson County)	70,000		70,000	70,000	General
<b>COMMUNITY RESOURCES - FAMILY SERVICES</b>	<b>\$ 112,000</b>	<b>\$ -</b>	<b>\$ 112,000</b>	<b>\$ 112,000</b>	
Food Program-Early Childhood Program	112,000		112,000	112,000	Grant
<b>COMMUNITY RESOURCES - HERITAGE CULTURE &amp; THE ARTS</b>	<b>\$ 1,570,500</b>	<b>\$ 185,000</b>	<b>\$ 1,755,500</b>	<b>\$ 1,203,500</b>	<b>\$ -</b>
4th of July Event	75,000	(75,000)	-	-	General
50th Anniversary Celebration	300,000	-	300,000	200,000	General
Arts Loop-Art Acquisitions	142,000	-	142,000	-	HCA
Bravo Magazine	80,000	-	80,000	80,000	HCA
Bulk Mail Services	83,500	-	83,500	83,500	HCA
LCC Classroom Security Improvements	-	60,000	60,000	-	HCA
LHC Site Study & Improvements	60,000	-	60,000	60,000	HCA
LHC Museum Buildings-Renovation	200,000	200,000	400,000	150,000	HCA
Performance Now Theater Co.	325,000	-	325,000	325,000	HCA
Presley Theatre Productions Corp	250,000	-	250,000	250,000	HCA
✓ Ticketing System-VisionOne	55,000	-	55,000	55,000	HCA
<b>COMMUNITY RESOURCES - PLANNING &amp; CONSTR.</b>	<b>\$ 3,995,343</b>	<b>\$ 8,664,408</b>	<b>\$ 12,659,751</b>	<b>\$ 4,206,600</b>	
Addenbrooke Park Lake Edge Treatment	-	-	-	300,000	OS
Bear Creek Lake Park Visitor Center Water Cistern	-	75,000	75,000	-	CIF
Bonfils-Stanton Amphitheater Shell Replacement	-	450,000	450,000	-	OS
Bulk Gas Utility	-	220,000	220,000	220,000	General
Carmody Center Outdoor Pool Rennovations	-	750,000	750,000	-	OS
Carmody Center Roof Replacement	-	90,000	90,000	-	CIF
Carmody Center Site Improvements	-	900,000	900,000	100,000	OS
City Facilities Repairs	50,000	-	50,000	50,000	CIF
Civic Center Complex Wayfinding	50,000	-	50,000	50,000	CIF
Clements Community Center Restroom Renovation	-	130,000	130,000	-	OS
Community Solar Garden	121,600	-	121,600	121,600	General
Crime Lab Remodel	200,000	(100,000)	100,000	100,000	CIF
Custodial Services/ Civic Center	260,000	40,000	300,000	350,000	General
Custodial Services/ Recreation Centers	200,000	-	200,000	250,000	General
Dry Gulch Trail	-	125,000	125,000	-	OS
Energy Improvement Project	-	2,460,000	2,460,000	-	CIF
Fire and Burglar Alarm Monitoring	-	110,000	110,000	150,000	General



**SCHEDULE OF PURCHASES \$50,000 AND GREATER**  
**2018 - 2019 AUTHORIZATION SUMMARY**

DESCRIPTION	2018 Original Authorization	2018 Adjustment to Authorization	2018 Total Authorization	2019 Original Authorization	FUND
<b>COMMUNITY RESOURCES –</b>					
<b>PLANNING &amp; CONSTR. (Continued)</b>					
Fire and Burgler Alarm Upgrades	-	-	-	350,000	CIF
Forsberg/Iron Spring Park Parking Lot	-	243,000	243,000	-	OS
Furniture Replacement Municipal Offices	100,000	-	100,000	100,000	General
Glennon Heights Pool Bath House Renovation	600,000	-	600,000	-	OS
HVAC Maintenance Service Contract	50,000	-	50,000	50,000	General
Lakewood Cultural Center Dimmer Replace	-	-	-	50,000	OS
Lasley Park Renovations	-	1,400,000	1,400,000	-	OS
McDonnell Park Water Tap	-	75,000	75,000	-	OS
Meadowlark Cottages Park	-	-	-	300,000	OS
Mountair Park Lighting & Site Improvements	115,000	(65,000)	50,000	65,000	OS
Newland Square Park Playground (CDBG)	-	160,000	160,000	-	Grant
Park and Facility Improvements	600,000	-	600,000	500,000	OS
Park Signage	-	85,000	85,000	-	OS
Public Building Window Servicing	50,000	-	50,000	50,000	CIF
Public Safety Center Elevator Replacement	-	-	-	250,000	CIF
Public Safety Center Exterior Phase II	888,743	-	888,743	-	CIF
Public Safety Center Internal Renovations	100,000	900,000	1,000,000	-	CIF/General
Quail Street Park Improvements	-	-	-	100,000	OS
Ray Ross Park Shelter Addition (CDBG)	-	160,000	160,000	-	Grant
Roof Repairs and Replacements	-	100,000	100,000	100,000	CIF
Sutherland Shire Main Reservoir Trail	-	73,000	73,000	-	CIF/OS
Taylor Park Improvements	-	100,000	100,000	600,000	OS
Utility Tracking Software-City Usage	-	48,408	48,408	-	General
Walker-Branch Park Improvements	110,000	-	110,000	-	OS
Washington Heights Facility Improvements	500,000	-	500,000	-	OS
Whitlock Recreation Center Hot Water Tank	-	60,000	60,000	-	CIF
Wilbur Rogers Improvements	-	75,000	75,000	-	OS
<b>COMMUNITY RESOURCES - RECREATION</b>	<b>\$ 260,000</b>	<b>\$ -</b>	<b>\$ 260,000</b>	<b>\$ 360,000</b>	
Community Connections Magazine	80,000	-	80,000	80,000	General
Fitness Equipment	50,000	-	50,000	150,000	General
Sports League/Officials Contract-Aurora	65,000	-	65,000	65,000	General
Sports League/Officials Contract-Delaney	65,000	-	65,000	65,000	General
<b>COMMUNITY RESOURCES -GOLF</b>	<b>\$ 203,177</b>	<b>\$ 120,000</b>	<b>\$ 323,177</b>	<b>\$ 204,177</b>	
Bunker Renovations		\$ 70,000	\$ 70,000		
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	63,302	Golf
Fox Hollow Clubhouse & Maintenance Bldg Furnaces	-	50,000	50,000	-	Golf
<b>COMMUNITY RESOURCES - PARKS</b>	<b>\$ 535,000</b>	<b>\$ 2,314,000</b>	<b>\$ 2,849,000</b>	<b>\$ 1,288,000</b>	
Athletic Field Fencing	-	\$ -	-	\$ 65,000	OS
Bear Creek Lake Park Improvements	109,000	(24,000)	\$ 85,000	-	OS
Belmar Park Boardwalk	-	75,000	75,000	-	OS
Community Clean-up & Disposal	50,000	-	50,000	50,000	General
Concrete Path Replacement	-	1,200,000	1,200,000	-	OS
Concrete Flatwork at Morse and Molholm Parks	-	-	-	75,000	General/OS
Daniels Park Retaining Wall	-	-	-	75,000	OS
Ditch Water Monitoring	-	-	-	100,000	General
Open Space Park Fencing	-	120,000	120,000	-	OS
✓ Park Fertilizer Program	130,000	-	130,000	130,000	General/OS
Park Pond Dredging	-	-	-	100,000	OS
Pathway LED light replacement	-	55,000	55,000	55,000	OS



**SCHEDULE OF PURCHASES \$50,000 AND GREATER**  
**2018 - 2019 AUTHORIZATION SUMMARY**

DESCRIPTION	2018 Original Authorization	2018 Adjustment to Authorization	2018 Total Authorization	2019 Original Authorization	FUND
<b>COMMUNITY RESOURCES -</b>					
<b>PARKS (Continued)</b>					
Playground Replacement	120,000	413,000	533,000	120,000	OS
Right of Way Mowing Contract	-	135,000	135,000	142,000	General
✓ Solar Recycling Compactors for Parks	126,000	-	126,000	126,000	General
Small Park & Median Maintenance Contract	-	190,000	190,000	200,000	General
Tennis Court Resurface/Crack Sealing/Replacement	-	-	-	50,000	OS
Vehicle Acquisition	-	150,000	150,000	-	OS
<b>EMPLOYEE RELATIONS</b>	<b>\$ 274,000</b>	<b>\$ -</b>	<b>\$ 274,000</b>	<b>\$ 274,000</b>	
Executive Searches	146,000	-	146,000	146,000	General
Pre-Employment Physicals	68,000	-	68,000	68,000	General
Courageous Leadership Training	\$ 60,000	-	60,000	60,000	General
<b>FINANCE DEPARTMENT</b>	<b>\$ 802,178</b>	<b>\$ (31,678)</b>	<b>\$ 770,500</b>	<b>\$ 772,000</b>	
Copier Leases	137,453	1,047	138,500	140,000	General
Financial Statement Audit	95,000	-	95,000	95,000	General
✓ Postage	144,025	(27,025)	117,000	117,000	General
✓ Revenue System Software	425,700	(5,700)	420,000	420,000	General
<b>INFORMATION TECHNOLOGY</b>	<b>\$ 4,188,000</b>	<b>\$ 962,000</b>	<b>\$ 5,150,000</b>	<b>\$ 4,723,000</b>	
✓ Asset management system maintenance	200,000	-	200,000	225,000	General
City Data Backup Equipment Expansion	-	-	-	130,000	ERF*
✓ City Mobile Radio Replacement	-	-	-	200,000	ERF
City Records Microfilm conversion	-	-	-	95,000	General
City Video Storage	70,000	-	70,000	70,000	General
✓ Citywide Records Management system maintenance	65,000	-	65,000	65,000	General
✓ Core Firewall Maintenance	-	115,000	115,000	115,000	General
✓ Court System Maintenance	-	-	-	125,000	General
Court System Replacement	325,000	-	325,000	-	ERF*
Desktop Collaboration Software Licensing	475,000	-	475,000	475,000	General
✓ ERP Software Maintenance	135,000	-	135,000	135,000	General
✓ ERP Technical Support Services	295,000	(145,000)	150,000	150,000	General
ERP Update	-	-	-	200,000	ERF*
✓ Fleet System upgrade	150,000	-	150,000	-	ERF*, General
✓ IT Advisory Services	65,000	-	65,000	65,000	General
IT Infrastructure sustainability program for PCs, servers, storage, and other network components.	866,000	-	866,000	915,000	ERF*
✓ PD Digital Image Management system upgrade	103,000	-	103,000	-	ERF*, General
✓ PD Records Management System Maintenance	65,000	15,000	80,000	80,000	General
✓ Permits process and systems assessment	100,000	-	100,000	-	General
Point of Sale Equipment Replacement	-	-	-	52,000	ERF*
Police MDC replacement	-	1,035,000	1,035,000	-	ERF*
✓ Professional Staffing Services	158,000	(83,000)	75,000	75,000	General
✓ Radio Maintenance Payments	164,000	-	164,000	164,000	General
Radio System Site Migration	-	-	-	350,000	ERF*
✓ Security Camera Expansion	100,000	25,000	125,000	125,000	General
✓ Security Consulting	100,000	-	100,000	125,000	General
✓ Security Information & Event Management Services	-	-	-	185,000	General
Technology Infrastructure Maintenance	60,000	-	60,000	60,000	General
✓ Telephone & Telecommunication	542,000	-	542,000	542,000	General
Website upgrade	150,000	-	150,000	-	General



**SCHEDULE OF PURCHASES \$50,000 AND GREATER**  
**2018 - 2019 AUTHORIZATION SUMMARY**

DESCRIPTION	2018 Original Authorization	2018 Adjustment to Authorization	2018 Total Authorization	2019 Original Authorization	FUND
<b>MUNICIPAL COURT</b>	<b>\$ 94,091</b>	<b>\$ -</b>	<b>\$ 94,091</b>	<b>\$ 94,091</b>	
Public Defender	94,091	-	94,091	94,091	General
<b>PLANNING</b>	<b>\$ 406,248</b>	<b>\$ 910,752</b>	<b>\$ 1,317,000</b>	<b>\$ 635,000</b>	
Bathroom improvements for Mean Street Ministry's Severe Weather Family Shelter (CDBG)	56,248	(56,248)	-	-	Grant
Playground improvements to Newland Square Park (CDBG)	-	160,000	160,000	-	Grant
Permanent shade structure at Ray Ross Park (CDBG)	-	160,000	160,000	-	Grant
Install pedestrian lighting and streetscape improvements along Pierce St. north of Colfax (CDBG)	-	222,000	222,000	-	Grant
Homeowner rehab program (CDBG)	150,000	15,000	165,000	165,000	Grant
City-wide Identity & Wayfinding Program, Phase I	200,000	25,000	225,000	-	CIF
Transportation Management Association (TMA) along the W Line light rail corridor	-	50,000	50,000	290,000	Grant
Neighborhood Participation Program	-	335,000	335,000	180,000	CIF
<b>POLICE DEPARTMENT</b>	<b>\$ 3,125,743</b>	<b>\$ -</b>	<b>\$ 3,125,743</b>	<b>\$ 1,773,924</b>	
✓ ALPR (Auto License Plate Readers)	1,500,000	-	1,500,000	175,000	Grant
✓ D Reg Phillips (Denver Vehicle Hardening Project)	150,000	-	150,000	75,000	Grant
✓ Foothills Animal Shelter Annual Assessment	131,000	-	131,000	131,000	General
✓ Foothills Animal Shelter Capital Building	140,860	-	140,860	153,666	General
Janitorial	100,023	-	100,023	100,023	General
✓ Jefferson Center for Mental Health	145,250	-	145,250	150,625	Grant
✓ Juvenile Assessment Center	85,000	-	85,000	85,000	General
Laptop Computer Replacements	60,000	-	60,000	60,000	Grant
Police Facility Lease	181,630	-	181,630	181,630	General
✓ Records Management System Consulting	60,000	-	60,000	60,000	General
✓ Records Management System Data Storage	144,600	-	144,600	144,600	General
✓ Records Management System Software	247,380	-	247,380	247,380	General
Uniform Clothing Cleaner	60,000	-	60,000	60,000	General
✓ Vehicles Auto Theft Task Force Replacements	120,000	-	120,000	150,000	Grant
<b>PUBLIC WORKS – ADMINISTRATION</b>	<b>\$ 1,000,000</b>	<b>\$ -</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	
Potential Grants	1,000,000	-	1,000,000	1,000,000	Grant
<b>PUBLIC WORKS – ENGINEERING</b>	<b>\$ 11,610,200</b>	<b>\$ 10,551,664</b>	<b>\$ 22,161,864</b>	<b>\$ 10,329,700</b>	
Alameda Corridor Improvements	1,450,000	400,000	1,850,000	-	CIF
Brownfields Funds	450,000	-	450,000	450,000	Grant
✓ Consultant Floodplain Mapping Updates	-	-	-	80,000	SWEF
Contract Plan Review	200,000	-	200,000	200,000	General
Contract Utility Bill Printing Services	-	68,500	68,500	68,500	SEF/SWEF/ WEF
Developer Contribution	50,000	-	50,000	50,000	CIF
✓ Developer Participation	50,000	650,000	700,000	50,000	CIF
Environmental Consulting Services	150,000	-	150,000	150,000	CIF
Kipling Median Modifications @ Hampden	-	620,000	620,000	-	Grant/CIF
Local Drainage Improvements	300,000	257,595	557,595	300,000	SWEF
✓ Major Drainageway Improvements	2,700,000	-	2,700,000	2,700,000	SWEF
✓ Potable Water Purchases	875,000	-	875,000	875,000	WEF
✓ Recycling Services	175,200	-	175,200	175,200	General
Sewer Line Replacement	1,300,000	300,000	1,600,000	1,300,000	SEF
Sidewalk Construction	500,000	6,111,472	6,611,472	500,000	Grant



**SCHEDULE OF PURCHASES \$50,000 AND GREATER**  
**2018 - 2019 AUTHORIZATION SUMMARY**

DESCRIPTION	2018 Original Authorization	2018 Adjustment to Authorization	2018 Total Authorization	2019 Original Authorization	FUND
<b>PUBLIC WORKS – ENGINEERING (Continued)</b>					
Slash Facility	-	1,500,000	1,500,000	-	CIF
✓ Stormwater Permit Renewal Services	60,000	-	60,000	-	SWEF
✓ Utility Billing System Annual Costs	-	-	-	81,000	WEF/SEF/ SWEF
Utility Billing System Replacement	-	270,000	270,000	-	WEF/SEF/ SWEF
✓ Wastewater Treatment Charges	3,200,000	(275,903)	2,924,097	3,200,000	SEF
Water Line Replacement	150,000	650,000	800,000	150,000	WEF
<b>PUBLIC WORKS – FLEET MGMT</b>	<b>\$ 6,276,000</b>	<b>\$ 216,000</b>	<b>\$ 6,492,000</b>	<b>\$ 6,156,000</b>	
City Fleet Shop Modifications	100,000	200,000	300,000	-	CIF
Fuel Purchases	2,200,000	-	2,200,000	2,200,000	General
Vehicle Repair, Accessory & Maintenance Services	1,100,000	16,000	1,116,000	1,116,000	General
Vehicles and Equipment	2,876,000	-	2,876,000	2,840,000	ERF
<b>PUBLIC WORKS – STREET MAINTENANCE</b>	<b>\$ 10,690,000</b>	<b>\$ (311,000)</b>	<b>\$ 10,379,000</b>	<b>\$ 11,290,000</b>	
Asphalt Rejuvenating Contract	615,000	385,000	1,000,000	1,060,000	CIF
Asphalt Supply Contract	200,000	44,000	244,000	244,000	General
✓ Belmar Snow Removal	70,000	-	70,000	70,000	General
✓ Bioxide Chemical Purchase	60,000	-	60,000	60,000	SEF
Concrete Repair Program	1,855,000	(545,000)	1,310,000	1,559,000	CIF
Crack Seal Contract	450,000	-	450,000	477,000	CIF
Ice Slicer Contract	395,000	-	395,000	395,000	General
Maintenance Campus Master Plan/Site Modification	100,000	100,000	200,000	600,000	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
Snowplow Contracting Services	260,000	40,000	300,000	300,000	General
Stormwater TV & Maintenance Services	180,000	20,000	200,000	300,000	SWEF
Street Overlay Contract	6,205,000	(615,000)	5,590,000	5,925,000	CIF
TV Inspection Equipment for Stormwater & Sewer Lines	-	210,000	210,000	-	SWEF/ SEF
<b>PUBLIC WORKS – TRANSPORTATION ENG</b>	<b>\$ 3,822,002</b>	<b>\$ 2,892,541</b>	<b>\$ 6,714,543</b>	<b>\$ 3,822,002</b>	<b>\$ -</b>
Annual Traffic Signal Replacements	975,000	-	975,000	975,000	CIF
✓ Corridor Travel Time Monitoring	-	100,000	100,000	-	Grant
✓ Electricity for Signals, Signs & Street Lights	1,907,896	-	1,907,896	1,907,896	General
Grant Ranch Blvd & Crestline Avenue Intersection	-	345,000	345,000	-	CIF
Long-Life Pavement Marking	200,000	-	200,000	200,000	CIF
✓ Street Light Repairs and Maintenance	319,000	468,000	787,000	319,000	General
Traffic Safety Improvements	205,000	-	205,000	205,000	CIF
Traffic Signal Construction and Maintenance	215,106	169,541	384,647	215,106	CIF
Traffic Signal Reconstruction on Kipling @ 8th Place & Federal Center Gate #1	-	800,000	800,000	-	Grant/CIF
Traffic Signal Reconstruction on Kipling @ 13th Avenue & 13th Place	-	760,000	760,000	-	Grant/CIF
Traffic Signal Reconstruction on Wadsworth @ Yale and Girtton	-	250,000	250,000	-	Grant/CIF
				-	





**SCHEDULE OF PURCHASES \$50,000 AND GREATER**  
**2018 - 2019 AUTHORIZATION SUMMARY**

DESCRIPTION	2018 Original Authorization	2018 Adjustment to Authorization	2018 Total Authorization	2019 Original Authorization	FUND
<b>NON-DEPARTMENTAL</b>	<b>\$ 26,770,777</b>	<b>\$ 2,491,000</b>	<b>\$ 29,261,777</b>	<b>\$ 28,172,777</b>	
Benefits Consultant	152,000	-	152,000	152,000	General
✓ City Manager's Severance Fund	238,777	1,000	239,777	239,777	General
Dental Insurance	911,000	25,000	936,000	936,000	General
Duty Death & Disability Fund	145,000	-	145,000	145,000	General
Employer Pension Contributions	7,245,000	1,400,000	8,645,000	9,926,000	All
Life Insurance, Employee Premiums	246,000	-	246,000	246,000	General
Long-term Disability Insurance	390,000	50,000	440,000	445,000	General
Medical Insurance	14,000,000	500,000	14,500,000	14,500,000	General
Medical Insurance (Retiree)	160,000	-	160,000	160,000	General
✓ NFP Contributions	-	100,000	100,000	100,000	General
Previous City Manager's Trust	210,000	15,000	225,000	225,000	General
Retiree Health	320,000	-	320,000	320,000	General
Risk Third Party Administrator	-	400,000	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
Insurance Claims (Liability, Property Casualty, Workers' Compensation)	1,700,000	-	1,700,000	-	PCF
Insurance Premiums (Liability, Property Casualty, Workers' Compensation, etc)	675,000	-	675,000	-	PDF WCF
<b>TOTAL PURCHASES \$50,000 AND GREATER</b>	<b>\$ 77,400,629</b>	<b>\$ 28,560,212</b>	<b>\$ 105,960,841</b>	<b>\$ 77,662,666</b>	

**FUND:**

CDBG = Community Development Block Grant

CIF = Capital Improvement Fund

CT = Conservation Trust Fund

ED = Economic Development

ERF = Equipment Replacement Fund

HOME = HOME Grant

HCA = Heritage Culture and The Arts Fund

✓ Sole Source

MD = Medical &amp; 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

WEF = Water Enterprise Fund

*The schedule above is required by City Council.*

**SCHEDULE OF TRANSFERS**

	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Budget</b>
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**FROM:****TO:****TRANSFER PURPOSE**

<b>General Fund</b>	<b>\$ 7,413,200</b>	<b>\$ 1,650,100</b>	<b>\$ 1,652,100</b>	<b>\$ 2,530,100</b>
<b>Capital Improvement Fund</b>	<b>\$ 1,995,000</b>	<b>\$ 120,000</b>	<b>\$ 120,000</b>	<b>\$ 120,000</b>
Neighborhood Improvement Program	120,000	120,000	120,000	120,000
Safety Center Improvements	1,000,000	-	-	-
IT Department Remodel	500,000	-	-	-
Intersection Modification	275,000	-	-	-
Union Corridor Transport Study	100,000	-	-	-
<b>Heritage, Culture, and The Arts Fund</b>	<b>\$ 1,298,200</b>	<b>\$ 1,280,100</b>	<b>\$ 1,282,100</b>	<b>\$ 1,360,100</b>
City Participation	1,298,200	1,280,100	1,282,100	1,360,100
<b>Open Space Fund</b>	<b>\$ 3,120,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 800,000</b>
Lasley Park Improvements	1,200,000	-	-	-
Park Path & Trail Pavement	1,200,000	-	-	-
Carmody Rec Center Splash Park	270,000	-	-	-
Ampitheater Shell Replacement	450,000	-	-	-
Taylor Property Site Improvement	-	-	-	300,000
Denver Water/Meadowlark Cottage Imprvmnt	-	-	-	400,000
Carmody Gymnasium Floor	-	-	-	100,000
<b>Equipment Replacement Fund</b>	<b>\$ 1,000,000</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>
Police Mobile Digital Computers	750,000	-	-	-
Core Firewalls	250,000	-	-	-
IT Infrastructure Sustainability Program	-	250,000	250,000	250,000



## SCHEDULE OF TRANSFERS

	2017 Actual	2018 Budget	2018 Revised	2019 Budget
<b>FROM:</b>				
<b>TO:</b>				
<b>TRANSFER PURPOSE</b>				
<b>Capital Improvement Fund</b>	<b>\$ 306,896</b>	<b>\$ 2,165,000</b>	<b>\$ 7,182,482</b>	<b>\$ 1,135,000</b>
<b>Equipment Replacement Fund</b>	<b>\$ 270,000</b>	<b>\$ 1,020,000</b>	<b>\$ 1,020,000</b>	<b>\$ 1,090,000</b>
City Facility Fiber Optics	270,000	-		
Lakewood Rides Van	-	65,000	65,000	-
Marshal's Transport Van	-	61,000	61,000	-
Police Patrol Vehicles & Equipment (7)	-	350,000	350,000	-
IT Infrastructure Sustainability Program	-	250,000	250,000	250,000
Video Arraignment Enhancement	-	20,000	20,000	-
Police Digital Evidence (DIMS) Syst Upgrade	-	95,000	95,000	-
Laserfiche Licenses & Online Functionality	-	31,000	31,000	-
Fleet Asset Management System Upgrade	-	148,000	148,000	-
JD Edwards 9.2 Update	-	-	-	200,000
City Mobile Radio Replacement	-	-	-	200,000
Radio System Site Migration	-	-	-	350,000
CSO Vehicles (2)				90,000
<b>Heritage, Culture, and The Arts Fund</b>	<b>\$ 36,896</b>	<b>\$ 45,000</b>	<b>\$ 62,482</b>	<b>\$ 45,000</b>
Public Art	36,896	45,000	62,482	45,000
<b>Open Space Fund</b>	<b>\$ -</b>	<b>\$ 1,100,000</b>	<b>\$ 6,100,000</b>	<b>\$ -</b>
Glennon Heights Pool Updates		600,000	600,000	-
Washington Heights Improvements		500,000	500,000	-
Taylor Property Purchase			5,000,000	
<b>Economic Development Fund</b>	<b>\$ -</b>	<b>\$ 2,000,000</b>	<b>\$ 2,000,000</b>	<b>\$ -</b>
<b>Lakewood Reinvestment Authority*</b>	<b>\$ -</b>	<b>\$ 2,000,000</b>	<b>\$ 2,000,000</b>	<b>\$ -</b>
<b>Open Space Fund</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 915,000</b>	<b>\$ 735,000</b>
<b>Capital Improvement Fund</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 915,000</b>	<b>\$ 735,000</b>
Taylor Property Purchase	-	-	915,000	735,000
<b>TOTAL TRANSFERS</b>	<b>\$ 7,720,096</b>	<b>\$ 5,815,100</b>	<b>\$ 11,749,582</b>	<b>\$ 4,400,100</b>

\*The Lakewood Reinvestment Authority is a separate legal entity not presented in this budget document.

AN ORDINANCE

ADOPTING A REVISED BUDGET FOR THE YEAR 2018 FOR THE CITY OF LAKEWOOD, COLORADO, AND FURTHER ADOPTING THE ANNUAL BUDGET FOR THE CITY FOR THE FISCAL YEAR BEGINNING ON THE FIRST DAY OF JANUARY, 2019, AND ENDING ON DECEMBER 31, 2019; ESTIMATING THE AMOUNT OF MONEY NECESSARY TO BE RAISED BY LEVYING TAXES FOR THE YEAR 2018 TO DEFRAY THE COSTS OF MUNICIPAL GOVERNMENT OF THE CITY OF LAKEWOOD, COLORADO, FOR THE FISCAL YEAR BEGINNING JANUARY 1, 2019, AND ENDING DECEMBER 31, 2019; ESTIMATING THE AMOUNT OF MONEY TO BE DERIVED FROM OTHER REVENUE SOURCES; AND SETTING FORTH THE APPROPRIATIONS FOR EACH FUND

WHEREAS, pursuant to the City of Lakewood Home Rule Charter (the "Charter"), the City Manager of the City of Lakewood (the "City Manager") is designated to prepare both the revised annual budget for the year 2018 and the annual budget for the City of Lakewood, Colorado (the "City"), for the fiscal year beginning January 1, 2019, and ending December 31, 2019;

WHEREAS, the City Manager has prepared said budgets and has submitted them to the Lakewood City Council;

WHEREAS, as provided for in Article XII of the Charter, after reviewing the requirements for anticipated expenditures as well as anticipated revenues from other sources for 2019, the City Council has determined that for the year 2018, the City's current Mill Levy, which shall be collected in 2019 by the Treasurer of the County of Jefferson, State of Colorado, upon each dollar of the assessed valuation of all taxable property within the City, is sufficient and need not be increased;

WHEREAS, notwithstanding the foregoing, as a result of the "ratchet effect" of the Taxpayer's Bill of Rights, Article X, Section 20, of the Colorado Constitution ("TABOR"), the City must refund to taxpayers \$12,536,504 of City's 2017 revenues (the "TABOR Refund");

WHEREAS, in order to accomplish the TABOR Refund, the City Council has decided, contingent upon the failure of Lakewood ballot initiative 2A at the election to be held on November 6, 2018, to temporarily reduce the City's property tax mill levy for 2018 to 0.00 mills and temporarily reduce its stormwater management utility fee for 2019; provided, however, that if Lakewood ballot initiative 2A is approved by the voters, the 2018 Mill Levy shall not be reduced and shall remain at 4.711 mills;

WHEREAS, once the City receives the final certification of assessed valuation from the County Assessor, which will not occur until after this budget is adopted, the amount of the TABOR Refund resulting from the 2018 Mill Levy reduction will be calculated and the stormwater management utility fee rates will be reduced to a level that, when combined with the 2018 Mill Levy reduction, will accomplish the total amount of the TABOR Refund of \$12,536,504;

WHEREAS, pursuant to the Charter, upon notice duly advertised, the City Council held public hearings on said budgets on October 8, 2018, and October 22, 2018; and

WHEREAS, the City Council also desires to authorize the City Manager to transfer unassigned funds between and among departments and funds, as deemed appropriate, pursuant to Section 12.7 of the Lakewood Home Rule Charter.

NOW, THEREFORE, BE IT ORDAINED by the City Council of the City of Lakewood, Colorado, that:

SECTION 1. There is hereby appropriated from the revenue derived from taxation and from all other sources during the years 2018 and 2019, the amounts hereinafter designated as financial uses and ending balance as set forth in the following All Funds Summary:

**ALL FUNDS SUMMARY**

The following chart summarizes the financial sources, financial uses, and funds available for all City funds.

<b>Funds</b>	<b>2018 Beginning Balance *</b>	<b>2018 Revised Financial Sources</b>	<b>2018 Revised Financial Uses</b>	<b>2018 Ending Balance</b>	<b>2019 Financial Sources</b>	<b>2019 Financial Uses</b>	<b>2019 Ending Balance</b>
<b>General</b>	<b>\$ 30,151,759</b>	<b>\$ 117,691,729</b>	<b>\$ 124,144,119</b>	<b>\$ 23,699,368</b>	<b>\$ 122,598,845</b>	<b>\$ 129,899,493</b>	<b>\$ 16,398,720</b>
<b>Special Revenue Funds</b>	<b>21,422,563</b>	<b>33,593,370</b>	<b>43,756,205</b>	<b>11,259,727</b>	<b>20,772,702</b>	<b>21,518,541</b>	<b>10,513,888</b>
Conservation Trust	828,763	1,528,216	1,409,600	947,379	1,366,644	1,395,600	918,423
Economic Development	8,872,410	1,576,920	3,963,737	6,485,593	1,576,920	1,994,008	6,068,505
Grants	(132,095)	14,832,837	14,568,296	132,446	7,733,110	7,766,197	99,359
Heritage, Culture, Arts	628,034	3,646,402	4,036,892	237,544	3,515,998	3,642,764	110,778
Open Space	11,225,450	12,008,995	19,777,680	3,456,765	6,580,030	6,719,972	3,316,823
<b>Capital Projects Funds</b>	<b>32,364,018</b>	<b>23,149,296</b>	<b>44,851,960</b>	<b>10,661,353</b>	<b>21,832,823</b>	<b>22,997,888</b>	<b>9,496,288</b>
Capital Improvement	26,896,522	19,634,565	39,560,960	6,970,126	18,192,300	18,675,888	6,486,537
Equipment Replacement	5,467,496	3,514,731	5,291,000	3,691,227	3,640,523	4,322,000	3,009,750
<b>Enterprise Funds</b>	<b>37,315,052</b>	<b>15,889,766</b>	<b>21,281,596</b>	<b>31,923,222</b>	<b>16,112,371</b>	<b>19,076,084</b>	<b>28,959,510</b>
Golf Course Enterprise	9,325,888	5,169,366	5,155,859	9,339,394	5,169,366	5,282,686	9,226,074
Sewer Enterprise	9,986,398	4,731,200	7,166,811	7,550,787	4,840,340	6,496,244	5,894,883
Stormwater Enterprise	15,805,808	4,775,000	6,747,320	13,833,487	4,913,465	5,938,364	12,808,588
Water Enterprise	2,196,959	1,214,200	2,211,605	1,199,553	1,189,200	1,358,789	1,029,964
<b>Internal Service Funds</b>	<b>16,146,559</b>	<b>13,261,493</b>	<b>19,707,625</b>	<b>9,700,427</b>	<b>15,459,744</b>	<b>16,430,191</b>	<b>8,729,980</b>
Medical/Dental							
Self-Insurance	6,750,259	11,978,493	13,342,918	5,385,834	13,303,744	13,351,607	5,337,971
Property & Casualty							
Self-Insurance	4,465,108	625,000	4,935,270	154,838	1,498,000	1,640,178	12,660
Retirees Health Program	3,716,167	25,000	220,000	3,521,167	25,000	220,000	3,326,167
Worker's Compensation							
Self-Insurance	1,215,026	633,000	1,209,438	638,588	633,000	1,218,406	53,182
<b>Total All Funds</b>	<b>\$ 137,399,950</b>	<b>\$ 203,585,653</b>	<b>\$ 253,741,506</b>	<b>\$ 87,244,098</b>	<b>\$ 196,776,484</b>	<b>\$ 209,922,197</b>	<b>\$ 74,098,385</b>

\* 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 Charter, both the revised budget for the year 2018 and the budget for the City of Lakewood, Colorado, for the fiscal year beginning January 1, 2019, and ending December 31, 2019, as heretofore proposed to the City Council by the City Manager, are hereby adopted and approved as the "Revised 2018/2019 Annual Budget."

SECTION 3. The budgets and financial policies herein are approved and adopted and made part of the public records of the City. A copy of the Revised 2018/2019 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 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 2018, which is hereby temporarily reduced to a mill levy of 0.00 in order to provide for the TABOR Refund. This temporary reduction shall be rescinded upon the passage of Lakewood ballot question 2A at the election held on November 6, 2018.

SECTION 5. The City Manager or 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 0.00 to accomplish the TABOR Refund. This temporary reduction shall not be made if Lakewood ballot question 2A is approved at the election held on November 6, 2018.

SECTION 6. The City Manager or designee is hereby authorized and directed to temporarily reduce the Lakewood Stormwater Management Utility Fee in an amount to accomplish the total TABOR Refund, in conjunction with the temporary reduction of the property tax mill levy, in the combined total amount of \$12,536,504. This temporary reduction of the Stormwater Management Utility Fee shall not be made if Lakewood ballot question 2A is approved at the election held on November 6, 2018.

SECTION 7. Pursuant to Section 12.7 of the Charter, the City Council hereby authorizes the City Manager to transfer any unencumbered appropriation balance, or portion thereof, from unassigned funds between and among City departments or funds as deemed appropriate.

SECTION 8. This Ordinance shall take effect thirty (30) days after final publication.

I hereby attest and certify that the within and foregoing ordinance was introduced and read on first reading/public hearing at a regular meeting of the Lakewood City Council on the 8<sup>th</sup> day of October, 2018; published by title in the Denver Post and in full on the City of Lakewood's website, [www.lakewood.org](http://www.lakewood.org), on the 11<sup>th</sup> day of October, 2018; set for a second public hearing to be held on the 22<sup>nd</sup> day of October, 2018, read, finally passed and adopted by the City Council on the 22<sup>nd</sup> day of October, 2018, and signed and approved by the Mayor on the 23<sup>rd</sup> day of October, 2018.



  
Adam Paul, Mayor

ATTEST:

  
Margy Greer, City Clerk

APPROVED AS TO FORM:

  
Timothy P. Cox, City Attorney



## ACRONYMS

<b>ACH</b>	Automated Clearing House
<b>ACIC</b>	Advisory Commission for an Inclusive Community
<b>ADA</b>	Americans with Disabilities Act
<b>APCO</b>	Association of Public Communications Officials
<b>ARRA</b>	American Recovery and Reinvestment Act
<b>BCLP</b>	Bear Creek Lake Park
<b>BRE</b>	Business Retention & Expansion
<b>CAD</b>	Computer-Aided Dispatch
<b>CADD</b>	Computer-Aided Design and Drafting
<b>CAFR</b>	Comprehensive Annual Financial Report
<b>CAPER</b>	Consolidated Annual Performance and Evaluation Report
<b>CBI</b>	Colorado Bureau of Investigation
<b>CCC</b>	Clements Community Center
<b>CCIC</b>	Colorado Crime Information Center
<b>CDBG</b>	Community Development Block Grant
<b>CDOT</b>	Colorado Department of Transportation
<b>CEG</b>	Continuing Education Group
<b>CIF</b>	Capital Improvement Fund
<b>CIPP</b>	Capital Improvement and Preservation Plan
<b>CJIS</b>	Criminal Justice Information System
<b>CMAQ</b>	Congestion Management Air Quality (Federal Funds)
<b>CML</b>	Colorado Municipal League
<b>COBRA</b>	Consolidated Omnibus Budget Reconciliation Act of 1985
<b>COP</b>	Certificate of Participation
<b>CPA</b>	Certified Public Accountant
<b>CPPB</b>	Certified Professional Public Buyers
<b>CPPO</b>	Certified Public Procurement Officers
<b>CT</b>	Conservation Trust Fund
<b>DDACTS</b>	Data-Driven Approaches to Crime and Traffic Safety
<b>DMV</b>	Department of Motor Vehicles
<b>DNA</b>	Deoxyribonucleic Acid
<b>DRCOG</b>	Denver Regional Council of Governments





**ACRONYMS (continued)**

<b>DUI</b>	Driving Under the Influence
<b>ECE</b>	Early Childhood Education
<b>ED</b>	Economic Development (Fund)
<b>EEO</b>	Equal Employment Opportunity
<b>EEOC</b>	Equal Employment Opportunity Commission
<b>EOC</b>	Emergency Operations Center
<b>EPA</b>	Environmental Protection Agency
<b>ERF</b>	Equipment Replacement Fund
<b>ERM</b>	Electronic Records Management
<b>EUDL</b>	Enforcing Underage Drinking Laws
<b>FASTER</b>	Funding Advancement for Surface Transportation and Economic Recovery (defined within the Colorado Revised Statute, Title 43, Article 4, Part 8)
<b>FBI</b>	Federal Bureau of Investigations
<b>FCC</b>	Federal Communications Commission
<b>FCPA</b>	Fair Campaign Practices Act
<b>FEMA</b>	Federal Emergency Management Agency
<b>FEVER</b>	Fostering Electric Vehicle Expansion in the Rockies
<b>FLSA</b>	Fair Labor Standards Act
<b>FMLA</b>	Family Medical Leave Act
<b>FMS</b>	Financial Management System
<b>FTA</b>	Federal Transportation Act
<b>FTE</b>	Full Time Equivalent
<b>GAAP</b>	Generally Accepted Accounting Principles
<b>GASB</b>	Government Accounting Standards Board
<b>GASB 54</b>	The Governmental Accounting Standards Board Statement Number 54, Fund Balance Reporting and Governmental Fund Type Definitions
<b>GENERAL</b>	General Fund
<b>GFOA</b>	Government Finance Officers Association
<b>GIS</b>	Geographic Information System
<b>GOCO</b>	Great Outdoors Colorado
<b>GOLF</b>	Golf Course Fund
<b>GSA</b>	General Services Administration (United States)
<b>HCA</b>	Heritage Culture & The Arts Fund
<b>HES</b>	Hazard Elimination Safety (Federal Funds)



**ACRONYMS (continued)**

<b>HIPAA</b>	Health Insurance Portability & Accountability Act
<b>HOME</b>	Home Investment Partnerships Program
<b>HRA</b>	Health Reimbursement Account
<b>HRIS</b>	Human Resource Information System
<b>HUD</b>	Housing and Urban Development (U.S. Department)
<b>IGA</b>	Intergovernmental Agreement
<b>IMB</b>	Intelligent Mail Barcodes
<b>IT</b>	Information Technology
<b>JAG</b>	Justice Assistance Grant
<b>JCOS</b>	Jefferson County Open Space (Grant)
<b>JDE</b>	JD Edwards (Software)
<b>JIS</b>	Juvenile Information System
<b>LEAF</b>	Law Enforcement Assistance Fund
<b>LEAP</b>	Low-Income Energy Assistance Program
<b>LLC</b>	Limited Liability Company
<b>LLEBG</b>	Local Law Enforcement Block Grant
<b>LPBA</b>	Lakewood Public Building Authority
<b>LRA</b>	Lakewood Reinvestment Authority
<b>LRT</b>	Light Rail Transit
<b>MATT</b>	Metropolitan Auto Theft Task Force
<b>MD</b>	Medical & Dental Self-Insurance
<b>MDEDC</b>	Metro Denver Economic Development Corporation
<b>NIBRS</b>	National Incident Based Reporting System
<b>NIMS</b>	National Incident Management System
<b>NLC</b>	National League of Cities
<b>NRS</b>	Neighborhood Revitalization Strategy
<b>ODP</b>	Official Development Plan
<b>OEDIT</b>	State Office of Economic Development & International Trade
<b>OS</b>	Open Space (Fund)
<b>OSHA</b>	Occupational Safety & Hazards Authority
<b>PC</b>	Personal Computer
<b>PCF</b>	Property/Casualty Self-Insurance Fund
<b>PEG</b>	Public, Education and Government



**ACRONYMS (continued)**

<b>PIF</b>	Public Improvement Fee
<b>POST</b>	Peace Officer Standards and Training
<b>PPACA</b>	Patient Protection & Affordable Care Act
<b>PSAP</b>	Public Safety Answering Point
<b>PW</b>	Public Works
<b>RISE</b>	Recreational Inclusive Services for Everyone
<b>RMS</b>	Records Management System
<b>ROI</b>	Return on Investment
<b>RTD</b>	Regional Transportation District
<b>SCFD</b>	The Scientific and Cultural Facilities District
<b>SEF</b>	Sewer Enterprise Fund
<b>SET</b>	Special Enforcement Team
<b>SHSG</b>	State Historical Society Grant
<b>SMU</b>	Stormwater Management Utility
<b>SRO</b>	School Resource Officer
<b>STP-M</b>	Surface Transportation Program Metro (Federal Funds)
<b>SWAT</b>	Special Weapons and Tactics
<b>SWEF</b>	Stormwater Enterprise Fund
<b>TABOR</b>	Taxpayers' Bill of Rights
<b>TAC</b>	Transport Across Colorado
<b>TAP</b>	Transportation Alternatives Program
<b>TEA-21</b>	Transportation Equity Act for the 21 <sup>st</sup> Century
<b>TIF</b>	Tax Increment Financing
<b>UDFCD</b>	Urban Drainage and Flood Control District
<b>UPPCC</b>	Universal Public Procurement Certification Council
<b>VoIP</b>	Voice over Internet Protocol
<b>WAN</b>	Wide Area Network
<b>WCF</b>	Worker's Compensation Self-Insurance Fund
<b>WEF</b>	Water Enterprise Fund
<b>WMDTF</b>	West Metro Drug Task Force
<b>YET</b>	Youth Education Teams



## GLOSSARY

<b>Account</b>	A record of a business transaction; a reckoning of money received or paid.
<b>Accounting System</b>	The total structure of records and procedures which discover, record, classify, summarize, and report information on the financial position and results of operations of a government or any of its funds, fund types, balanced account groups, or organizational components.
<b>Accounts Payable</b>	A short-term liability account reflecting amounts owed to others for goods and services received by the City (but not including amounts due to other funds).
<b>Accounts Receivable</b>	An asset account reflecting amounts due from others for goods or services furnished by the City, but not including amounts due from other funds.
<b>Accrual Basis</b>	The recording of the financial effects on a government of transactions and other events and circumstances that have cash consequences for the government in the periods in which those transactions, events and circumstances occur, rather than only in the periods in which cash is received or paid by the government.
<b>Ad Valorem Tax</b>	A tax based on value (e.g., a property tax)
<b>Agency Fund</b>	A fund used to account for assets held by a government as an agent for individuals, private organizations, or other governments, and/or other funds.
<b>All Funds Budget</b>	The “all funds budget” is the total of the appropriations for all of the funds.
<b>Allocation</b>	Funds that are apportioned or designated to a program, function, or activity.
<b>Americans with Disabilities Act (ADA)</b>	The Americans with Disabilities Act prohibits discrimination, based on disability, in employment, public accommodations, government services, transportation and telecommunications.
<b>Appropriation</b>	The legal authorization by City Council to make expenditures and/or to incur obligation for specific purposes.
<b>Assessed Valuation</b>	A valuation set upon real estate or other property by a government as a basis for levying taxes. The County Assessor determines the assessed valuation of residential and commercial property as a percentage of its actual value using an established base year for calculating the property values.



## GLOSSARY (continued)

<b>Assets</b>	Resources owned or held by a government which have monetary value.
<b>Balanced Budget</b>	Pursuant to Article XII, Section 12.3(g) of the Lakewood City Charter: “The adopted budget for the ensuing fiscal year shall include...the balance between total estimated expenditures and total estimated revenues, including surpluses.”
<b>Basis of Accounting</b>	A term used when revenues, expenditures, expenses, and transfers are recognized in the accounts and reported in the financial statements. Specifically, it relates to the timing and characterization of the measurements made, regardless of the nature of the measurement, on either the cash or the accrual method.
<b>Bear Creek Lake Park (BCLP)</b>	A regional 2,624 acre park that includes the Soda Lakes. Activities include fishing, boating, sailing, wind surfing, horseback riding, overnight camping, walking trails; open space, nature viewing, interpretive programs, swim beach, picnic shelters and tables, outdoor barbeques, restrooms, and bike trails.
<b>Bond</b>	Most often, a written promise to pay a specified sum of money (called the face value or principal amount), at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified fixed rate.
<b>Budget</b>	The City’s operational and functional plan balancing expenditures for a fiscal year with the expected income or revenue for the fiscal year. A budget identifies the various programs, goals, activities, expectations, and results/benefits.
<b>Budget Message</b>	A summary and general discussion of the proposed budget, accompanying the budget document. The budget message is presented in writing by the City Manager, who is the individual under the Lakewood City Charter responsible for proposing the annual budget.
<b>Capital Assets</b>	Assets of a long-term character which are intended to continue to be held or used beyond one year, such as land, buildings, and improvements.
<b>Capital Improvement and Preservation Plan (CIPP)</b>	A five-year plan for capital construction and/or maintenance associated with preserving capital assets of the City.
<b>Capital Improvement Fund (CIF)</b>	The purpose of the Capital Improvement Fund is to account for expenditures for the acquisition, construction, and improvement of capital assets. Revenue for this fund is primarily derived from 0.5% of the City’s three percent (3%) sales and use taxes.



## GLOSSARY (continued)

<b>Capital Outlay</b>	The expenditure category that results in the acquisition of, or addition to, fixed assets, including equipment, fixtures, motor vehicles, etc. with an individual cost of \$5,000 or greater, land and buildings of \$50,000, and infrastructure of \$100,000, and an estimated useful life in excess of one year.
<b>Capital Projects Funds</b>	Capital Projects Funds are created to account for resources used for the acquisition, construction, and maintenance of major capital facilities other than those financed by proprietary funds and trust funds. These funds are established to maintain a separate accounting of specific capital projects as directed by City Council.
<b>Cash Reserve</b>	An amount for use in major economic or natural catastrophes.
<b>Certificate of Participation (COP)</b>	Certificates of Participation are obligations issued to finance assets that can be leased, including land, buildings, and equipment. The municipality makes lease payments over a specified period of time to use the property or equipment. The lease payments are subject to annual appropriation by the City Council.
<b>Citizen Participation Plan</b>	The plan sets forth policies and procedures for citizen participation as it relates to the Community Development Block Grant (CDBG) and HOME programs to ensure that requirements of the U.S. Department of Housing and Urban Development (HUD) are met.
<b>Colorado Bureau of Investigation (CBI)</b>	The Colorado Bureau of Investigation is a central crime bureau and laboratory providing criminal investigative support to Law Enforcement agencies to aid in prevention, detection, and investigation of criminal activity throughout the state of Colorado.
<b>Colorado Crime Information Center (CCIC)</b>	Colorado Crime Information Center is the database link to criminal history and warrant information.
<b>Colorado Department of Transportation (CDOT)</b>	The Colorado Department of Transportation is responsible for construction and maintenance of the State highway system and bridges.
<b>Colorado Municipal League (CML)</b>	The Colorado Municipal League is a nonprofit, nonpartisan organization that represents Colorado's cities and towns collectively in matters before the state and federal government and provides a wide range of information services to assist municipal officials in managing their governments.
<b>Commission on Accreditation for Law Enforcement Agencies</b>	The Commission is a non-profit corporation that administers the law enforcement accreditation program. The Commission develops standards, and evaluates local law enforcement agencies on their ability to meet/exceed standards of professional excellence.



## GLOSSARY (continued)

<b>Community Development Block Grant (CDBG)</b>	Community Development Block Grants provide financial assistance to communities for public facilities and planning activities that address issues detrimental to the health and safety of local residents, and to reduce the costs of essential community services. The U.S. Department of Housing and Urban Development funds the Community Development Block Grant program.
<b>Community Policing</b>	Community Policing is proactive, solution-based, and community driven. It occurs when law-abiding citizens work together to ensure a safe environment.
<b>Comprehensive Annual Financial Report (CAFR)</b>	The Comprehensive Annual Financial Report provides information which is used by investment companies such as Moodys' Investors Services and Standard and Poors Corporation to determine the City's fiscal integrity and set bond rates. It includes a comprehensive presentation of the City's financial and operating activities.
<b>Comprehensive Plan</b>	The plan sets the policies and guidelines for the development and re-development within the City of Lakewood.
<b>Computer-Aided Design and Drafting (CADD)</b>	Personal computer based software used by engineering technicians to development construction drawings for street, sanitary sewer and storm sewer projects.
<b>Conservation Trust (CT) Fund</b>	This fund is established as required by Section 31-25-220, Colorado Revised Statutes, 1973 to account for monies received from the State of Colorado for Conservation Trust Fund (lottery) purposes.
<b>Consolidated Omnibus Budget Reconciliation Act of 1985 (COBRA)</b>	This is a law that requires employers to offer continued medical and dental coverage to employees and/or their dependents who have had a qualifying event which makes them no longer eligible for coverage on the employer's plans.
<b>Contingency</b>	Funds appropriated to cover unexpected expenses that may occur during the budgeted year.
<b>Contractual Services</b>	Services that are purchased from other private or governmental entities under a contract.
<b>Corridor Plan</b>	Corridor plans are created for areas along Lakewood's major streets providing an overall vision for the corridor.



## GLOSSARY (continued)

<b>Debt</b>	An obligation resulting from the borrowing of money or from the purchase of goods and services.
<b>Deficit</b>	(1) The excess of the liabilities of a fund over its assets (2) The excess of expenditures over revenues during an accounting period, or in the case of proprietary (Enterprise) funds, the excess of expenses over revenues during an accounting period.
<b>Dental Self-Insurance Fund</b>	This fund was established by Ordinance O-2006-22 for employee medical and/or dental self-insurance purposes which include the payment of claims, administrative expenses, legal expenses, and payment for prevention efforts.
<b>Denver Regional Council of Governments (DRCOG)</b>	The Denver Regional Council of Governments is a voluntary association of 49 county and municipal governments in the greater Denver, Colorado area. The Council works together to address issues of regional concern including growth and development, transportation, the environment, provision of services to the region's older population, and performs analysis of economic and development trends.
<b>Depreciation</b>	(1) Expiration in the service life of fixed assets attributable to wear and tear, deterioration, inadequacy and obsolescence (2) The portion of the cost of a fixed asset charged as an expense during a particular period. In accounting for depreciation, the cost of a fixed asset, less any salvage value, is prorated over the estimated service life of such an asset, and each period is charged with a portion of such cost. Through this process, the entire cost of the asset is ultimately charged off as an expense.
<b>Duty Death &amp; Disability Trust Fund</b>	This 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.
<b>Economic Development Fund</b>	The Economic Development Fund is established by Ordinance 85-54 to provide financial assistance for public improvements for certain business enterprises which further the economic development goals of the City.
<b>Emergency Operations Center (EOC)</b>	An Emergency Operations Center is a central command and control facility responsible for carrying out the principles of emergency preparedness and emergency management, or disaster management functions at a strategic level in an emergency situation, and ensuring the continuity of operation of the City.





## GLOSSARY (continued)

<b>Eminent Domain</b>	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.
<b>Encumbrances</b>	Commitments related to unperformed contracts for goods or services. Used in budgeting, encumbrances represent the estimated amount of expenditures ultimately to result if unperformed contracts in process are completed.
<b>Enterprise Funds</b>	Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or where the City Council has decided that periodic determination of net income is appropriate for accountability purposes.
<b>Entity</b>	The basic unit upon which accounting and/or financial reporting activities focus, e.g., the City of Lakewood.
<b>Equal Employment Opportunity Laws (EEO)</b>	Equal Employment Opportunity laws prevent discrimination by employers, based on race, sex, religion, national origin, physical disability, and age.
<b>Equipment Replacement Fund (ERF)</b>	The Equipment Replacement Fund is established to maintain a reserve to replace equipment when it becomes most economical. The Capital Improvement Fund and all Enterprise Funds are charged both direct and indirect fees through the charge back process for vehicle and equipment replacement.
<b>Evapotranspiration</b>	The amount of water being lost to the atmosphere through evaporation and plants going about their daily lives.
<b>Expenditures</b>	The outlay of cash for goods or services which result in a decrease in net financial resources.
<b>Family Medical Leave Act (FMLA)</b>	The Federal Family Medical leave Act of 1993 is a law that requires employers to give employees time off for serious health conditions of themselves or certain specified family members or during the birth or adoption of a child.



## GLOSSARY (continued)

<b>Federal Emergency Management Agency (FEMA)</b>	The Federal Emergency Management Agency is an independent agency of the federal government charged with building and supporting the nation's emergency management system. FEMA's mission is to reduce loss of life and property and protect our nation's critical infrastructure from all types of hazards through a comprehensive, risk-based, emergency management program of mitigation, preparedness, response and recovery.
<b>Fee</b>	A charge levied to a user of a specific good or service in direct exchange for that good or service.
<b>Fiduciary Funds</b>	Fiduciary Funds are either Trust Funds or Agency Funds. Trust Funds are used to account for assets held by the government in a trustee capacity. Agency Funds are used to account for assets held by the government as an agent for individuals, private organizations, and other governments and/or funds.
<b>Fiscal Year</b>	A twelve-month period of time to which the annual budget applies, and, at the end of which, a governmental unit determines its financial position and results of its operations.
<b>Food</b>	Food for domestic home consumption is defined per City Code Chapter 3.01.
<b>Full Time Equivalent (FTE)</b>	Full Time Equivalent means the budgetary equivalent of one permanent position continuously filled full time (2,080 hours per year) for an entire fiscal year.
<b>Fund</b>	An independent fiscal and accounting entity with a self-balancing set of accounts which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with law, regulations, policies, restrictions or limitations.
<b>Fund Balance</b>	The excess or deficiency of the assets of a fund over its liabilities and reserves at any point in time.
<b>General Fund</b>	The General Fund account for all transactions of the City of Lakewood not accounted for in other funds and is the City's primary operating fund. This fund represents an accounting for the City's ordinary operations financed from taxes and other general revenues and is the City's most significant fund in relation to overall expenditures.
<b>Generally Accepted Accounting Principles (GAAP)</b>	Comprehensive standards and applications established for presenting and reporting financial transactions in the United States.



## GLOSSARY (continued)

<b>Geographic Information System (GIS)</b>	A Geographic Information System is a computer system capable of assembling, storing, manipulating, and displaying geographically referenced information, i.e., data identified according to their locations.
<b>Golf Course Fund</b>	The Golf Course Fund was established in 1990 to develop the Fox Hollow at Lakewood Golf Course, which opened in August 1993. An additional golf course, Homestead Golf Course, was completed in summer 2002.
<b>Government Finance Officers Association (GFOA)</b>	GFOA is the professional association of state/provincial and local finance officers in the United States and Canada. The GFOA is dedicated to the sound management of government financial resources.
<b>Governmental Accounting Standards Board (GASB)</b>	The Governmental Accounting Standards Board was organized in 1984 by the Financial Accounting Foundation (FAF) to establish standards of financial accounting and reporting for state and local governmental entities. The GASB's function is important because external financial reporting can demonstrate financial accountability to the public and is the basis for investment, credit, and many legislative and regulatory decisions.
<b>Governmental Funds</b>	Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, and capital projects funds.
<b>Grants</b>	Contributions or gifts of cash or other assets from another government, or a private or non-profit entity. Grants are generally to be used or expended for a specific purpose, activity, or facility.
<b>Grants Fund</b>	The Grants Fund was established to maintain a separate accounting for Federal, State, and other qualified grants.
<b>Great Outdoors Colorado (GOCO)</b>	Created by voters in 1992 to distribute lottery proceeds to outdoor projects, including wildlife.
<b>HEAD Start</b>	HEAD Start is a child development program that serves low-income children and their families.
<b>Heritage, Culture &amp; The Arts Fund</b>	This fund is established to provide a full complement of heritage, cultural, and art activities to the general public on a continuing basis financed primarily through user charges.
<b>HOME Grant Funds</b>	HOME Grant funds are made available by the U.S. Department of Housing and Urban Development. The Grant program is designed to encourage partnerships between federal, state and local governments, housing developers, and/or nonprofit service agencies. Grants are used to fund the construction and rehabilitation of affordable housing for low-income families.



## GLOSSARY (continued)

<b>Human Resource Information System (HRIS)</b>	A computerized system for human resource related applications, such as employee data management, benefits, etc.
<b>Information Technology (IT)</b>	Includes matters concerned with the furtherance of computer science and technology, design, development, installation and implementation of information systems and applications.
<b>Intergovernmental Agreement (IGA)</b>	Formal agreements between governments that promote and coordinate cooperation.
<b>Intergovernmental Revenues</b>	Revenues from other governments in the form of grants, entitlements, shared revenues, or payments in lieu of taxes.
<b>Internal Service Funds</b>	Internal Service Funds are used to account for the financing of goods and services provided by one department or agency to other departments or agencies of the governmental units, or to other governmental units, on a cost-reimbursement basis
<b>JD Edwards (JDE)</b>	The JD Edwards software is the City's integrated financial and human resources management system which is used to manage and perform tasks such as purchasing, accounts payable, tracking budgets and project costs, timesheets and payroll, and managing employee data. In 2003, JD Edwards merged with (the Oracle corporation) and may be periodically referred to as PeopleSoft.
<b>Juvenile Information System (JIS)</b>	A cooperative program that shares juvenile records with authorized/ participating agencies.
<b>KLTV 8</b>	KLTV 8 is the letters used to identify the City's Cable Broadcasting Station: K - all stations west of the Mississippi use the K L - Lakewood TV - Television 8 - Cable channel number utilized for the television station
<b>Lakewood Legacy Foundation</b>	The Lakewood Legacy Foundation was started in 1986 as a community trust and is a 501(C)(3) tax-exempt entity under the Internal Revenue Code. The Foundation has broadened its scope to include the future funding of a wide range of nonprofit programs.
<b>Lakewood Public Building Authority (LPBA)</b>	The Lakewood Public Building Authority was incorporated in 1979 as a Colorado nonprofit corporation created to facilitate the construction of public improvements within the City.



## GLOSSARY (continued)

<b>Lakewood Reinvestment Authority (LRA)</b>	On November 4, 1997, Lakewood voters authorized the creation of an urban renewal authority. Consequently, The Lakewood Reinvestment Authority was formed and officially created on January 12, 1998. The goal of the Lakewood Reinvestment Authority is to assure economic soundness of public/private development within the City and a commitment to increasing the overall revenue base. The LRA is an entity that is legally separate from the City.
<b>Leads OnLine</b>	An online investigation software system for law enforcement, providing a cloud based software program to manage pawn shop transactions. The software program allows for rapid cross-jurisdiction reporting and investigation.
<b>Light Rail Transit (LRT)</b>	Light rail transit is a mode of urban transportation utilizing predominantly reserved but not necessarily grade-separated rights-of-way. Electrically propelled rail vehicles operate singly or in trains. LRT provides a wide range of passenger capabilities and performance characteristics at moderate costs.
<b>Limited Liability Company (LLC)</b>	A Limited Liability Company is essentially a business entity created by contract between the members, much as a general partnership. An LLC has members rather than shareholders. It has a manager or managers instead of a board of directors. Management may be vested in the members or it may be vested in the manager(s). The members are protected from personal liability for the acts of the LLC, much like shareholders of a corporation.
<b>Line Item</b>	Funds requested and/or appropriated on a detailed or itemized basis.
<b>Local Growth</b>	“Local Growth” for a non-school district means a net percentage change in actual value of all real property in a district from construction of taxable real property improvements, minus destruction of similar improvements, and additions to, minus deletions from, taxable real property.
<b>Local Law Enforcement Block Grant (LLEBG)</b>	The Local Law Enforcement Block Grant program was created in May 1986 to assist state and local authorities in developing programs that focus on developing criminal justice strategies to achieve safe communities.
<b>Major Fund</b>	The General Fund is always a major fund. Otherwise, major funds are funds whose revenues, expenditures / expenses, assets, or liabilities are at least 10 percent (10%) of corresponding totals for all governmental or enterprise funds and at least 5 percent (5%) of the aggregate amount for all governmental and enterprise funds for the same item. Any other governmental or enterprise fund may be reported as a major fund if the government’s officials believe that fund is particularly important to financial statement users.



## GLOSSARY (continued)

<b>Master Plan</b>	A planning guide that provides a framework for general department direction and large-scale projects with multiple elements. A master plan outlines appropriate measures for development and sustainability, generally over five to ten year intervals and may include: public input through meetings, focus groups, and citizen surveys; programming, inventory, and budgetary analysis; service and gap analysis; and goals and recommendations to meet future needs.
<b>Metro Denver Economic Development Corporation (MDEDC)</b>	The Metro Denver Economic Development Corporation is a public-private not-for-profit economic development organization comprised of over 58 cities, counties, and economic development agencies providing a broad array of services to assist companies with location, expansion, and market decisions.
<b>Mill Levy</b>	Rate by which assessed valuation is multiplied to determine property tax. A mill is 1/10 of one cent or \$1.00 of tax for each \$1,000 of assessed value.
<b>Modified Accrual Basis</b>	The accrual basis of accounting adapted to the governmental fund-type measurement focus. Under it, revenues and other financial resource increments (e.g., bond issue proceeds) are recognized when they become susceptible to accrual, that is when they become both “measurable” and “available to finance expenditures of the current period.” “Available” means collectible in the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recognized when the fund liability is incurred except for inventories and prepaid insurance.
<b>National League of Cities (NLC)</b>	The National League of Cities is a national organization that serves as a national resource to and an advocate for municipal governments. It provides a network for information sharing and for speaking on behalf of America's cities in Washington, D.C. and all state capitols.
<b>Neighborhood Participation Program</b>	The City of Lakewood offers grants to build projects that would improve qualifying Lakewood neighborhoods. To be eligible, projects must have a general benefit to the neighborhood, must be located on public property, and requests must come from groups representing the neighborhood.
<b>Neighborhood Planning</b>	A plan developed from the collaborative efforts between City staff, residents, and property owners identifying goals and providing guidance about the future direction of a neighborhood.
<b>Occupational Safety &amp; Hazards Authority (OSHA)</b>	Created by Congress in 1971, the Occupational Safety and Hazards Authority establish rules and programs associated with safety and health in workplaces.
<b>One Year Action Plan</b>	This plan is the City’s annual Community Development Block Grant (CDBG) and HOME Investment Partnership (HOME) grant application to the U.S. Department of Housing and Urban Development (HUD).



## GLOSSARY (continued)

<b>Open Space (OS) Fund</b>	Open Space funds are derived from a one-half of one-percent of the Jefferson County sales tax. Fifty percent of the proceeds are attributable to each municipality for acquisition, construction, development, and maintenance of capital improvements relating to open space and/or recreation.
<b>Operating Expenses</b>	Operating expenses include: supplies and materials which, by their nature, are consumable, and have a useful lifetime of less than one year, or which, after usage, undergo an impairment of, or material change in, physical condition.
<b>Peace Officer Standards and Training (POST)</b>	Peace Officer Standards and Training is a State of Colorado department responsible for establishing standards for police officer certification and training.
<b>Pension Fund</b>	A fund type sub-classification under trusts and agency funds used primarily to account for the activities of a government's employer-employee retirement system(s).
<b>Performance Review and Development</b>	This is the annual performance review process. Supervisors rely on the Performance Review and Development System to evaluate their employees' performance every year.
<b>Personnel Services</b>	Personnel services include: all salaries, wages, and benefits, including the City's contribution to retirement plans.
<b>PowerDMS</b>	A document management system that organizes electronic processes for policy and procedure management, standards compliance for accreditation, training, testing and extra-duty employment.
<b>Property &amp; Casualty Self-Insurance Fund</b>	This fund was established for the purpose of paying premiums, claims, judgments, settlements, legal fees, and any other self-insurance related program expenses. The City has chosen to use large self-insured retentions/deductibles for its property and casualty insurance program through the municipal insurance pool.
<b>Proprietary Funds</b>	Funds that focus on the determination of operating income, changes in net position (or cost recovery), financial position, and cash flows. There are two different types of proprietary funds: enterprise funds and internal service funds.





## GLOSSARY (continued)

<b>Public, Education and Government (PEG) Access Fees</b>	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.
<b>Public Improvement Fee (PIF)</b>	A Public Improvement Fee is a private fee imposed by a developer that is collected for the benefit of the developer and is used to finance the public improvements surrounding the given development. Public improvements include, but are not limited to, public parking facilities, public roads, regional storm management system, road safety improvements, sanitary sewer system, and a trail system/pedestrian access.
<b>Public Safety Answering Point (PSAP)</b>	The Public Safety Answering Point is the dispatch center that receives the initial call for police and fire service from the community.
<b>Records Management System</b>	Computer system where records are stored, updated, and accessed.
<b>Recreational Inclusive Services for Everyone (RISE) Above!</b>	RISE Above! (Formerly Special Populations Programs) are programs and services for those in Lakewood with disabilities. Programs and services include recreational opportunities, Special Olympics training and events, Camp Paha (a summer day camp for those with disabilities), independent living classes, a winter ski program and much more.
<b>Regional Transportation District (RTD)</b>	The Colorado General Assembly created the Regional Transportation District in 1969 to develop, maintain, and operate a public transportation system for the six county areas whose center is Denver, Colorado.
<b>Retiree's Health Program Fund</b>	The Retiree's Health Program Fund was established to account for all of the necessary activities of two benefit plans -- the Benefit Trust Plan, a defined contribution retirement plan that distributes a lump sum amount to eligible employees upon retirement and the Pre-Funded Health Care Plan which distributes a monthly payment to eligible employees upon retirement to supplement insurance premiums.
<b>Rooney Valley Intergovernmental Agreement</b>	The Rooney Valley Intergovernmental Agreement was created in May 2000. The agreement, between the City of Lakewood and the Town of Morrison, provides for joint planning efforts, as well as revenue and cost sharing in the Rooney Valley development area.
<b>Sales Tax</b>	The City of Lakewood imposes a 3.0% sales tax on the sale of tangible personal property sold at retail or for specific taxable services.





## GLOSSARY (continued)

<b>School Resource Officer (SRO)</b>	The School Resource Officer program promotes a police-school partnership at the middle and high school levels.
<b>Scientific and Cultural Facilities District (SCFD)</b>	A sales tax of 0.1% applies to all sales in the district. Revenues are grant allocated to various scientific and cultural programs throughout the district.
<b>Service Area</b>	A broad category of services delivered by the City which may cross departmental and/or program lines, and which help identify the areas towards which resources are applied.
<b>Services &amp; Supplies</b>	The expenditure category for services rendered to the City by a vendor.
<b>Sewer Enterprise Fund</b>	The Lakewood Board of Water and Sewer 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.
<b>Special Enforcement Team (SET)</b>	The Special Enforcement Team is dedicated to gang-related crime suppression, fugitive apprehension and other “quality of life” crime suppression activities.
<b>Special Revenue Funds</b>	Special Revenue Funds are established for the purpose of accounting for monies received by the City of Lakewood that are restricted in nature and can only be utilized for specific purposes.
<b>Special Weapons and Tactics (SWAT) Team</b>	The Special Weapons and Tactics Team is a highly trained and specially equipped unit of the Police Department that responds to serious community safety and security issues such as hostage/barricaded gunman incidents; conducts high-risk warrant service; and performs other special operations.
<b>Station Area Plan</b>	A plan for each of the six light rail stations in Lakewood identifying appropriate land uses and development densities within approximately 1/2 mile of the stations.
<b>Statute</b>	A written law enacted by the Colorado Legislature.
<b>Stormwater Enterprise Fund</b>	The Stormwater Enterprise Fund was created by City Council adopting Ordinance O-98-28 to account for user fees collected from property owners to maintain existing storm water facilities, meet federal requirements for storm water quality, and to build new drainage facilities. All activities necessary to provide such services are accounted for in this fund.



## GLOSSARY (continued)

<b>Strategic Goals</b>	Outcomes or vision statements established by the Mayor and City Council at its annual planning sessions, which guide the goals, activities, expectations, results/benefits, organizational structure, and appropriation of resources in the budget. Under the Council-Manager structure, it is the responsibility of the City Manager to cause strategic goals to be carried out, through the various executive and administrative authority and powers (including budgetary powers) set out in the Lakewood Charter.
<b>Sustainability</b>	Current needs are met without sacrificing the ability of future generations to meet their own needs by balancing long-term environmental, financial, and economic concerns.
<b>Tax Increment Financing (TIF)</b>	Tax increment financing may be used in accordance with Colorado Urban Renewal law. In such cases, tax bases can be frozen for a period of time whereby incremental taxes in excess of the frozen base are typically used to provide redevelopment.
<b>Taxes</b>	Compulsory charges levied by a government, under its statutory or charter authority, for the purpose of financing services performed for the common benefit.
<b>Taxpayers' Bill of Rights (TABOR)</b>	Colorado voters passed the Taxpayers' Bill of Rights (Article X, Section 20 of the Colorado Constitution) in November 1992. The amendment restricts the City's total revenue growth to prior year revenue plus the Denver-Boulder Consumer Price Index, and a growth measure, which only includes net new construction, net changes in taxable/non-taxable properties, and annexed property. The amendment also requires each government to establish an emergency reserve of 3.0% of all non-exempt funds.
<b>Transport Across Colorado (TAC)</b>	Cooperative effort from state, county, and local law enforcement agencies to transport prisoners to destinations without charge.
<b>Trust Funds</b>	Funds used to account for assets held by a government in a trustee capacity for individual, private organizations, other governments, and/or other funds.
<b>U.S. General Services Administration (GSA)</b>	The U.S. General Services Administration is an agency of the federal government responsible for securing the buildings, products, services, technology, and other workplace essentials federal agencies need.
<b>Urban Drainage and Flood Control District (UDFCD)</b>	The Urban Drainage and Flood Control District was established by the Colorado legislature in 1969, for the purpose of assisting local governments in the Denver metropolitan area with multi-jurisdictional drainage and flood control problems.



## GLOSSARY (continued)

<b>Use Tax</b>	A tax levied as a complement to the City sales tax at 3 percent (3%) and is imposed upon taxable purchases where a sales tax was not legally imposed.
<b>Voice over Internet Protocol (VoIP)</b>	Voice over Internet Protocol is a technology that allows voice conversations using a broadband Internet connection instead of a regular (or analog) phone line.
<b>Water Enterprise Fund</b>	The Lakewood Board of Water and Sewer 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.
<b>Water Rights and Acquisition Fund</b>	The Water Rights and Acquisition Fund was established to account for revenues restricted specifically to the acquisition of water rights.
<b>West Metro Drug Task Force (WMDTF)</b>	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.
<b>Wide Area Network (WAN)</b>	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.
<b>Workers' Compensation Self-Insurance Fund</b>	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.
<b>Youth Educational Tours (YET)</b>	Jail tours for at-risk youth.



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